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CUPRINS

ROLE OF PRE-RETIREMENT EDUCATION ON THE SATISFACTION OF POST-RETIREMENT LIVES OF NIGERIAN INSURANCE INDUSTRY RETIREES: AN INSIGHT FROM RETIREES IN SELECTED INSURANCE FIRMS

Alli Noah Gbenga[1]

Abstract

The decision of when to retire is a significant personal decision and these days when employees retire, they hopefully have many years of active life ahead of them. However, the change from a work situation, to one where there is no structure and nobody telling employees what to do can be the biggest changes of an employee's lives, and they have to be prepared. Offering the retirees a preretirement education is a major way to see to the betterment of the retirement of employees. This study endeavor to determine the role of preretirement education on the satisfaction of post retirement lives of Nigerian insurance industry retirees using selected insurance firms as case study. A research questionnaire was used to elicit information from retirees of the Nigerian insurance industry. Three (3) hypothetical statement were formulated and tested using one sample t-test on SPSS version 20. The study found that there is a greater financial and economic security among employees who were offered preretirement education by their various employers before retirement, as they have shown at length, a great level of satisfaction during their postretirement lives.

Keywords: Retirement, Preretirement, education, insurance, Nigeria.

INTRODUCTION

The term retirement portrays different meaning to different people. As some set of people awaits it with happiness, some others have a very different perspective about it, as they associate that particular stage of life to things such as boredom, suffering, ill health among others (Amune, Aidenojie & Obiyan, 2015). Ajemunigbohun, Alli & Ganiyu (2019) explained retirement as a different stage of life where workers gives thoughts to. As employee's ages, the time to retire draws near and the thoughts of retirement becomes clearer mind and the concern to have a proper retirement days dawn on them. Retirement is more of a challenge to a typical Nigerian employee. The decision of when to retire is a significant personal decision and these days when employees retire, they hopefully have many years of active life ahead of them. However, the change from a work situation, to one where there is no structure and nobody telling employees what to do can be the biggest changes of an employee's lives, and they have to be prepared. (Iyortsuun & Akpusugh, 2013) explained that retirement should be an exciting time for all employees, and it can be, however for some people it might not be as smooth. (Garba & Mamman, 2014) stated that a close observation at many of the retirees in the Nigerian society and the problems they are facing draws the attention of the whole country, and these problems range from unexpected loss of life, loss of the usual monthly salary before retirement, lack of occupation, decreased strength and dwindling economic status among others. The delay in the payment of pension benefits to retirees also brought upon them a hardship. Retirement in Nigeria is a dreaded phase in the life of employees due to the present happening among pensioner within the country. Some retirees are being owed their pension after duly serving their various employers, thereby leading to unfavorable post retirement living condition, while some are witnessing post retirement hardship because of inadequate or improper planning. (Blake, 1999) explained that the purpose of a pension plan is to provide a kind of retirement income security for the period which the retiree will be alive. However, the inability of state government to pay retirement benefits to retired employees has posed a great problem. These problems facing retirees in Nigeria is further

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compounded by lack of adequate planning and management of their post retirement condition (Garba & Mamman, 2014).

To have proper retirement days, the employee will require adequate pre-retirement planning. (Taylor and Doverspike, 2003) posited that planning is the key activity in pre-retirement. Employees should start planning for retirement from the very first day they resume duty, and the need only become critical 10 to 20 years to the actual retirement (Ajeluorou, 2016). Retirement is not the end of one's active life. However lack of involvement in pre-retirement planning might suggest that it is, as the employee might find post-retirement totally unfriendly (Perry, nd). Pre-retirement planning goes a long way in making sure that the post-retirement phase of a retired employee's life is secured to an acceptable extent.

However, it is not clear if employers of labour within the Nigeria insurance industry offer pre-retirement planning education to their employees before retirement to help them prepare adequately, because if they offer such courses, then retirees should be better off than their present situations. This is evident from the statement of Garba & Mamman (2014) who opined that employees who retire without adequate or proper planning in Nigeria today live like beggars or destitute. Also the standard of living of employees after retirement in Nigeria are usually far below their standard of living during the course of employment which is why most employees dread retirement and sometimes falsify age to stay in employment longer than usual.

Series of studies has been conducted preretirement education in connection with other reasonable variables within the domestic shores of Nigeria. However, these studies has only focused on employees of banks and Nigerian Civil Aviation Authority (NCAA), leaving out employees who retires within the Nigerian insurance industry. This is evident from the work of Ogunbameru & Asa (2008); Ogunbameru & Asa (2010). Therefore this study is aimed at filling that gap using employees from the Nigerian insurance industry as the point of focus.

The aim of this research work is:

- To examine if employers within the Nigerian insurance industry offers pre-retirement planning course to their employees before retirement to help them prepare adequately.
- To determine if pre-retirement education improves the post-retirement lives of employees who retired from the Nigerian insurance industry.
- To find out if the preretirement education offered to the retired employees from the Nigerian insurance industry before retirement covers all areas of their post-retirement lives

Research Question

- Does employers within the Nigerian insurance industry offers pre-retirement planning course to their employees before retirement to help them prepare adequately?
- Has pre-retirement education improved the post-retirement lives of employees who retired from the Nigerian insurance industry?
- Does the preretirement education offered to the retired employees from the Nigerian insurance industry before retirement covers all areas of their post-retirement lives?

Research Hypothesis

- $H_0$1 Employers within the Nigerian insurance industry does not offer pre-retirement planning course to their employees before retirement to help them prepare adequately.
- $H_0$2 Pre-retirement education has not improved the post-retirement lives of employees who retired from the Nigerian insurance industry.
- $H_0$3 The preretirement education offered to the retired employees from the Nigerian insurance industry before retirement does not cover all areas of their post-retirement lives.

CONCEPTUAL REVIEW OF LITERATURE

Meaning and Concept of Retirement

Many scholars have attempted to explain the meaning of retirement from their own various perspectives. In the words of Ajemunigbohun, Alli & Ganiyu (2018), retirement is when a person chooses to leave the workforce or leave its primary activity in a business or active services. The risks attached to retirement arise from uncertainties revolving around the time of death, which could be influenced by physiological, psychological, economic, financial, and cultural hazards (Ajemunigbohun, Alli & Ganiyu, 2018) Although, retirement does not necessarily means the leaving of a job for age reason only, as it can be seen from (Amune, Aidenojie & Obiyan, 2015) who explained retirement as the leaving from one's job or career or even occupation as a result of certain factors like health, age, accident or after serving for a required number of years with that organization, while (Amune, Aidenojie & Obiyan, 2015) defined retirement as a situation where someone is formally or officially disengaged from an active work role, and it is mostly seen as the realization of a life goal. (Noah, 2018) explained that an individual may retire at whatever age that so pleases them, however, a country's old age pension rule usually stipulates a certain age is stipulated as the standard retirement age. The standard retirement age differs from country to country (Noah, 2018). Retirement age irrespective of the country is generally between the age 55 and 70 years, while in some other countries there is a different stipulated age for their males and another age for their female counterpart (Ajemunigbohun, Alli & Ganiyu, 2019). (Ali, 2014) posited that the retirement age for employees in the Nigerian public sector is 60 years of age or 35 years in service, whichever of the two comes first, and the Retirement Harmonization Act of 2012 stipulates 65 years and 70 years for tertiary institution staff and judicial service workers respectively. Professors in the university are allowed to retire at the age of 70 years too. The retirement age for private sector employees varies between 55 years to 60 years of active services and the statutory 35 years in service does not apply to them (Ali, 2014). (Asukuo & Maliki, 2017) opined that retirement is of three different forms namely Voluntary retirement, compulsory retirement and mandatory retirement. (Noah, 2018) explained voluntary retirement as a situation where an employee decides he is not satisfied with a particular work and decide to retire and look for an alternative work. The contention with this kind of retirement is that the employee might not be eligible for his retirement benefit if he has not served the company involved for ten (10) years. (Noah, 2018) furthered by explaining mandatory retirement as the exiting of an employment by an employee upon attaining the age 65 years of age or 35 years in service, while compulsory retirement is a kind of retirement imposed on the employees by the authority of the organization where he is employed in a situation where they feel that his continuing in that office is no longer in the interest of the organization.

In the words of (Amune, Aidenojie & Obiyan, 2015) retirement comes with various problems such as "sudden loss of income, financial insufficiency and anxiety, deteriorating health conditions, anxiety about suitable post-retirement accommodation to problem of learning new survival skills for post-retirement life". Since retirement is another stage in the life of an employee which is utterly unavoidable likewise unpredictable, it is highly advisable that the employees plan for such period which is unavoidable, because anyone who fails to plan also plans to fail.

Preretirement Education

One of the ways and employee can make adequate preparation is through formal education. In the words of (Noah, 2018), the purpose of pre-retirement education is to encourage employees to think seriously about all aspect of their retirement and make preparations in areas which includes and not limited to financial matters, legal issues, lifestyle changes and the way to plan for the future. Pre-retirement education is a form of retirement program which is also known by many names such as pre-retirement planning, pre-retirement counselling, pre-retirement preparation among many others (Glamser, 2016; Muratore Meara, 1977).

Pre-retirement education refers to "effort invested prior to retirement in order to secure future health, wealth and wellbeing" (Muratore and Earl 2010). This kind of pre-retirement planning may take varying forms such as seminars or through discussions with partners, even reading, and communicating with ones friends about retirement (Noone, Stephens & Alpass, 2009). (Francis, 2016) explained that pre-retirement planning has two different approach namely the individual approach and group approach. Individual approach to pre-retirement planning contains one or more briefings with the individual who is about to retire during which he advised on his pension benefit, social security and general retirement, however, the individual approach is mostly used by an organization with the help of its human resource or personnel manager, while the group approach is more broad and is usually used by a large organization with a very large employee base. Based on the number of employees in that organization, there might be need for group discussions, role playing, lectures, printed material, and visual materials so as to provide a very broad coverage on retirement issues and to deal with feelings and concerns of the participant.

Sometimes, when a member of a pension scheme approaches his retirement stage, his employer based on goodwill may arrange for the employee, a pre-retirement education designed to help him plan and live his retirement days in the appropriate manner. It is believed that the education will give prospective retirees a better awareness of the practical and financial implications of retirement and assist them to adjust to the retirement life style. To be more useful, the pre-retirement education is arranged over a period of five (5) years immediately before retirement, with the retirement year been the 5th year. This would have a greater effect in influencing plans and attitudes of such employee than after retirement.

The Nigerian Insurance Industry at a Glance

The Nigerian Insurance Industry is considered to be one of the biggest in Africa and presently ranked 62 in the world insurance industry index (Cynthia, 2019). It is a vibrant industry that provides adequate cover for various kinds of insurance policies. The insurance industry account for 0.2% of the global premium. The industry as well contribute less than 1% (0.3%) to the Gross Domestic Product of Nigeria (Cynthia, 2019). The insurance industry naturally is one of those industry that plays a vital role in the planning and educating of prospective retirees on since it is involved in the dispensation of retirement benefits to those employees who are into annuity (Yusuf, Ajemunigbohun & Alli, 2017)

EMPIRICAL REVIEWS

Research from various scholars in different domain on pre-retirement education has been produced from various perspective at both domestic and international level. Domestically, the work of (Ogunbameru & Bamiwuye, 2010) titled Attitudes toward retirement and preretirement education among Nigerian bank workers investigated the attitudes of Nigerian bankers towards retirement in general and preretirement education in particular. Respondents of the study included senior memebers and middle level workers in the bank. The study concluded that respondents looked favourably towards retirement and identified potential advantages of preretirement education among bank workers. Also, the work of (Ogunbameru & Asa, 2008) titled Transition to retirement: effect of participation in preretirement education in Nigeria, the study investigated the effect of preretirement education on the retirement transition plan of workers in Nigeria. The sample included retirees of Wema Bank PLC and the Nigerian Civil Aviation Authority who participated in preretirement education workshop. The study revealed that 88.9% of the respondents agreed that preretirement education would assist them in their adjustment to retirement.

Internationally, the work of (Francis, 2016) titled The Impact of preretirement Programs on the Retirement Experience, two experimental groups and a control group were used to evaluate a comprehensive group discussion program and an individual briefing program. Questionnaire data were collected prior to program initiation and again six years later. Over 80 male industrial workers participated throughout the project. Now age 65 or over they have been retired an average of 3.7 years. It was concluded that the impact of preretirement programs may be of short duration and of primary value in the preretirement phase. Also, in the work of (Noone, Stephens & Alpass 2009) titled Preretirement Planning and Well-Being in Later Life - A Prospective Study, Data signifying the preretirement activities of employed individuals from the 1992 wave were compared with their postretirement ratings of retirement satisfaction and subjective physical and emotional health in 2004. An ordinal regression analysis indicated that those who had discussed retirement with their spouses and had retirement superannuation or savings plans in 1992 reported greater well-being in 2004 (controlling for health status, the reason for retirement, and income in 1992). These results confirm the importance of preretirement preparation and provide a rationale for developing more comprehensive, theory-driven measures of retirement planning. Lastly, in the study of (Slowik, 1991) titled the relationship of preretirement education and wellbeing of women in retirement, the study investigated the perceived wellbeing of women and preretirement education. A sample of 107 retired women were used for this study, and the study found that a significant relationship exist between being involved in preretirement seminars and perceived wellbeing of women in retirement.

METHODOLOGY

Population of the Study

The target population of this study comprises of employees who retired from the Nigeria insurance industry, and whose responsibilities in during their working days cut across various areas such as underwriting, claims, marketing, and accounting among many others within the Nigerian insurance industry. The choices of the sample areas were due to the fact that larger percentages of the phenomena of research interest were domiciled there and accessible. The sampling units comprising Lagos State and Kwara State were chosen for questionnaire survey out of which a sample size of 483 respondents was determined. For genuine responses and attention to the research instrument, the efforts of some research assistants were engaged in the various locations, which allowed for proper distribution and administration of the structured questionnaire. Among 483 copies (100%) of questionnaire distributed, 437 which amount to 90.5% were returned, and 400 copies which amount to 82.2% of the returned questionnaire were found useful for analysis. The sampling technique adopted was purposive in nature

Data Collection Instrument

Data collection was conducted through the field survey among retired employees from the Nigerian insurance industry, with the assistance of a well-structured questionnaire. This instrument entails close-ended questions. The usage of this data collection source was because of its appropriateness to the design of the research. The research questionnaire further helped the researcher to elicit responses via its completion by adopting Likert-scaling measurement attached with a covering letter. In order to accomplish the objective for which the questionnaire was set out, a pilot study was conducted to test the reliability measures. This study took note of both the construct and theoretical validity. The theoretical validity was designed through measures of the variables understudied from different well-thought out literatures that are relevant to the studies. The construct validity was designed by giving a set of questionnaire to some selected retirees, staff in personnel departments, pension offices and some members of the academia with expertise in the field of Retirement. These experts went through the research instrument and gave their comments and opinion which helped the researchers to present the instrument in an understandable and acceptable manner to the various respondents of the study.

Data Presentation and Data Analytical Technique

This research work engages frequency table for presenting the demographic variables and One Sample T-Test for testing the formulated hypothesis. The rationale for its involvement was because it provides the researcher a profile of relevant aspects of the phenomena of interests and thus observed what happened to sample subjects without any attempt to manipulate them (Asika, 2008; Sekaran, 2003).

RESULT PRESENTATION

Table 1: Demographic Variables

S/N	VARIABLE	FREQUENCY (PERCENTAGE)
1.	**Gender**	
	Male	248 (62%)
	Female	152 (38%)
2.	**Age**	
	65	40 (10%)
	66	80 (20%)
	67	120 (30%)
	68	40 (10%)
	69	40 (10%)
	70	80 (20%)
3.	**Marital Status**	
	Married	292 (73%)
	Divorce	72 (18%)
	Separated	36 (9%)
4.	**Educational Qualification**	
	ND/NCE	134 (33.5%)
	HND/B.Sc	146 (36.5%)
	M.Sc/M.B.A	56 (14%)
	P.hD	30 (7.5%)
	Others (Pri. Sch, WAEC	34 (8.5%)
5.	**Years In Service**	
	Less than 10 yrs	36 (9%)
	11 – 20 yrs	180 (45%)
	21 – 30 yrs	142 (35.5)
	More than 30 yrs	42 (10.5)
6.	**Salary Range Before Retirement**	
	Less than 30k	40 (10%)
	Between 31 – 40k	88 (22%)
	Between 41 – 50k	104 (26%)
	Above 50k	168 (42%)
7.	**Monthly Retirement Benefit Range**	
	Less than 10k	90 (22.5)
	Between 11 – 20k	28 (7%)
	Between 21 – 30k	68(17%)
	Above 30k	214 (53.5%)

Source: Field Survey, 2019.

TEST OF HYPOTHETICAL STATEMENTS

Hypothesis One

$H_0 1$ Employers within the Nigerian insurance industry does not offer pre-retirement planning course to their employees before retirement to help them prepare adequately.

Table 2

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Pre-retirement Education	400	3.76	.560	.028

Table 3

One-Sample Test

	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Offer of Pre-retirement Education to Employees Before Retirement	27.161	399	.000	.760	.70	.82

The Table shows that the calculated p-value (0.0000), is lower than 0.05. This result confirms the statistical significance of difference between the obtained and hypothetical level of agreement with the statement of hypothesis One. Hypothesis (Ho) which states that Employers within the Nigerian insurance industry does not offer pre-retirement planning course to their employees before retirement to help them prepare adequately is rejected. It is therefore important to know that respondents in the study are of the opinion that Employers within the Nigerian insurance industry does offer pre-retirement planning course to their employees before retirement to help them prepare adequately.

Hypothesis Two

$H_0 2$ Pre-retirement education has not improved the post-retirement lives of employees who retired from the Nigerian insurance industry.

Table 4

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
The Pre-retirement education given to you before your retirement has really improved your post-retirement life	400	3.81	.952	.048

Table 5

One-Sample Test

	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The Pre-retirement education given to you before your retirement has really improved your post-retirement life	17.018	399	.000	.810	.72	.90

The Table shows that the calculated p-value (0.0000), is lower than 0.05. This result confirms the statistical significance of difference between the obtained and hypothetical level of agreement with the statement of hypothesis One. Hypothesis (Ho) which states that Pre-retirement education has not improved the post-retirement lives of employees who retired from the Nigerian insurance industry is rejected. It is therefore pertinent to know that respondents in the study are of the opinion that Pre-retirement education has improved the post-retirement lives of employees who retired from the Nigerian insurance industry.

Hypothesis Three

$H_0 3$ The preretirement education offered to the retired employees from the Nigerian insurance industry before retirement does not cover all areas of their post-retirement lives.

Table 6

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
The Pre-retirement education given to you before retirement covers all areas of your post-retirement life	400	3.23	1.367	.068

Table 7

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The Pre-retirement education given to you before retirement covers all areas of your post-retirement life	3.292	399	.001	.225	.09	.36

The Table shows that the calculated p-value (0.001), is lower than 0.05. This result confirms the statistical significance of difference between the obtained and hypothetical level of agreement with the statement of hypothesis One. Hypothesis (Ho) which states that The preretirement education offered to the retired employees from the Nigerian insurance industry before retirement does not cover all areas of their post-retirement lives is rejected. It is therefore important to know that respondents in the study are of the opinion that The preretirement education offered to the retired employees from the Nigerian insurance industry before retirement does cover all areas of their post-retirement lives.

CONCLUSIONS AND RECOMMEDATIONS

In this study, we sought to examine the role of pre-retirement education on the satisfaction of post-retirement lives of Nigerian insurance industry retirees with an insight from retirees in selected insurance firms. Our findings indicate that preretirement education does play a vital role in the post retirement lives of retired employees from the Nigerian insurance industry. Traditionally, it has been shown that, for most part, there is a greater financial and economic security among employees who were offered preretirement education by their various employers before retirement, as they have shown at length, a great level of satisfaction during their postretirement lives. Many of the respondents whom represent 67% of the study confirmed that they were indeed offered preretirement education prior to their retirement which greatly influenced their postretirement lives. Furthermore, a sizable number of respondents which amount to 80% agreed that preretirement education does play a vital role in the post retirement lives of retired employees. Lastly, a sizable number of respondent from this study which amount to 73% agreed that the preretirement education offered to the employees before retirement does not covers all areas of their post-retirement lives, which further proves that the postretirement lives of retirees is greatly influenced by the role preretirement education plays. The results from this study conform to the study of (Ogunbameru & Bamiwuye (2010); Ogunbameru & Asa (2008); Slowik, (1991)).

The study proposes the following recommendations:

- It is recommended that this study should be replicated by using a larger and varied sample for more comprehensive results.
- That the government enforces the conducting of preretirement education as part of employer's responsibilities towards their employees before retirement.
- Also, the government should endeavor to take responsibility for the conducting of postretirement education for retired employees in Nigeria, to further their living during their postretirement lives as employees sometimes may live longer beyond expected age.

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ANALYSIS OF THE INFLUENCE OF WORD OF MOUTH AND BRAND IMAGE ON THE DECISION TO PURCHASE COSMETICS MAKE OVER PRODUCTS IN SEMARANG

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Abstract

Increased the awareness of women to beautify themselves with the use of make-up. These become a reason why the growth of industrial cosmetics in Indonesia is growing fast, and one of them is Make Over Cosmetic. This study aimed to determine the effect of word of mouth and brand image on purchase decision of Make over's cosmetic. The type of the research is explanatory research and the sampling used nonprobability sampling techniques, and purposive sampling method. Data collection using questionnaires and Google form. The sample is used amount 100 respondents using Make Over products in Semarang City. This study used quantitative and qualitative analysis with validity, reliability, correlation coefficients, coefficient of determination, and simple regression, significance that is processes using SPSS. The result of the study shows that the variables of word of mouth and brand image have an effect on purchase decisions. The variable correlation coefficient of word of mouth and brand image on purchase decisions have a very strong enough relation, and if the variables of word of mouth and and brand image have increased or decreased it is greatly affected the purchase decision variable.

Keywords: Word Of Mouth, Brand Image, Purchase Decisions, Customer Behavior, Cosmetic.

JEL codes: M3, M32, M37

Introduction

Increased the awareness of women to beautify themselves with the use of the series of cosmetics and facial treatments, resulting in many cosmetics companies that competing to offer their products aggressively with vary of products and prices types, with the aim of attracting consumers, especially for female consumers. This is proven by the rapid increase of cosmetics industry in Indonesia. Based on data from the Ministry of Industry through the survey conducted by BIZTEKA CCI Indonesia (2016), the average cosmetics industry market growth is reached 9.67% per year in the last six years (2009-2015).

Table 1
The Development of Cosmetics Market Industry in Indonesia (2010-2015)

Years	Market (in trillion Rupiahs)	Increase (in %)
2010	8,9	-
2011	8,5	(-) 4,49
2012	9,7	14,82
2013	11,2	14,75
2014	12,8	14,95
2015	13,9	8,30
Average Increase per Year		9,67

Source: BIZTEKA Survey – CCI Indonesia (2016)

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Whereas in the 2017, the cosmetics industry in Indonesia is experienced a growth of 20%, namely an increase of 153 companies. Until now, the total of Cosmetics Company is more than 760 companies with market size cosmetics in Indonesia in 2017 has reaches IDR 46, 4 Trillion. From the total above, 95% of the national cosmetics industry is the small and medium of industry sector (IKM) and the rest is large-scale industry. The export value of national cosmetic products also increased to US $ 16.99 million from US $ 470.30 million in 2016. The growth of the Indonesian beauty industry which reached four times of the national growth made the beauty industry chosen as a mainstay sector in 2015-2035 of National Industrial Development Master Plan (RIPIN). Therefore, Indonesia is the potential market for the beauty industry entrepreneurs both from foreign and domestic. (Bella, 2018) (source: https://marketeers.com/potensi-gemuk-pasar-kosmetik-tanah-air/).

The increase in the growth of the cosmetics industry in Indonesia is inseparable from the support and efforts of the government through the Ministry of Industry (Kemenperin) to boost the local cosmetics producers to be able to compete and increase their sales internationally. This is a step of the government is trying to compete with South Korea as a market leader in the beauty world.

The greater potential of cosmetic market is also caused by some factors such as increased the awareness of women to beautify themselves through the using of Make-up, increase in the number of adolescents who are fond of preening and make-up currently becoming part of the lifestyle of Indonesian women (indonesia-investments, 2018) (www.indonesia-investments.com, 2017).

In Indonesia, the cosmetic market is colored by local and imported players. From many of local cosmetics companies in Indonesia, Make Over is one of the cosmetic companies that have gone internationally and even its presence is often mistaken for brands originating from overseas. Make Over was founded by a cosmetics entrepreneur from Indonesia through Paragon Technology and Innovation Ltd. that produced domestically since 2003. As quoted from IDNTimes, Make Over the third ranks after the Make Over and Sensatia Botanicals products in 7 (seven) local cosmetic brands that have quality not inferior to foreign product brands. The quality of the products and packaging that used is the high quality premium materials dominated by black which make Make Over look more elegant and the color choices that offered are not the same as those of other local brands. In addition to focusing on the quality of its products, Make Over also aggressively promotes and participates in a variety of events both at home and overseas. Make Over participates as a make-up partner at the Jakarta fashion Week 2018 (JFW2018) fashion event and supports the young Indonesian fashion designers at fashion shows overseas. In 2013, Make Over received an award from Women's Health Choice Indonesia as the cosmetic brand of choice for Indonesian women.

But even so, an increase in the number of cosmetics companies in Indonesia that sell the same products as Make Over has made the competition in the cosmetics industry increasingly competitive and consumers which have many choices to decide which cosmetic brand suits their needs. Therefore, in order for Make Over to survive and continue to exist in the cosmetics industry, companies must make the various efforts to maintain and enhance their position in the market by finding ways to attract the attention of consumers, they can influence consumers' decisions in purchasing the Make Over cosmetics brand.

The desire to buy is the tendency of consumers to buy. Therefore, for companies, consumers are the important assets that must be considered for the sake of business continuity. Because consumers can determine the success of the company and reflect to the potential for sales growth in the future, the existence of consumers is expected by every company. Therefore the company must be able to pay attention exist the consumer behavior as in the case of purchasing decisions. According to Lamb, Hair and Mc. Daniel (Rangkuti,

2009) states that consumer behavior is a process when consumers decided to buy, use and consume the goods and services purchased, also includes the factors that influence the purchasing decisions and the use of products.

Purchasing decision is a process implemented by consumers to meet their needs in order to obtain the satisfaction with the highest value. The purchasing decision according to (Schiffman and Kanuk, 2008) is "the selection of an options from two or alternative choices" means that the purchase decision is the decision of a person where he chooses one of the several alternative choices. Meanwhile, according to (Kotler and Keller, 2009)(Kotler, & and Amstrong, 2008), purchasing decisions are the actions of consumers to want to buy or not to product. With more companies producing and selling goods with the same function, consumers are faced with the many choices of these products, they become more selective. As in treating facial beauty, the majority of consumers are women who have many choices about what products and cosmetic brands to use that can certainly provide maximum satisfaction.

This is also experienced by the cosmetics manufacturer of Make Over, the number of cosmetic products that have the similar variances and functions resulted in Make Over having to make various efforts to attract consumers to be willing to buy their products, one of them is trying to create the word of mouth and good brand image, consumers are expected to repurchase their products in accordance with what is expected by the company, because this can affect and reflect the survival of the company through sales growth and profitability of the company. But despite many ways done by Make Over, Make Over sales growth has not been as expected by management. In **table 2** there is data on the percentage of sales growth of Make Over cosmetic products at Paragon Technology and Innovation Ltd. in 2017-2018.

TABLE 2
Sales Growth Data (in%)
Make Over for 2016-2018

YEAR	GROWTH PERCENTAGE OF SALES
2016	39.45 %
2017	48.84 %
2018	42.72 %

Source: Paragon Technology and Innovation Ltd, in 2016-2018

Based on the table above it can be seen that the sales of Make Over cosmetics products in the city of Semarang in the period of 2016 - 2017 has experienced an increase in sales growth of 9.39% from 39.45% to 48.84% but in 2017-2018 is decreased the sales growth by 6.12% from 48.84% to 42.72%. This shows an indication that the decline in Indonesian women's interest towards Make Over cosmetics, especially in Semarang city in 2017 to 2018. The decline in the number of sales of Make Over products in the Semarang city can be influenced by several factors, one of them is that consumers prefer to use cosmetics from other brands that has product quality, price, image and promotions which more attractive than Make Over products. Especially if a consumer after used the product tells, recommends and positive reviews through word of mouth or through their social media accounts, it will indirectly form a positive image in the minds of the public to consume the product.

There are several factors that influence the consumer decisions regarding to purchase of products or services, such as family, product quality, price, brand, service, sale location, country of manufacture, promotion, and purchasing situation. This is important for a company in developing their marketing strategy. One of the marketing strategies adopted by the company is through the marketing communications. According to (Kotler and Armstrong, 2018) marketing communication is a means used by companies in effort to inform, persuade and remind the consumers directly or indirectly about the products or brands that they sell. To implement the marketing communication, one of them is promoting word of mouth.

(Andy Sernovitz; Seth Godin; Guy Kawaskaki, 2012) revealed that word of mouth is communication that results in good conversations. Someone will ask others about the quality of item or service before they are decide to buy it. Therefore, word of mouth can influence person's purchasing decisions to making a purchase. Through word of mouth promotion we can foster public curiosity, and because it is based on empathy, the power of word of mouth promotion is able to stop consumer complaints before they occur.

Bone in (Mowen and Minor, 2002) also states that word of mouth communication refers to the exchange of comments, thoughts, or ideas between two or more consumers, none of which are marketing sources. Word of mouth communication has very strong influence on consumer buying behavior. Some studies suggest that Word of Mouth has a positive effect on purchasing decisions. "Word of mouth in consumer purchase decisions: The moderating role of product type" explains that Word of Mouth has the positive effect on Purchasing Decisions.

If the Word of Mouth was produced by consumers of a product is good, it will indirectly form a good perception and image of the product brand. (Hasan, 2010) stated that word of mouth is the act of consumers giving the information to other consumers of one person to others (between individuals, brands, products and services). If the brand image of a product is well received by consumers, of course it will make the brand is easy to remember and known in the minds of consumers.

As said by (Kotler, 2013) that brand image is usually associated with information that is in memory with something that related to the service or product. Brand image is what customers think and feel when they hear or see a brand name. A positive image of brand allows the consumers to repurchase. A better brand is also the basis for building a positive company image.

Many products have the same form, usability, and other features make it difficult for consumers to differentiate these products. Consumers will not buy products that are not in accordance with their expectations. Therefore, the companies are required to show the quality of the products they produce such as durable, different characteristics, and specifications.

In this study, there are problems there is decrease in the percentage of growth in sales of cosmetic products Make Over from 2017-2018 and there is a view of word of mouth effect and brand image on the purchasing decision to cosmetics Make Over products. Word of mouth and brand image are one of the many factors that influence consumers in making product purchasing decisions. Therefore, this study formulates the problem regarding how the influence of word of mouth and brand image on the decision to purchase cosmetic products in Semarang City.

Theoretical Review

Purchasing Decision

According to (Peter and Olson, 2013) purchasing decision is a process of combining knowledge to evaluate two or more alternative behaviors and choose one of them. Purchasing decisions according to (Schiffman and Kanuk, 2008) are the selection of two or more alternative purchasing decision choices, means that one can make a decision if several alternative choices are available.

The role of purchasing decisions according to (Kotler, 2011), roles in purchasing decisions, there are:

1. Originator (Initiator)

People who are the first aware of a desire or need that has not been met and propose an idea to buy a certain item or service.

2. Influencer

People who are provide views, advice, or opinions so that they can influence purchasing decisions.

3. Decision makers (Decider)

People who are make decisions about each component of the purchase decision which includes whether to buy the item or not, about how to buy it or where to buy it.

4. Buyers

People who are have formal authority to choose suppliers and compilers of purchasing terms.

5. Users

People who consume or use goods or services that have been purchased.

6. Approval (Approvers)

Namely people who are have the power to give approval to sales activities.

7. Gate Keepers

Namely people who are have the power to deter seller and information that it cannot reach the members of the purchasing center.

Word Of Mouth

(Kotler and Keller, 2009) suggested that Word of Mouth Communication (WOM) is a communication process in the form of giving recommendations both individually and groups of a product or service that aims to provide personal information.

(Andy Sernovitz; Seth Godin; Guy Kawaskaki, 2012) revealed that word of mouth is communication which results in good conversations. Someone will ask others about the quality of an item or service before they decided to buy it. Therefore, word of mouth can influence person's purchasing decisions to making a purchase. Through word of mouth promotion we can foster public curiosity, and because of its empathy-based nature, the power of word of mouth promotion is able to stop consumer complaints before they occur.

Bone in (Mowen and Minor, 2002) also states that word of mouth communication refers to the exchange of comments, thoughts, or ideas between two or more consumers, none of which are marketing sources.

Word Of Mouth is one of the company's marketing strategies that is formed indirectly and occurs among consumers. Communication is carried out in advance by someone who already has experience in using a product so that it can provide detailed information about a product strengths, and recommend products that have been used to others.

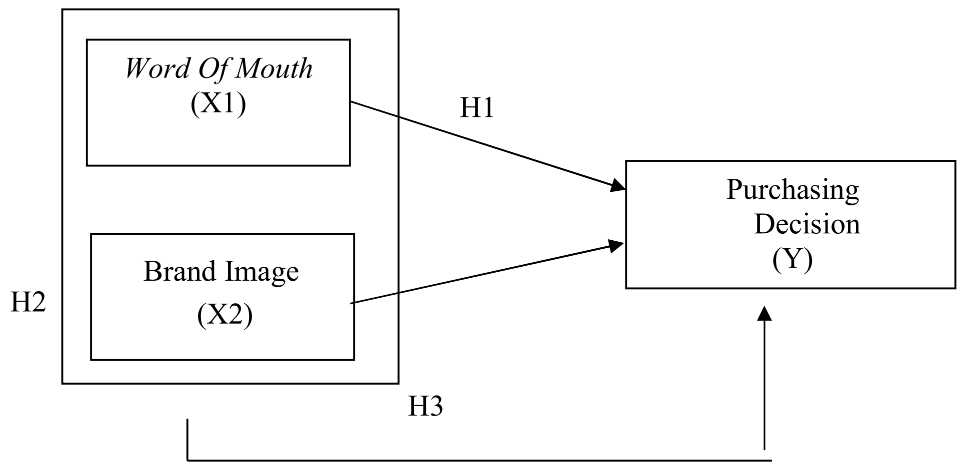
Brand Image

(Kotler, 2013) stated that brand image is usually associated with information that is in memory of something which related to the service or product. Brand image is what the customers think and feel when they hear or see a brand name. A positive image of a brand allows consumers to repurchase. A better brand is also the basis for building a positive company image. Meanwhile, according to Keller (Keller, 2008) brand image is the consumer's perception of the brand image of the product to be consumed or used.

Hypothesis Models

Based on the previous study, a hypothetical model can be developed to examine the effect of Word of Mouth and Brand Image on the Purchase Decision of Make Over cosmetic products, as in Figure 1.1 as follows:

FIGURE 1 HYPOTHESIS MODEL



H1: *Word Of Mouth* (X1) influences the Purchasing Decision (Y) of Make Over cosmetic products in Semarang.

H2: Brand Image (X2) influences the Purchasing Decision (Y) of MakeOver cosmetic products in Semarang.

H3: *Word Of Mouth* (X1) and Brand Image (X2) influences the Purchase Decision (Y) of Make Over cosmetic products in Semarang.

Methodology

Population and Analysis Sample

The population in this study is the consumers of Make Over products who are have or currently using Make Over products in the Semarang city. The sampling technique used is nonprobability sampling. The type of respondent that taking is uses accidental sampling, namely Make Over consumers who happen to be located and meet with researchers in the Semarang City area. The sampling technique is uses purposive sampling, namely the sampling technique with certain considerations (Sugiyono, 2014), including: (1) residing in the Semarang area; (2) at least 20 years old; (3) Have already bought and still using Make Over products at least twice. It is not known with certainty that the number of samples used is 100 respondents who are considered to be representative for research. According to (Cooper and Schindler, 2006), that the basic formula to determining the sample size for populations that are not precisely defined in number, the sample is determined directly by 100 respondents.

Data Analysis Techniques

Analysis of the data used in this study is to use simple linear regression analysis that is processed using SPSS.

Result

Validity Test

Validity test is measure that shows the level of instrument's validity (measuring instrument/indicator). If the value of r count > from the table's r value and the value of r is positive, then the question item is declared valid. The statement is to be invalid if r count < from r table. Based on the results of testing the data of the indicators that used in the variable Word of Mouth (X1), brand image (X2) and Purchase Decision (Y) it can be said that the r number is calculated on all items used to measure the variable Word of Mouth (X1), Brand Image (X2) and Purchase Decision (Y) is greater than the r number table of 0.1966 or in other words r count ≥ r table. Then all items used to measure Word of Mouth (X1), Brand Image (X2) and Purchase Decision (Y) variables are valid. This means that all indicators can be used to measure Word of Mouth (X1), Brand Image (X2) and Purchase Decision (Y) variables.

Reliability Test

Reliability is a tool to measure the questionnaire which is an indicator of variables. Measuring instrument is said to be reliable if the *Cronbach Alpha* number exceeds 0.60 (*Cronbach Alpha* > 0.60). Based on the results of testing the data from the indicators used in the variable Word of Mouth (X1), Brand Image (X2) and Purchase Decision (Y) it can be said that the alpha calculation results for each variable are greater than 0.60 (*Cronbach alpha* ≥ 0, 60) then, all variables in this study are stated to be reliable. This means if the indicator is asked back to the same respondent then the answer is still the same.

Analysis of the Effect of Word of Mouth on Purchasing Decisions

The correlation test results in the Word of Mouth Variable on Purchasing Decisions indicates that there is a strong relationship between the word of mouth variable with the purchase decision indicated by the correlation coefficient or the level of closeness of the relationship is 0.734 (found at intervals of 0.60 to 0.799 and into the category strong correlation). Therefore, it can be said that if the word of mouth variable increases or decreases the respondent's perception, it will greatly affect the purchase decision variable. The coefficient of determination (R2) is 0.397 this means that the influence given by the word of mouth variable on purchasing decisions is 39.7%, while the remaining 60.3% is influenced by other variables besides word of mouth.

Simple linear regression analysis aims to partially examine the dependent and independent variables and to find out whether any increase or decrease in the purchase decision variable can be influenced by increase or decrease in the word of mouth variable. From the calculation results, there is a constant value of 1.316 means if the word of mouth variable is assumed to be zero (0) or there is no word of mouth variable, then the purchase decision variable based on the respondents' perceptions does not change it is equal to 1,316. Then the regression coefficient value of the word of mouth variable (X1) based on the calculation results shows a positive which is equal to 0.758 stating that the word of mouth variable has an influence on the purchase decision variable of 0.758.

The result of this study indicates that word of mouth has a strong relationship with purchasing decisions as evidenced by the correlation coefficient of 0.734. Therefore, it is said that if positive information is obtained by consumers who use Make Over products through word of mouth such as Make Over products are safe in the skin, smooth texture, easy to blend, and color variants that are in accordance with the wishes of consumers, then consumers will tend to make purchasing decisions on Make Over products. This is supported research was conducted by (Molinari, Abratt and Dion, 2008) stated that consumers after consuming a product will tell their experiences of the product to others, such as family and friends. If the experience in consuming products is positive, the word of mouth that is created will also positive and will encourage consumers to make purchasing decisions on a product.

Analysis of the Effect of Brand Image on Purchasing Decisions

Correlation test results on brand image variables on purchasing decisions indicate that there is a strong relationship between brand image variables on purchasing decisions as indicated by value of correlation coefficient or the level of closeness of the relationship is 0.891 (found at intervals of 0.80 - 1.00 and into the category correlation is very strong). The coefficient of determination (R2) is 0.742. This means that the influence given by the brand image variable on purchasing decisions is 74.2%, while the remaining 25.8% is influenced by other variables besides brand image.

The results of simple linear regression calculations, there is a constant value of 1.884 means that if the brand image variable is assumed to be zero (0) or there is no brand image variable, then the purchase decision variable based on respondents' perceptions does not change that is equal to 1.884. Then the regression coefficient value of the brand image variable (X2) based on the calculation results shows a positive that is equal to 0.785 states that the brand image variable has an influence on the purchase decision variable of 0.785.

The result of this study indicates that brand image has very strong relationship with purchasing decisions as evidenced by the correlation coefficient of 0.891. Therefore, it is said that brand image plays an important role in fostering of purchasing decisions for Make Over products. The results of this study are supported research was conducted by (Sagita *et al.*, 2012; Angio, 2013; Musay, 2013; Farida and Ristiawan, 2015) that brand image has a strong and significant influence on consumer purchasing decisions. While (Schiffman and Kanuk, 2008) argue that if consumers do not have experience in consuming a product, then they will tend to choose products based on a brand they have known before.

Analysis of the Effect of Word of Mouth and Brand Image on Purchasing Decisions

Correlation test results in the word of mouth variable and brand image to the purchase decision indicate that there is a strong relationship between the word of mouth variable and brand image to the purchase decision as indicated by the correlation coefficient or the level of the relationship is 0.825 (found at intervals of 0.80 - 1,00 and included in the very strong correlation category). The coefficient of determination (R^2) is 0.783. This means that the effect of word of mouth and brand image variables on purchasing decisions is 78.3%, while the remaining 21.7% is influenced by other variables besides word of mouth and brand image.

The results of simple linear regression calculations, it can be seen that the regression coefficient for the word of mouth variable (X1) is 0.253 and the regression coefficient for the brand image variable (X2) is 0.406 and for the constant value is -1.653. Based on these equations it can be interpreted that between the word of mouth and brand image variables on purchasing decisions together has positive effect, this is based on the value of the regression coefficient is positive. While the constant value of -1.673 greater than the Y value in the equation of -0.578 states that the word of mouth and brand image variables influence the purchase decision and it can be seen that the most dominant variable in this study is the brand image variable seen in the *standardized coefficients column, beta* which is equal to 0.506.

Discussion

Analysis of the Effect of Word of Mouth on Purchasing Decisions

The result of data analysis shows that word of mouth has strong relationship with purchasing decisions as evidenced by the correlation coefficient of 0.734. Therefore, it is said that if positive information is obtained by consumers who use Make Over products through word of mouth such as Make Over products are safe in the skin, smooth texture, easy to blend, and color variants that are in accordance with the wishes of consumers, then the consumers will tend to make purchasing decisions for Make Over products. This is supported research was conducted by (Nuraeni, 2014; Moniharapon, Lapian and Lotulung, 2015; Joesyiana, 2018) that word of mouth has a significant effect on consumer purchasing decisions, which means that Word of mouth has a positive contribution to consumer purchasing decisions. (Wicaksono and Seminari, 2016) also stated that advertising and word of mouth had a positive and significant effect on Traveloka's brand awareness. Therefore, advertising and word of mouth dominant or most influential on purchasing decisions.

Analysis the Influence of Brand Image on Purchasing Decision

The results of data analysis show that brand image has very strong relationship with purchasing decisions as evidenced by the correlation coefficient of 0.891. Therefore, it is said that brand image plays an important role to fostering of purchasing decisions for Make Over products. In accordance with research presented by (Simbolon, 2015; Tampinongkol and Mandagie, 2018) that brand image has strong and significant influence on consumer purchasing decisions. The results of this study are also supported by research conducted by (Amrullah and Agustin, 2016) that partially, brand image has a significant effect on purchasing decisions because good quality can lead to increased sales and improved company image in the eyes of the public. While (Schiffman and Kanuk, 2008) argue that if consumers do not have experience in consuming a product, then they will tend to choose products based on the brand that they have known before.

The Analysis of Word Of Mouth Effect and Brand Image on Purchasing Decision

The results of data analysis showed that word of mouth and brand image have very strong relationship with purchasing decisions as evidenced by the correlation coefficient of 0.891. Therefore, it is said that if consumers after using a product tell, recommend and positive review of their experience to consuming the product through word of mouth or through their social media accounts, it will indirectly form positive image in the minds of the public to consume the product. With a strong positive image, it will influence consumers to make repeat purchases and bring a new consumer to participate in trying the product.

The brand image, price and word of mouth simultaneously affect the purchasing decisions of consumers of First Media Internet Services, which means that the consumers to buy are based on their brand image, price and word of mouth. If the brand image, price and word of mouth are bad, then consumers will not subscribe to First Media.

Conclusion

From the results of a study of 100 respondents related to the influence of word of mouth and brand image on the purchasing decision of Make Over cosmetic products in the city of Semarang, the conclusions can be drawn as follows:

1. Word of mouth (X1) partially has a significant influence on purchasing decisions (Y) for Make Over cosmetic products. Thus, the hypothesis stated that word of mouth influences the purchasing decision of Make Over cosmetic products can be accepted.

2. Brand image (X2) partially has a significant influence on purchasing decisions (Y) for Make Over cosmetic products. Thus, the hypothesis stated that brand image influences the purchase decision of Make Over cosmetic products can be accepted.

3. Word of mouth (X1) and brand image (X2) simultaneously have a significant influence on purchasing decisions (Y) of Make Over cosmetic products. Therefore, the hypothesis stated that Word of mouth and brand image influences the purchasing decision of Make Over cosmetic products can be accepted.

Suggestion

Based on the results of the research and discussion above, the suggestions that can be given are:

1. for Companies

To the Make Over management for continue to maintain, improve the product quality and continue to reproduce more attractive product variants is not only add variants to make-up products, but can penetrate skincare products for facial treatments such as facial foam, toner, cleansing, moisturizer, sunscreen, body lotion, and etc. that there are tailored for all types of consumer skin. This is the aim of creating satisfaction with consumers therefore when consumers feel satisfied when using a product will provide positive word of mouth to others. It is hopefully that a positive word of mouth will influence consumers' decisions to make repeat purchases and bring a new customer.

To enhance the positive brand image of Make Over in the minds of the public, Make Over management can encourage marketing activities by carrying out various digital or online marketing activities. By making or uploading various videos, contributing articles and similar to content related to cosmetics. Such as, the tutorial on using make-up correctly by using the Make Over product as a visual aid. Campaigning for Make Over products is halal, natural-based and free animal testing to instill the mind in consumers that Make Over is a product that is safe, environmentally friendly and cares for animals. Collaborate with talented young designers at home and overseas as official make-up partners. Perform various social and humanitarian activities in the name of Make Over. Moreover, it can be conducted by doing and maximizing marketing activities on social media such as Instagram. Therefore, it is hoped that a positive brand image continues to be embedded in the minds of consumers, If the company already has a positive image, it is expected to encourage consumers to make purchasing decisions on Make Over products.

2. for further research

It is expected that further researchers can conduct research with other variables that can influence purchasing decisions. Moreover, it can conduct research in cities outside Semarang to obtain research results with a broader scope.

Research Limitation

Can conduct research, there are weaknesses and limitations experienced by the authors where this study has limitations using only 2 (two) variables, while there are many other factors that influence consumer purchasing decisions such as promotion, product quality, celebrity endorser, product attributes and many the other.

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REVIEW OF RECRUITMENT PROCESS AND PUBLIC SECTOR PERFORMANCE

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Abstract

Lack of objectivity in the recruitment process could hamper viability, trust, and ease of doing business with the Nigerian public sector. This paper review literature on recruitment process and performance particularly in the public sector. While empirical studies revealed that, proper recruitment process can lead to the hiring of skilled employees and increase the performance of both employee and the organization. We observed that there are few empirically studies on the subject in the Nigerian public sector. The authors recommend that politicians, business giants, religious and other elites, should allow, the departments, agencies saddle with the responsibility of recruitment to do their job without internal or external interference.

Keywords: recruitment, performance, public sector, employees, processes.

1. INTRODUCTION

Over the years, the Nigeria public sector has been experiencing poor service delivery due to lack of transparency in the recruitment process. Innovative human resource management practices foster employee flexibility and the availability of employees with the right skills to perform their job (Nwachukwu and Chladkova, 2017). Organisations need to develop and renew capabilities to sustain performance (Nwachukwu and Vu, in press). In this context, objective recruitment process can enable ministries, department and agencies to achieve superior performance. Likewise, to build and sustain competitive advantage adequate staffing is important (Djabatey, 2012). Evidence shows that people who are not qualified are considered for employment, either into the civil service or public service. Recruitment is a process designed to provide an organization with an adequate number of qualified candidates (Shafritz, Russel and Borick, 2011, Aibeye, 2010). In Nigeria, the recruitment process in the public sector is marred with irregularities. Most times, incompetent people are hired based on political affinity or recommendation from high profile personalities. This influence has a negative implication for productivity, job performance and the services rendered to the public. The less privileged ones who have no alternative sources to these services are mostly affected. Lack of merit in the employment process has continued unabated for decades. This may be responsible for the socio-economic problems the country is experiencing. Despite the importance of recruiting qualified personnel to organisational and employee performance, most ministries, departments and agencies (MDAs) prefer to hire less qualified individuals. This stems from unethical conduct such as religion, tribal sentiment, neighbourhoods syndrome among others. Besides, some questions remain unanswered concerning the recruitment process in the Nigerian public sector context. Some of these questions include; why do we need to recruit? Is there manpower shortage? is there a growing trend of expansion of activities that we need to meet up with? Arguably, subjective recruitment process may lead to underperformance and low productivity. This study attempts to propose recommendations to managers and policymakers based on the review of the recruitment process in Nigeria public sector.

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2. LITERATURE REVIEW

Conceptual Clarification of Recruitment Process

Organizations need to attract individuals with the right qualifications, in sufficient numbers and at the right time (Ekwoaba et al., 2015). Cloete (2007) assert that recruitment focus on making available people to meet the job needs of the government. Ineffective recruitment process can provide firms with a pool of poorly qualified candidates. According to Bratton and Gold (2007), recruitment is the process of getting a pool of qualified people to apply for job vacancies in an organisation. Recruitment is a positive process of generating a pool of individuals by inviting the right audience to fill a vacancy. Sangeetha (2010) note that recruitment process involves the sourcing, advertising and interviewing of future employees. The purpose of recruitment is to provide a group of candidates that is large enough to enable managers to select qualified applicants. Aibiye (2010) submitted that recruitment provides many candidates for managers to select from. Recruitment process ensures that organisations get the appropriate number of suitable and qualified candidates at minimum cost (Armstrong, 2006). Firms attract candidates by identifying, assessing and using the most appropriate sources of applicants. It would be disastrous to considered applicant(s) who do not meet the basic requirements for interview and appointments. Boxall, Purcell and Wright (2007), identified five different questions an organization should answer to have an effective recruitment strategy. These questions are "Whom to recruit?", "Where to recruit?", "What recruitment sources to use?", "When to recruit?" and "What message to communicate?"

Factors Influencing Recruitment

Kemunto (2011) note that culture, economic conditions, size, the financial position of a business, corporate strategy, technological advancements and legal frameworks are some of the factors influencing recruitment process in Kitale municipality.

Political

This is the main determinant of the recruitment process in organizations, especially in Nigeria public sector. Winnie, (2017) posit that activities of trade unions' and senior management interference significantly affect recruitment practices in an organization. Constitutional provisions for special groups, political compulsions and special consideration for displaced people hinders effective recruitment process (Florea and Mihai, 2014). Most times these people are employed without considering if they have the right skills, experience and qualifications. Nigeria politicians influence the recruitment process to compensate party faithful's and loyalists who have no basic requirement to work in the public sector. This influence has done more harm than good to the nation's recruitment process. Ineffective recruitment process as a result of political influence negatively affects employee performance. This calibre of employees are not ready to perform assigned duties within the laydown procedures believing that the political system would protect them from sanctions. We reason that political influence is a major cause of public sector underperformance in Nigeria.

Socio-Cultural

Social organisations are strong factors that affect the recruitment process. Social organisations include; clubs, age group, secrets societies, community associations, groups interest among others. These groups have a significant impact on the recruitment process in Nigeria. Religious institutions (Christians, Muslims, traditionalists) ensures that their members are gainfully employed, in the public sector, whether they are qualified or not. This compromise has caused low productivity in the public sector, which have grave implications for the majority of the citizenry. Major social changes often cause organisations to place increased emphasis on recruitment. Winnie (2017) suggests that the human resource department must find a way to deal with social factors such as workforce demographics during recruitment. Corporate culture affects ethical standards and behaviour of managers. Culture influence productivity and performance in organisations. A socio-cultural system such as the community development association (CDAs), force their indigenes on the public and private sectors on the basis that the organisation is sited in their locality. Most times the organisations have no option than to accept without considering if they are qualified for the job. Arguably, the socio-cultural system has hindered productivity and the public sector capacity to deliver better services to the people of Nigeria. This issue will continue to happen in the recruitment process if not addressed.

Business-Economic

This type of influence is more complex, because of its inherent nature on the recruitment process. A stakeholder may be forced to quit the public sector, which can cause more harm than good. According to Winnie (2017), the shape of the economy affects the recruitment process in all organisations in terms of whether or not to hire as well as the remuneration of candidates. The organisation is forced to recruit internally or to select candidates from the database if the economic situation is unfavourable. This influence is more or less a policy control of an organisation because of its investment in the economy. They use their investment capacity to dictate whom the organisation should employ. The business-economy factors are paramount to any organisation that wants to keep or maintain customer service relationship, as well as strong patronage in the national economy. The influence of business-economy on recruitment process has strong control mechanism on the performance of an organization and its employees. This influence can make or mar a nation political, socio-economic system. The recruitment of unqualified employees in the public sector to perform very sensitive task or duty can expose a country to serious economic problems.

Empirical review

Okusanya and Oseji (2016) found that recruitment and selection criteria have a significant effect on an organisation's efficiency. According to Roma (2016), recruitment and selection process is the foremost pillar of success in any organisation. Thus, firms must seek to attract and retain quality workforce. Adeyemi et al (2013) posit that employees should all be treated equally in the recruitment and selection process as this could have a positive impact on performance. Ekwoaba, Ikeije and Ufoma (2015) examined the relationship between recruitment, selection and organisational performance. They concluded that an objective approach to recruitment can lead to better organizational performance. Gamage (2014) noted that the recruitment and selection practices will determine who is hired, shape employee behaviour and attitude. If properly designed, it will identify competent candidates and accurately match them to a job. Amegashie-Viglo (2014) recommends that the recruitment and selection processes into public sector organisations should be done with maximum credibility and integrity to reduce perceptions of influences or factors other than merit. Olatunji and Ugoji (2013) found that the recruitment procedures used by firms impact employee behaviour and performance. Mustapha et al. (2013) concluded that organizations must implement recruitment policies that are in line with their objectives and the expectations of the larger society. Using descriptive research designs, Kepha, Mukulu and Wattis (2014) observed that recruitment and selection influence the performance of employees in research institutes in Kenya. Ezeali and Esiagu (2010) reported that efficiency in service delivery depends on the quality of employees recruited by organisations. Rauf (2007) reported that sophisticated recruitment procedures are significantly associated with performance in organisations. According to Sarkar and Kumar (2007), organizational efficiency is hinged on the approach which the organization adopts in the recruitment and selection of employees.

Sarkar and Kumar (2007) proposed a holistic model of recruitment, emphasizing the importance of the process of recruitment and the interdependence of its parts (Sinha & Thaly, 2013). Subbarao (2006) identified the recruitment sources used by job seekers at various levels. The study further highlighted the importance of different types of approaches used at the time of recruitment which in turn makes organisation well-established or less established. To get the best human resource, firms must adopt an efficient and well-planned strategy. Arguably, organisations that employ competent people have better performance and productivity. Unwin (2005) emphasized the importance of the recruitment process in attracting and retaining knowledge workers. Similarly, Sen and Saxena (1997) emphasized the importance of quality in the recruitment and hiring process. Arguably, hiring quality candidates is crucial for successful organisations. Huselid (1995) observed that recruitment criteria have a significant impact on organisational performance due to the provision of a large pool of qualified applicants.

3. METHODOLOGY

This study employed the historical method. Data were collected from secondary sources. The authors used past and present research results to explore the recruitment process and its impact on organisational performance, especially in the public sector context. Peer-reviewed Journals, books, and other relevant publications on the subject were retrieved from various databases including Google Scholar, ProQuest, and Scopus databases. We used editorial, opinion, theoretical, qualitative and quantitative studies for the review of the subject.

4. CONCLUSIONS

To sustain competitive advantage, organisations need to develop and implement strategies that can enable them optimise their recruitment process. Decisions made during recruitment can have a far-reaching impact on the company in the future. The literature review suggests that an objective approach to recruiting employees to an organisation is crucial to achieving superior performance. Conversely, the subjective recruitment process can lead to low employee morale, low productivity and underperformance. Studies on recruitment process in the Nigerian public sector is scanty. It is obvious that the recruitment process in the sector is biased and lack merit. In most cases, employees are recruited based on undue influences from political, cultural, social, economic etc. These unqualified employees make little or no meaningful contribution to the organisation. Undue influences if not checked may destroy and weaken performance in the public sector. We propose the following recommendations to policymakers and relevant stakeholders in the public sector.

Recommendations

- The continuous resistance of unpalatable system of recruitment should be a paramount campaign of civil societies, non-governmental organization (NGOs) and other relevant authorities to curb this menace.
- Ministries, agencies, and parastatals should advertise available vacancies openly so that qualified applicant can apply.
- The recruitment process should be transparent and free from undue influences that will jeopardize the process.
- The public sector must not only have a well define recruitment policy but must also adhere strictly to the policy.
- Recruitment to the public sector should be based only on merit.

This study used insights from the literature to explore the subject. Future studies should empirically examine the recruitment process in the Nigerian public sector context. This may provide useful insights into the relationship between recruitment process and public sector performance. Nevertheless, the applicability of this study adds to human resource management literature in the emerging country context.

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INFLUENCE OF SOCIAL NETWORKING ON SMALL BUSINESS PERFORMANCE IN NIGERIA

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Abstract

Networking has make the world to become a small community especially through social media. The usage of social networking sites by all and sundry has make the world a commonplace for both individuals and businesses alike. Small businesses now utilized social media to promote and communicate their products and services to the global community. Thus, the inherent small business challenges such as finance, low patronage, high cost of doing business and low market share are being checked. Therefore, this study examine the influence of social networking on small business performance in Nigeria. Specific objectives are to: evaluate the influence of social media on market share; and determine the effect of search engine on consumers' choice making. Survey design was adopted for the study. The study population comprises of registered small businesses in Ilorin, Kwara state, Nigeria. Judgmental and simple random techniques were used to select the sample respondents. Ordinary least square regression was used to analyse the collated data. The findings revealed that social media have significant effect on market share. Also, search engine significantly influence consumers' choice making. The study concluded that significant relationship exists between social networking and small business performance. The study recommended that video sharing platform should be adequately embraced to favourably positioned products and services. Besides, consumer trust should be built through timely delivery and product quality to encourage repeat purchase.

Keywords: Social media, Business performance, small business, market share, networking sites

Introduction

Technological revolution in the 21st century has changed the way of doing business globally. The digitalization of the economy and the application of information technology into business have necessitated the need for a change in the marketing plans and marketing strategy in the competitive business environment. The advent of online tools and application approaches such as online communities, blogs, wikis, and the virtual world known as web media is now attracting increasing attention from entrepreneur, manufacturers and academics (Davila, Gupta & Palmer, 2003). It introduces and adopt new ways of communicating with potential customers, maximizing opportunities and creating market niche.

The rise, growth and usage of social network sites (SNS) like Facebook, Twitter, YouTube, Instagram, and MySpace has been on increase and spread all over the world (Boyd & Ellison, 2007). However, this development prompt business enterprises irrespective of the nature and size to also make use of social networking while promoting their products and services. Business enterprise now make use of social media as one of their active marketing strategies while customers also make use of it to gathered information in making their buying decisions with minimal shopping effort.

Haenlein (2010) describe social networks as internet-based applications built on the ideology and breakthrough of Web 2.0 technology that enables the creation and exchange of user-generated content. Web 2.0 is simply an internet enabled platform that allows sharing of user generated content which served as the basis on which people within social networks can use, interact and connect. A registered user can create, generate and communicate online. Social networks allow business enterprise to connect with new customers and improve ease of doing business, as most websites allow the provision of customized web links for specific websites related to specific companies.

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Wright and Hinson (2008) argue that with the use of social media there is a change in the way we interact with each other, and that organizations communicate with employees, customers, the public and other stakeholders. Many businesses and consumers alike have used social media for their active marketing strategies. It is expected to aid and better the performance of small businesses and organizations using the new communication platform.

However, despite the enormous benefits of social media contributions to the promotion of business enterprise, the usage by small businesses in Nigeria has not been fully maximized especially for marketing activities. Though, social media is characterize with a lot of misinformation, deceitful advertisement, products misinformation, exaggerated product attributes and the likes. Yet, the wide dissemination of information, the impact of specific tools and technologies on business operations is unknown. Therefore, the study examine the influence of social networking on the performance of Small business in Nigeria focusing on small business in Ilorin, Kwara State, Nigeria. The specific objectives are to; examine the effect of social media on market share; and determine the influence of search engine on consumers' choice making.

Literature Review

Concept of social networking site (SNS)

Social networking sites can be defined as a social place where people connect to the web-mobile and can communicate, create and share with others (Boyd & Ellison, 2007). To allow users to manage, configure, social networking online and look at (but not necessary) to customize another personal networks, including events, companies, enterprises and political parties. One can allow a person to be recognized as a "friend" or a contact in red, or you can ask all relationships to be agreed upon by both parties. In general, it supports the ability of reworked people to limit public opinion, as well as privacy restrictions or facilitate public services. Managing relationships on the Internet and managing your online presence is the key to fun and reliable use of social media (Dwyer, Hiltz & Passerini, 2007). These are skills that young people develop not intuitively under the guidance and support of adults, but intuitively or under the influence of their peers. Social sites differ in the types of tools and features they provide (Dwyer et al, 2007). Boyd and Ellison (2007) identified three common elements of social networking sites, and member profiles (by definition, there are always websites); and members the opportunity to add to your contact list (change the names of your contacts, for example, let's say they are friends or friends); Interaction between members needs to contact the list (which is generally fairly simple enough that you are interacting with unnamed people). Social networking sites are often closed environments where members chat with other members. Media, which creates pressure to provide services to other private individuals or to clarify speech and translate messages that are not locked out of expected context (Peretti, 2007). It is important for children and young people to understand the general nature of most SNS activities (and the privacy and privacy controls of personal information and connections), and the full online activity so that all online websites and networks are owned by them.

Types of social networking sites

- **Profile-Based SNS**

The profile based service is organized first on the member profile page. Bebo, Facebook, Twitter and MySpace are good examples (Schonfeld, 2008). Users expand their locations in many ways and can often help fill them by providing links to articles, content, or external content via The wall messages, review or verification tool. Often the user will access the content of third parties (in the form of a "widget" dictionaries) to enhance the profile or introduce new services and SNS websites (Quantcast, 2007).

- **Content-Based SNS**

In these services, user information is still an important tool for building relationships, but they play a minor role in content sharing. Image sharing site Flickr is one of the sites where this group of services and examples is based on images. Of course, there are those who have a "blank" Flickr account, people who sign up for the service to see protected photos with the permission of your friends or family. Shelfaria Amazon is one of the existing cultures of book-oriented sites, the "library" is the focus of the profile and members. YouTube.com and last.fm are other examples of content-based video sharing communities, where the content is created by a program that views and represents the music that users are listening to. In the second case, the content is mainly the user's activity - listening to audio documents (Peretti, 2007).

- **White-Label SNS**

Thus, the SNS organizations involved in this work have successfully overcome the problems facing small communities around the world. In 2004 the platform run by the Public Aggregator has become a better model of advertisers on social sites and social media sites. This site is built by users in any community within it. As a result, 10 MySpace companies have taken control of the existing 10 social networks, despite improvements in operations. (Quora, 2016).

- **Multi-User Virtual Environments**

Sites like Second Life, an online virtual world, allow users to connect with each other - sites next to members.While users to create and edit profile card profane governing system. There are also a form of social networks such websites, as Habbo Hotel Cyworld (Juliana, 2011).

- **Mobile SNS**

Many social networking sites, such as Facebook and MySpace, offer mobile telecommunications services that allow members to connect to their phones and networks. More and more people, especially in urban areas, are driven by laptops, and that kind of thing exists. For example, MYUBO allows users to share and watch videos on mobile networks (Wang, Jianhua & Yefeng, 2014).

- **Micro-Blogging/ Presence Updates**

Microblogging services like Twitter and Jaiku allow you to send short messages (140 characters, space included) in open groups or contacts. They are designed to operate as a mobile service, but are widely used and read online. Many services offer a "status update" - a short, customizable message to let users know about your mood or what you're doing. These can be checked on site or exported for read elsewhere. They involve users in constantly updated online conversations and networks (Lebans, 2006).

- **People Search**

Another important website development is human search. There are different types of social media and people's searches, but sites like Wink search for public profiles on numerous social media sites. It allows you to search for other information published in names, interests, locations, and profiles, and allows individuals to create "documents" on the Internet. This type of human search goes beyond the traditional boundaries of belonging to a social networking site, although the information obtained must already be public. (Quora, 2016).

Classification of social networking site

However, three of the most popular social networking services will be explored for this study.

FaceBook

Facebook was launched in 2004 and has over 800 million active users (active as of September 2011), with 350 million users accessing Cornelius and mobile devices. The average user has at least 130 friends, Facebook, Pages 80, and been carefully reviewed in the city. Over 70 languages on this site. The greatest use is necessary between the United States and bring the city family and friends found. Facebook is a very powerful instrument. In April

2011, the company launched a new range of offices to intervene in our offices per year, the department and the sales operation, and the Board invited the authorities. Facebook brand. Facebook and Google are competitors in the field of online advertising companies and dynamic graphics and an ABC Financial News delivery service. (Boyd and Ellison, 2007).

Twitter

Twitter was founded by Jack Dorsey in March 2006 and launched in July of the same year. Unlike Facebook, where you can have friends to share different things, you need to join Twitter with the latest information about the things they are interested in. You need to find a social feed that interests them and watch the talks. Each tweet is 140 characters long. Whether you are civilized or not, you can always follow the tweets, and there is no limit to the number of tweets you can send on a given day. Thanks to Twitter, companies now share information or news more quickly with a wider online audience after the company, and strategically, this has helped companies that use Twitter to position and collect brands at the same time. Commercial information through comments to accurately target customers with relevant services and products or to strengthen market information to improve business relationships. Twitter has directly targeted the audience working on the platform, helping to develop brands, develop customer-related marketing, and improve direct sales (Boyd and Ellison, 2007).

YouTube

YouTube has revolutionized the way we watch, create and think about videos. He made the environment accessible. Recent improvements in technology and connectivity have helped improve the way video works. This accessibility makes video a very important environment. YouTube was created in February 2005 as a video sharing site where users can upload, view and share their videos for informative and inspirational use by others. (youtube.com, 2011).

Just like a picture of glasses is worth a thousand words, pictures affect the creation of an image in a person's brain. This has given YouTube a competitive advantage in online marketing. In general, more and more companies are using YouTube for marketing and advertising campaigns. Various companies with extraordinary video campaigns have been successful in this form of brand marketing, especially when videos go viral. Many of these viral successes can be attributed to the brand marketing experience and creativity to entertain the audience, allowing viewers to share their videos with others. (Boyd & Ellison, 2007).

Influence of Social Networking on Business Performance

Companies are already dealing with employment on social media sites, including profile pages and online advertisements for social media users. Studies by Krasnova, Spiekermann, Koroleva and Hildebrand (2009) have shown that sales agents or marketers send messages to specific interest groups in the same way as traditional search engines or advertising channels. Another way to reach consumers is for brands, by creating their own profiles on social networks, by accepting "friends" who can follow them with the latest brands.

Social networking sites are an important source of traffic for other sites, especially those in the entertainment industry (OFCOM, 2008). There are companies that run promotions on social media sites that remind members of their brands and websites when they communicate. This kind of information is often positive. Businesses, banner ads and tours, blogs, medium groups, and groups sharing valuable new articles and videos are increasing their social media participation in several ways. Create a member profile that redirects business traffic to the company website and posts relevant business events and activities (Cain, 2008).

It is also important to give users control in the context of online transactions. Research shows that companies develop a more confident relationship with consumers when they check their information and are ready to continue their relationship with the company (Dinev & Hart, 2003).

Business performance

Business plays an important role in our daily lives, which is why business success is an important part of developing countries. For example, many economists view businesses and institutions as motives for economic, social and political progress. Sustainable performance is at the heart of every business, because it is only through action that businesses can thrive and thrive.

Therefore, job performance is one of the most important variables in management research and perhaps the most important business indicator. Although the concept of business performance is common in academic literature, it is difficult to define due to its many meanings. For this reason, there is no general definition of this concept.

Lebans and Euske (2006) offer a series of definitions to illustrate the concepts of organizational performance:

• Performance is a set of financial and non-monetary indicators that provide information on the achievement of objectives and decisions. (Euske, 2006).

• Dynamic performance and requires evaluation and interpretation.

• Performance can be illustrated using a causal model that describes how current actions can affect future results.

• Performance may be understood differently depending on who is involved in evaluating the performance of the organization (for example, performance may be perceived differently by someone in the organization than by someone outside).

• The definition of performance concepts is necessary to identify the elements that characterize each area of responsibility.

To report on organizational performance, you need to measure results.

Market Share

The market share of the company is a proportion of sales compared to the market in which it operates. It is part of a market driven by a company or product (Will, 2018). Market share is the percentage of total sales in a market that a particular company wins over a period of time. Market share is a measure of customer preference for one product. Higher market dominance generally means higher sales, less effort to sell more and a stronger barrier to entry for other competitors (Kithaka, 2016). Having a bigger market share means that as the market grows, leaders will earn more than others. Here, market share refers to the number of customers benefiting a particular company based on the number of customers in the market for such a company.

Theoretical Review

The theories relevant to this study are discussed below

The Global Village Theory

This is Marshall McLuhan's global village theory. This theory describes international relations well, as Okoro (2002) argues that "the phenomenon of increasing cultural accessibility has broken the boundaries of dividing society and creating new structures. The global polemical environment." Looking at the impact of ICT in global communications on the development of the Third World, Baran (1998) states: As the media shrinks, the world becomes more and more involved in the lives of others. New useful relationships will grow as you age.

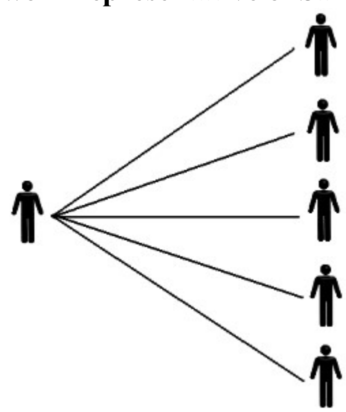
The growing progress of ICT has confirmed the construction of McLuhan in the real research space, and this is relevant for our research because technology has made the world a global village where marketing activities are possible. Therefore, social media can be effectively used to promote the Nigerian market globally. The use of social media for marketing activities can develop more channels and marketing channels for the Nigerian market globally. Three theories of value management applied to social networks and communities. This theory emphasizes the importance of large and complex posture examples.

Although the theories of Sarnoff and Metcalfe were not invented by the creators of social media networks, they were accepted because their structure was similar to that of social media networks (Baker, 2009).

Sarnoff Theory

David Sarnoff, an American businessman and pioneer of American commercial radio and television networks, is engaged in this theory. He is the founder of the National Broadcasting Company (NBC). Sarnoff's theory was developed to relate the value of radio stations to the number of listeners. According to him, the value of the network has directly increased the number of listeners of the network. Therefore, a network of 100 members has 10 times more access value than a 10-member network (Evans, 2008). In terms of social media, this theory claims that the more people interact with brands on social media, the greater their impact. The figure below shows how this theory relates to an individual network.

A network representative of Sarnoff Theory

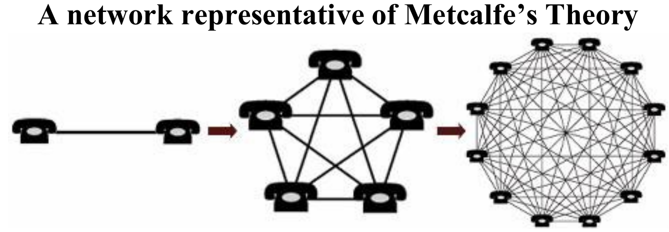


Source: Madge (2009)

Metcalfe Theory

This theory applies to Robert Metcalfe, a graduate of the Massachusetts Institute of Technology (MIT); One of the creators of Ethernet and one of the founders of 3com network companies, Network Communication Technology and Social Networks, has a wealth of network connections, such as the Internet and the World Wide Web. The theory is that the more you use the service, the more valuable it becomes to the community. Therefore, taken in the context of social networks, this theory means that any new members received or added to the network site theoretically make the user profile more valuable (Evans, 2008). Most people share and value what they love; they also tend to tell their friends and relatives dear things. In this case, it is possible to extend the link chain on the social networking site to others through sharing. This may indicate that marketing is the result of increased satisfaction with products and services. The following diagram supports the theory; The increase in the network chain affects the reach of the messagecan.

A network representative of Metcalfe's Theory

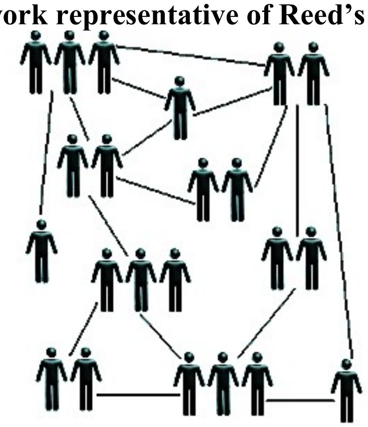


Source: Madge (2009)

Reed Theory

According to the teaching of reed, the functionality of larger network could increase depending on the size. It was developed by David S. Reed, learning the reed, a computer scientist at the Massachusetts Institute of Technology (MIT) specialized in computer networks. This theory applies to the use of social networks. The teaching focuses on the impact of network member and group values in recognition and assistance. Good networks to encourage creation of subgroups and a strong flow communication, which is the most relevant and important focus on the data network (Evans, 2008). The members can also help in creating opportunities for all persons are created to communicate network. Both were, increases the number of the knowledge of the discipline of smaller groups.

A network representative of Reed's Theory



Source: Madge (2009)

The theory of global village has been adopted because it emphasizes the phenomenon of the increasing accessibility of the lifestyles of different cultures which divide societies and create a controversial new global environment.

Empirical Review

Many studies have been carried out on the relationship between the usage of social networking on business performance both in developed and developing countries but their results are inconclusive.

Belch and Belch (2001) show that, unlike traditional forms of business communication, such as advertising, a natural environment, this new medium allows users to perform various functions, such as changing the receiver and the image, ask questions, answer questions and immediately. Get it indeed. The unique opportunities offered by this social network have enormous advantages over other commercial channels in terms of interactivity and can be useful in promoting commercial activities in Nigeria. As organizations continue to develop and implement various business strategies and communication programs, new media can also be integrated into consistent marketing strategies.

Jillian (2003) argues that the development and advancement of technology has brought traditional media closer to the new internet environment. Surrounded by all print, audio and visual media, the internet is a bridge to accessing internet work for jobs such as magazine and newspaper ads, radio and television ads, web posters and pop-up ads. Above As mentioned above, Internet technology has provided an excellent channel for business performance that can affect Nigeria's business performance.

Boyd, Harper, John and Orville (2007), they found that the biggest problem facing entrepreneurs and social media advertisers is the return on investment that improves their business. Overall, 40% of advertisers and administrators surveyed said measuring social media performance was the biggest challenge facing social media initiatives. Less than half, 19%, are concerned about finding the right person to run such a campaign. Another 13% say that commercial financing is the biggest problem. While business leaders are skeptical of measuring the effectiveness of social media campaigns, getting social media support is a problem for only 10% of marketers. This shows that companies are willing to invest in social media, although there is no concrete result to measure workplace performance. Therefore, there is no doubt that social media can be a great way to promote Nigerian business.

Chude (2012) conducted a study on social networking about job problems for about 320 business people from the various industry with different experience in social networking, emphasizing that professionals can develop social networking skills and reach a wider audience to increase profits. The aim of this study will be to identify higher frequency and focus more on job management monitoring on social networks. One of the main problems faced by businessmen, the availability of adequate resources, 77% of respondents said it was a problem. 58% of respondents find it difficult to accurately measure their return on investment in a business campaign. In addition to popular social networking sites such as Facebook, Twitter and LinkedIn, companies are trying to use other resources such as blogs, forums and YouTube. Research shows that newcomers to social media don't pay much attention to the availability of appropriate tools and methods, but those who already run social campaigns focus on the tools and methods needed to reach the target audience

"Despite the popularity of social media in recent years, entrepreneurs still don't know how to help their business," said Mielach (2012). The reason is that they don't have the time to learn about the success achieved through social networks. This is also possible in Nigeria, where existing social networks are not fully used to market Nigerian brands.

Methodology

This study adopted survey research design. The study was conducted with the aim of determining the influence of social networking on the performance of small business in Ilorin, Kwara State, Nigeria. The target population was 375 registered small business out if which 157 was selected using Krejcie and Morgan (1970) sample size formula. Judgmental and simple random sampling techniques was used to select the sampled respondents. Data was collected using structured questionnaire that has two sections, Section A was design to provide demographic and structural information while Section B focused on the study variables using 5-point Likert scale. The questionnaire were administered to and collected from the respondents by the researcher with the aid of trained research assistants. To analyze the data, the demographic and structural part of the questionnaire were subjected to descriptive statistics in the form of percentages and frequencies while Regression analysis was adopted to analyze the research hypotheses with the aid of Statistical Packages for Social Sciences (V.19) so as to show effect of the various variables in the study on one another.

In line with the objectives of the study and literatures built for the study, the following hypotheses were formulated to guide the context of the study;

Ho1: social media does not have significant effect on market share.

Ho2: search engine does not have significant influence on consumers' choice making.

Data Presentation, Analysis and Interpretation

Table 1: Attributes of sampled responses

Variables	Frequency	Percentage
Age of the Respondents	158	100
18-25	81	51.3
26-33	41	25.9
34 and above	36	22.8
Highest Educational Qualification	158	100
SSCE	21	13.3
OND/NCE	42	26.6

Variables	Frequency	Percentage
BSc/HND MSc/MBA/MPA	90 5	57.0 3.2
Marital Status Single Married Divorced/Separated	158 104 52 2	100 65.8 32.9 1.3
Gender of the Respondents Male Female	158 105 53	100 66.5 33.5

Source: Based on Sample Survey (2020)

As shown in the table 2 on age of respondents, 51.3% were between 18 – 25 years, 25.9% were between 26-33 years, and 22.8% were between 34years and above respectively. This indicates that most of the respondents are young and full of energy, therefore flexible enough to provide their opinion on items raised in the questionnaire in terms of academic qualification of the respondents, 13.3% had primary school certificates, 26.6% were OND/NCE holders, 57.0% had first degree and 3.2% had MSc/MBA/MPA qualifications. The implication of this is that most of the respondents are averagely educated and are in position to provide answers to the questions raised in the questionnaire.

In terms of marital status, 65.8% are single, 32.9% are married, and 1.3% are divorced or separated. The implication of this is that the majority of the respondents were single showing high level of youth and agility in the company which shows that the firms has future in terms of productivity and continuum. In terms of gender of the respondents, 66.5% are male while 33.5% of the respondents were female. Hence, this revealed that there are more male than female respondents, the implication was that the sampled small businesses are more of male than female in carrying out their operations.

Test of Hypotheses

Test of Research Hypotheses 1

Ho_1**:** social media does not have significant effect on market share.

Table 2: Coefficients [a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.287	.282		1.019	.010
	Facebook	.048	.032	.104	1.492	.138
	Twitter	.443	.089	.345	4.966	.000
	Instagram	.394	.090	.318	4.377	.000
R = .565[a] R Square = .319 Adjusted R Square = .306 F ratio = 24.062 Sig. = .000						

a. Dependent Variable: Market share

b. Predictors: (Constant), Instagram, Twitter, Facebook

Source: SPSS Printout, 2020

Table 2 provide a model to summarize the impact of social media on market share. The table shows that the correlation coefficient (R) and R^2 are 0.565 and 0.319, respectively. This explains the significant impact of social media on market share, with social media reporting 31.9% of changes in consumer patronage, while the remaining 68.1% is due to other factors not included in the model. This implies that social media platform only contribute 31.9% to the variability in market share. Thus, other factors or variables also influence market share in the sampled area.

The analysis of variance of social media result shows the F-statistic to be 24.062. Also, the level of significance of .000 is less than the p-value of .005. This shows the goodness of fit of the model. The coefficients of social media indicates that there exist a positive relationship between twitter and Instagram except for Facebook. More so, the probability value of .000, .000 and .138 with t-statistics value of 4.377, 4.966 and 1.492 respectively further suggest that the relationship between Twitter, Instagram and market share is significant except for Facebook which has a greater value of .138 (i.e.138 > .005). The reason for this might not be far fetch from the fact that facebook is seen by the sampled respondents as a platform for social interaction than for business purpose. Also, some respondents attributed facebook to low income earner and of a low social status. However, the overall results revealed that Social media has a positive significant effect on market share when focusing more Twitter handled and Instagram page.

Test of Research Hypothesis Two:

$H0_2$**:** Search engine does not have significant influence on consumers' choice making.

Table 3: Coefficients [a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.637	.276		2.311	.022
	Google	.290	.101	.206	2.875	.005
	Yahoo	.186	.097	.140	1.926	.056
	Bing	.499	.097	.369	5.145	.000
R = .487[a] R Square = .237 Adjusted R Square = .223 F ratio = 15.979 Sig. = .000						

a. Dependent Variable: Customer Choice making

b. Predictors: (Constant), Bing, Google, Yahoo

Source: SPSS Printout, 2020

The table 3 reflects the consumer choice search engine power model. The table shows that the correlation coefficient (R) is 0.487 and 0.237 of R squares, respectively. This explains the relationship and the variability of the search engine and consumers' choice making in the study area. Search engines have a positive significant impact on consumer decision i.e. 23.7%. Though, the contribution of search engine to consumers' choice making is low but positive. This implies that consumers' decision is only influence by 23.7% and the remaining 76.3% variation is due to other variables asides from search engine. Of course, a rational consumer will not take decision solely on the information provided on the search engine because of the misleading information on the search engine and the issue of trust.

The F-statistic shows 15.979 with p-value of .000 which is less than the p-value of .005. This implies that the model is fit to evaluate the effect of search engine on consumer choice making. The significant value also supports the result of the R^2 of 23.7% which has a positive value. Therefore, search engine have significant influence on consumer's choice making.

The coefficients value indicates that there exist a partial relationship between Google and Bing except for Yahoo. More so, the probability value of .005, .056 and .000 with t-statistics value of 2.875, 1.926 and 5.145 and respectively further suggest that the relationship between Google, Bing and customer choice making is significant except for Yahoo because it is has a probability value of .056 which is greater than .005. The responses from the sampled respondents' shows that consumers' dependency on Yahoo search engine for information has drastically reduced. This is evident from the observation that most respondents are no longer using yahoo mail as much as the use google mail and the likes. Though, this might may be attributed to the sampled area of the study. However, the findings revealed that search engines have significant influence on consumers' choice making.

Discussion of Findings

The analysis of the effect of social media on market share shows that twitter and Instagram have a strong positive effect on market share of the firms. Since the p-value shows that .000 and .000 were lesser than 0.05. Therefore, the null hypothesis was rejected and the alternative hypothesis was accepted. Therefore, social media have significant effect on market share. This result is in tandem with the findings of Mielach (2012) who maintained that social network marketing is significantly related to increase in performance of the organisation.

Also, the study hypothesized that search engine does not significantly influence consumer choice making. The result shows that google and bing have a strong positive influence on consumer choice. This result is in line with the outcome of Jillian (2003) who also confirmed that ICT advertisement and marketing approach is significant in promoting effective awareness of products among consumers.

Conclusion

The results show that social media has a significant impact on the market share of small businesses. It was concluded that for a business enterprise to be able to attract new and retain existing customer, the introduction and improvement on social networking must be engaged in, as it was found that the firms that are known for introducing social networking as well as those that mostly ensure improvement on their existing networking are well appreciated by their customers thereby leading to the retention of the existing customers as well as attraction of new customers which leads to the overall increase in the market share. Also, search engine has significant influence on consumers' choice making. It is concluded that search engine has a significant influence on consumer decision as it provide needed information to consumer with little or minimum shopping effort.

Recommendations

Based on the results of the study, the following recommendations are given:

i. Small business owners should integrate the usage of social media in their marketing and advertising strategy to increase product awareness to the target audience irrespective of level of income and social class. Also, video sharing platform should be adequately embraced to favourably positioned products and services.
ii. It is expedient for small business owners to develop consumer trust through effective and timely delivery. Besides, deceitful advertisement and misleading information should be avoided to build consumer trust and promote social media patronage.

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MICA ANALIZA SI STUDIU DE CAZ AL COMPANIILOR DE AVIATIE CIVILA DE TRANSPORT AERIAN DIN ROMANIA IN ACTUALUL CONTEXT PROVOCAT DE PANDEMIA VIRUSULUI COVID – 19

Osiceanu Dan Cezar[1]

Ab initio:

„Aviatia civila de transport pasageri este in mod evident un domeniu vital pentru intreaga omenire"conform spuselor reputatului analist si comentator al postului CNN, Dan Quayle in cadrul emisiunii „Q&A"

Pandemia provocata de virusul COVID-19 a creat initial un haos general in intreaga economie mondiala si aprovocat cea mai mare criza sistemica in cadrul aviatiei civile mondiale

Aviatia civila in general este domeniul in care legile economiei sunt doar simple referinte aplicabile sau nu, ele tinzand constant (ca si zborul in sine) catre o relativitate continua

Pentru o corecta si completa intelegere a fenomenului in sine care se constitue sub numele generic de AVIATIE CIVILA, pe baza experientei mele de peste 40 de ani in domeniu, am creat un decalog denumit "Decalogul lui Osiceanu":

1. *Precum insasi zborul aviatia este relativa si nu certa !*
2. *Teoria spune ca in mod normal un avion nu poate decola de la sol si zbura decat in anumite conditii si cu toate acestea practica a infirmat de multe ori teoria si conditiile ei in mod inexplicabil!*
3. *Chiar daca o armata mondiala de experti in domenii tehnice au creat si creaza aeronave mereu mai performante decat predecesoarele lor, absolut toate acestea permit reintoarcerea la zborul clasic, manual si la vedere, dincolo de orice sistem electronic ultraperformant care poate inlocui pilotul!*
4. *Orice reglementare, restrictie sau regulament din aviatie a fost scrisa cu sange !*
5. *Nici un zbor nu este identic cu altul!*
6. *Asa dupa cum nici un zbor nu este identic cu altul acelasi principiu de organizare si functionare a unei companii aviatice nu se poate aplica ad literam unei alte companii aviatice!*
7. *In aviatie cercul este cel mai rotund!*
8. *Pilotul fara mecanic este doar un baiat frumos, cu ochelari de soare smecheri si cu o geaca de piele care il scoate din multime!*
9. *Increderea fara verificare in aviatie moarte n-are!*
10. *Aviatia inseamna inainte de orice COMUNICARE!*

Cuvinte cheie: Aviatie civila de transport, pasageri, economie, management, analiza economica, principii economice, brand, branding, rebranding, companie aeriana de stat sau low cost, ajutor de stat,

INTRODUCERE

Prezenta lucrare s-a nascut in urma analizelor si cercetarilor impuse de catre Scoala Doctorala de Stiinte Economice si Umaniste a Universitatii Valahia Targoviste in cadrul cursurilor sustinute de catre Prof. Universitar Doctor Marius Petrescu, Prof. Universitar Doctor Delia-Mioara Popescu si Prof. Universitar Doctor Constanta Popescu

CUPRINS

Aviatia civila de transport este o institutie mondiala care desi pare a se spune legilor economice general valabile din cauza specificitatii ei unice, a interactiunii directe cu cel mai mare numar de domenii de activitate din toate formele economice existente in acest moment si a impactului si rolului ei major in activitatea umana in acest moment este supusa celei mai mari crize de sistem din istoria ei

In conditiile actuale cand aviatia civila la nivel global inregistreaza un volum al zborurilor ei zilnice de doar 10% din volumul aferent anului trecut in perioada cea mai critica – astazi pe glob sunt inregistrate intre 10.000 si maximum 15.000 de zboruri zilnice civile fata de anul trecut cand se inregistrau peste 100.000 de zboruri zilnice, numarul companiiloe aeriene care isi declara falimentul dupa modelul american pentru a se putea apara de efectele

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recesiunii globale ale industriei provocate de pandemie nici piata romaneasca de profil nu putea scapa de aceste efecte.

Pentru acest eseu am luat spre studiu si analiza cele mai importante doua companii aeriene romanesti de profil din care una cu capital de stat si alta cu capital privat, prima nationala si a doua low cost, practic companiile analizate in prezenta lucrare reprezinta cele doua mari curente care isi disputa de circa 20 de ani suprematia in industria transporturilor aeriene civile

Ca urmare a recesiunii globale a indstriei de profil cele doua companii analizate in prezentul eseu au decis in mod independent si folosind argumente proprii sa ceara sprijinul Guvernului Romaniei, sprijin materializat in obtinerea de fonduri publice acordate sub formele prevazute de lege in acest moment si care insa trebuie sa treaca si de avizul Comisiei Europene de specialitate.

De aceea se pun in mod normal urmatoarele intrebari de catre orice specialist:

- Cele doua companii pot fi corect analizate dupa aceleasi criterii?

Raspuns: NU! Nu se pot folosi aceleasi criterii datorita specificitatii fiecareia in parte desi scopul este unic amandurora adica obtinerea de profit, criteriul incarcarii comerciale este unic, taxele aeroportuare in teorie ar fi egale,

- Companiile analizate functioneaza dupa aceleasi principii si mecanisme?

Raspuns: NU! Desi scopul este este comun, producerea profitului, actionariatul este diferit, consumatorul serviciilor este teoretic acelasi dar practic difera. Regulile circulatiei aeriene si sigurantei zborului sunt aceleasi, personalul minim obligatoriu are aceleasi calificari pana la un punct

- Ambele companii aeriene fac parte din acelasi tip de business?

Raspuns: In general da fiind un business, avand in comun domeniul aviatiei civile de tarnsport, cu manipulari de bani si fonduri de tot felul, folosind personal ultracalificat, un set de reguli si regulamente aeriene comune, dar caruia nu i se pot aplica unitar aceleasi reguli si proceduri interne dpdv comercial si organizatoric desi industria a standardizat si aici in mod partial aceste actvitati

- Exista vreun manual de teorie economica aplicabil aviatiei civile din care sa se desprinda niste legi si dogme clare care sa asigure o formula unica si garantata a succesului?

Raspuns: NU exista asa ceva !

- Dpdv financiar exista legi, procedee, metode de implementat si respectat comune ambelor companii?

Raspuns : Teoretic da! Practic exista metodesi scheme aplicate individual de catre cele doua companii analizate prin care se inseala statul,se inseala clientul,se inseala angajatul,se inseala partenerul de contract si se inseala intre ele!

- Cum au evoluat cele doua curente de stat si privat low cost pana in prezent si cum le-a afectat pandemia ?

Raspuns: Primul care a s-a nascut si a crescut a fost modelul companiilor nationale, ulterior si relativ recent a aparut neoliberalismul agresiv care a creat, ca raspuns al neocomunismului din aviatia civila mondiala, modelul low cost. In spatele companiilor mari low cost proaspat nascute au fost fonduri de investitii puternice care isi permiteau sa cumpere odata minim 50 de avioane de la fabricant direct si la alte preturi decat restul lumii. Apoi au aparut antreprenorii agresivi si feroci precum pitbulii in arena de lupta, care au construit un model general si relativ aplicabil al sistemului low cost adica avioane cu scaune mai multe (modelul „cu genunchii la gura"), cu servicii contracost la bord sau fara, cu operari de pe aeroporturi foste militare in locul marilor aeroportri dar care ofereau costuri mai mici companiei, cu serviciul de curatenie la bord facut de catre stewarzi, cu marketing si promovare agresiva, bilete de dumping initial, fara bagaje incluse in bilet, etc etc

Pe langa ei au inceput sa apara in timp si „pestii” mai mici care erau companii cu cateva avioane preluate de pe la cimitirele de avioane la inceput si repuse la linie si care vazand ca merge treaba si avioanele se umpleau in principal din cauza pretului mai mic al biletelor fata de cele ale companiilor nationale s-au dezvoltata cu tupeu mai mult decat cu stiinta si predictibilitate economica si sociala

S-a ajuns astfel ca orice model de business publicat pana atunci sa nu ai poata fi aplicat in intreaga aviatie civila indiferent ca era sau nu low cost sau nationala, ca apartine statului sau vreunui intreprinzator gen Charles Branson sau Michael O'Leary, totul era sub deviza „money talks, dirty cash I need you!” precum in celebra melodie.

Doar ca in aviatie dupa cum spuneam mai sus cercul este mai rotund ca oriunde iar aparitia pandemiei a condus brusc la falimentul masiv al micilor operatori si apoi treptat al majoitatii covarsitoare a companiilor low cost de prin intreaga lume fenmen ce s-a extins si la cele nationale. Diferenta este facuta de faptul ca in cazul companiilor nationale ele insele fiind in sine fenomene sociale, statele au inceput sa intervina in pofida trimiterii in judecata pentru incalcarea concurentei facute de catre unul din pionerii si mari jucatori ai sistemului de low cost mondial Michael O'Leary si a lui RyanAir

Si totusi cum se fac banii in cele doua companii este intrebarea fireasca care se naste dupa parcurgerea celor de mai sus si mai ales pe unde se scurg ei provocand situatiile in care cele doua” dive” aeriene sunt astazi? (Nota bene in aviatie exista inca de la inceputurile ei moda folosirii unor termeni si nume atribuite sexului feminin)

Compania de stat

1. Are ca si proprietar statul in mod evident cu 97% din actiunile sale
2. Reprezinta o emblema nationala si disparitia ei ar provoca un masiv efect moral la nivel national cu grave repercursiuni in plan politic si economic la nivel national
3. Avioanele sunt in proprietate totala sau inca aflate in leasing dar cu ratele la zi. Flota de 29 de avioane este bazata pe Boeing 737-300,700,800, Airbus 318 si ATR 72-600 asteptand sa vina celebrele Boeing 737 MAX
4. Este proprietara unui hangar dar nu si a pamantului de sub el
5. Poseda o magazie de piese muult mai mare decat omonima ei de unde se scurg noaptea piese catre avioanele concurentei piesele necesare. (analiza corpului de control al ministrului transporturilor, spre stupefactia multora, a evidentiat faptul ca a disparut din magazie pana si un ditamai motorul auxiliar denumit APU, pe langa multe altele!)
6. Are o pozitie de monopol pe aeroportul Otopeni in ceea ce priveste reparatiile avand unicul hangar construit pe acest aeroport si personal calificat in activitati de heavy duty chiar daca personalul ei a participat in concediu fiind la crearea celei private low cost iar noaptea in mod frecvent participa la mentenanta flotei vecine
7. Are depozit si facilitati cargo neutilizate pentru a nu deranja ... concurenta! In pandemie a efectuat zboruri cargo cu cel putin 50% mai putine decat concurenta ei low cost desi ambele au operat cu aceleasi tipuri de avion configurate pentru pasageri si ad hoc transformate in cargo
8. Nu este interesata a produce profit pentru a putea folosi nestingherita banii obtinuti, a pastra salarii decente angajatilor si a beneficia de garantii de stat in dezvoltare
9. Foloseste un sistem dualist de plata a veniturilor personalului navigant salariu in lei impozitata si taxat de stat si diurna in valuta neimpozitata si netaxata de catre stat. In acest fel se impaca relativ si capra si varza adica statul si interesele companiei pentru ca se furnizeaza la bugetul statului sume mari sub forma de taxe si impozite in lei dar se mentine sub control volumul acestora prin folosirea diurnelor neimpozitate
10. Este o „vaca de muls”dpdv politic pentru ca permite ocuparea unor posturi de conducere bine remuneratede catre membrii camarilelor politice ale fiecarui partid in parte (

din 1990 si pana astazi au fost doar trei directori generali piloti si in perioadele lor compania a mers bine) precum si incheierea de contracte defavorizante companiei dar benefice partenerilor ei

11. A introdus cu o enorm de mare intarziere sistemul de plata on line a biletelor pe baza unor motive puerile dea dreptul in fapt pentru a ascunde niste contracte paguboase cu diversele agentii revanzatoare de bilete

12. Mentine inca agentii in strainatate cu toate ca proprietarul ei, adica statul, a decis cu doar vreo 10 ani in urma inchiderea lor din cauza de neprofitabilitate.

Nota Bene asa s-au aflat si picanterii de genul sotia director general a marit salariul sotului sef de agentie care l-a randul lui i-a marit salariul nepotului angajat la agentie! Sau cum aceeasi familie provoca constant pierderi companiei prin propria lor agentie de turism si vanzari bilete! Exemplele putand continua!

12. Poseda un serviciu de securitate la cele mai inalte standarde si calificari si autorizari din domeniu

13. Nu are datorii pentru ca prima grija este achitarea contractelor si apoi a salariilor si a drepturilor legale

14. Inseala efetiv angajatii neacordandu-le drepturile prevazute de lege decat in urma unor procese mizand pe lipsa de cunostiinte a salariatilor, pe tradarile liderilor sindicali, pe principiul „Divide et Impera!" Cu toate ca teoretic se bugeteaza sumele la inceput exercitiului fiscal conform legii si apoi acestea se topesc prin redirectionare de la sursa – infractiune economica nesanctionata de catre insusi statul roman!

15. Face economii prin neacordarea drepturilor salariale si a uniformelor de serviciu cu toate ca jerpeliturile tinute si chiar SAPTE ANI DE ZILE supun imaginea companiei si angajatului unui oprobiu general

16. Incalca Codul Muncii, in fond o banala lege organica, motivand ca este mai presus decat el un simplu ordin de ministru. In acest fel personalul navigant fiind silit sa zboare si OPT ZILE CONSECUTIV in MOD REPETAT! In acest fel compania face mari economii financiare prin neangajarea personalului suplimentar necesar

17. Cifra de afaceri la cele 29 de avioane din flota este de 1,5 miliarde de euro

18. Respecta o schema de personal minim obligatorie si auditata permanent de catre EASA pe langa care se lipesc doar in functiipersoane si personaje fara calificari, cunostiinte si abilitati dar promovate politic in special

19. Desi are personal si tot ce ii trebuie plateste unei firme private curatenia la avioane

20. A cumparat petrolul de aviatie mai scump decat o alta companie low cost ce poseda un singur avion

21. Are terenuri si imobile ce constituie visul oricarui antreprenor imobiliar

22. Cu toate ca are o ditamai cladirea in proprietate a platit regeste chirii inutile unui tert

23. Pana la aparitia pandemiei nu reusea sa angajeze piloti cu toate ca exista un pachet de circa 35% minim de piloti aflati la varsta minima de pensionare sau in apropierea ei

24. Pentru a putea actiona cine trebuie si unde trebuie evitandu-se tragerea la raspundere nu mai are serviciu juridic ca si directie de sine statatoare ci apeleza la case de avocatura platite regeste. Si uite asa sefa de HR a scapat in instanta de proces incasand si banii solicitati pentru ca cineva din companie a „uitat"sa trimita casei de avocatura documentele necesare sstinerii cauzei!

25. A fost efectiv fortata sa achizitioneze de catre factorii decidenti politic din guvernele Romaniei, avioane nedorite si neprofitabile de catre partide dar platite de companie prin credite garantate de stat si cu comisioane uriase.

- Cazul Airbus 310 care este povestit chiar de catre producatorul Airbus recunoscut si amendat ca atare ca fiind compania de vanzari pe spaga ! Practic conform datelor furnizate de catre Airbus Industrie cele 2 Airbus 310 au fost cele mai scump vandute avioane din toate cele produse de fabricant iar procesele verbale de sedinta ale conducerii din acea perioada arata ca erau cu doar vreo 10 milioane de dolari peste pretul de catalog!

- Cazul Airbus 318 este iar de notorietate pentru ca este nerentabil inca de la intrarea in flota avand ciclii cei mai scumpi si mentenanta la fel!

26. Nu motiveaza angajatii in nici un fel pentru reducerea de costuri, crearea de economii, etc

27. Are cele mai scumpe si proaste locuri de parcare a aeronavelor la Otopeni si in tara, care necesita costuri suplimentare cu autobuze, scari, etc si care mai si produc intarzieri curselor

28. A renuntat la rutele si sloturile lung curier in urma unor afaceri dubioase cu implicare politica clara. Cazul cedarii catre Austrian Airlines a sloturilor pe aeroportuirle din USA mascata de un contract de code share care a devenit nul in urma intrarii companiei de stat in alta alianta globala decat cea austriaca

29. A folosit retele de plata ce cuprindeau companii cu sedii in paradisuri fiscale pentru achitarea ratelor avioanelor (avioanelel ATR 42-500 aveau inscrise pe placutele de identificare obligatorii la bordul avioanelor un proprietar din Insulele Cayman pana la achitarea lor integrala)

30. A vandut unei firme de apartament din Armenia care nu avea nici un pilot calificat pe tip, cele 2 Airbus 310 si un motor nou de rezerva. Cum ulterior s-a aflat ca armenii au redirectionat avioanele si motorul de rezerva catre Iran – tara aflata sub emargou internationala!

31. Face parte dintr-o alianta care nu i-a adus nimic bun ! Din aceasta alianta o mare ompanie chineza s-a retras anul trecut invocand si proband faptul ca timpul petrecut in alianta nu i-a adus nici un profit economic!

32. A renuntat la operarea pe unele aeroporturi in favoarea celei low cost analizate aici ca urmare a faptului ca o fosta angajata a companiei low cost a ajuns director general la cea de stat!

33. Cu angajatii ei piloti si stewarzi s-au nascut doua mari companii low cost concurente astazi: RyanAir si Lauda Air

34. Are un grad de ocupare al curselor de circa 70%

35. Exista o schema cu 1776 de angajati actuali din care sunt un numar de pensionari angajati pentru acoperirea posturilor deficitare. In aceasta schema sunt construite artificial pozitii de sefi cam cate un sef la fiecare 9 angajati. Teoretic aceasta ar insemna ca exista o mai buna urmarire a produsului si a muncii fiecaruia dintre angajati doar ca rezultatul practic infirma teoria

36. A mentinut un numar imens de angajati in directia comerciala si de marketing desi nu mai opera de ani de zile rute in Asia, America, etc iar aportul lor la bunul mers al companiei era practic nul!

37. Are un departament de marketing si publicitate egal cu zero ca si activitate si rezultate. La orice stire ce se referea la un avion sau o cursa cu probleme in mass media se foloseau doar imagini cu avione ale acestei companii de stat chiar daca era vorba de avioane ale altor companii

38. Poseda un director de Human Resources, cu un salariu de peste 6000 euro lunar care a avut la numirea in functie experienta zero in aviatie si a fost angajata inainte la o fabrica de mezeluri si la o banca!Prin acest departament s-au „scurs"in presa informatiile despre salarizarile angajatilor fapt ce a provocat un scandal intern de amploare. Una din "operele"acestei sefe a fost regulamentul interior care prevede ca un angajat care observa o fapta de natura penala sa nu o sesizeze organelor abilitate ci sefului sau ierarhic iar daca acesta nu ia nici o masura intr-un termen de 7 zile sa comunice directorului sau cazul!

39. Poseda un centru autorizat EASA de pregatire, antrenament, evaluare si control pentru toate activitatile din companie pe toate zonele, nivelele si palierele la toate standardele europene in vogoare, auditat periodic doar de catre auditori internationali

40. A trecut prin controale ale corpurilor de control atat ale ministrului transporturilor cat si ale primului ministru si al curtii de conturi precum gasca prin apa fie din motive politice fie din nivelul slab de cunostiinte ale membrilor acelor echipe de control!

Compania low cost

1. Are actionari privati fiind facuta si mentinuta initial de catre doi piloti legendari si fosti angajati ai celei de stat pe langa care o perioada a mai fost si un controversat om de afaceri condamnat definitiv la inchisoare pentru fraude economice la un moment dat
2. Nu are avioane in proprietate ci doar in leasing lucru ce ii asigura si avantaje dar si dezavantaje in operare
3. Are o flota de doar 20 de avioane Boeing 737-300,400,700,800, si este inscrisa pe lista de achizitie a Boeingului 737 MAX . Avioanele avand vechimi diverse de la foarte vechi care isi incheie cariera in companie pana la avioane mai noi dar peste 8 ani minim vechime
4. A inceput activitatea cu avioane luate din cimitirele de avioane din USA puse la linie cu angajatii companiei de stat bagati in concedii de odihna, recuperari, etc si dusi acolo sa lucreze
5. Nu are hangar, nu executa lucrari grele de mentenanta a avioanelor apeland la cel al companiei de stat,
6. Foloseste cu imprumut sau cu „ïmprumut" piese de la cea de stat dar si personal calificat fara a figura oficial folosirea acestuia
7. A fost o veritabila rea platnica in trecut fapt care a condus la nenumarate procese si solicitarea de intrare in insolventa . Reteta era una simpla se facea un contrac cu o companie furnizoare, i se furnizau serviciile solicitate si contractate, o scurta perioada de timp platile se faceau la zi catre furnizori iar apoi venea o perioada de minim 3 luni de neplata a serviciilor furnizate si se schimba furnizorul lasandu-l pe primul cu o cat mai mare gaura in buget!
8. Conform datelor finaciare publicate nu are profit de la preluarea de catre noul actionariat si figureaza cu pierderi imense dpdv finaciar
9. Schema de personal cuprinde doar 926 de angajati ce acopera in mod evident mai putine sarcini decat cea de stat
10. Foloseste sistemul dualist de plata a veniturilor personalului navigant dar cu salarii minime in lei si diurne mari pentru a evita plata taxelor si impozitelor catre statul roman. Practic desi a avut in trecut multe perioade cu mai multe avioane folosite, mai multi piloti si stewarzi decat cea de stat nivelul sumelor virate statului roman ca si taxe, impozite etc pe aceste venituri a fost mult mai mic decat al celor virate de catre compania de stat
11. A folosit avantajele sistemul de plata oferit de paradisul fiscal din Cipru unde era inregistrata, are o baza de operare si a reusit eliminarea de pe piata cipriota a celei nationale cu o traditie imensa in operare acolo
12. Are facilitati de alimentare si de plata a petrolului in Romania, mai bune decat cea de stat, de pilda la o alimentare diferenta nu depaseste 50 de kg in vreme ce la cea de stat niciodata diferenta nu este mai mica de 100 de kg !
13. A reusit cu sprijinul fostei angajate ajunsa director general la cea de stat sa obtina exclusivitatea operarii pe aeroportul din Bacau, sa preia cursele la care a renuntat nejustificat de nimic cea de stat pe destinatii traditionale si cu trafic mare de pasageri precum Valencia, Larnaka, etc de exemplu
14. A facut permanent bani din scolarizarea pilotilor tineri
15. A furat efectiv pilotii tineri si nemultumiti de sistemul de plata si promovare din cadrul companiei de stat pe care i-a promovat direct piloti comandanti fidelizand permanent personalul

16. A folosit pilotii pensionari cu mare experienta de zbor in special pe Boeing carora le-a asigurat venituri mici in lei (impozabile si care mareau pensiile ulterior prin recalcularea lor conform legii) si mari in valuta (neimpozabile)precum si conditii negociate individual de munca mult mai bune decat la cea de stat

17. Nu asigura facilitati de genul uniforma, asigurari medicale, etc pentru a scadea costurile cu personalul

18. Foloseste acelasi sistem bazat pe ordinul ministrului transporturilor si nu pe Codul Muncii in materia timpului de munca a personalului navigant

19. A utilizat aproape de la inceput un sistem rapid de rezervare si plata a biletelor

20. A angajand copii si rudele diverselor persoane din SRI,Politie, etc si-a asigurat relatii bune cu toate esaloanele si ministerele. In plus a angajat piloti straini masiv ceea ce a sporit acoperirea necesarului fluctuant cu piloti

21. Oferind mana libera pentru orice idee, proiect, masura, inventie etc a angajatilor care conduceau la scaderi de costuri, o reclama mai buna si mai eficienta, etc s-a reusit motivarea in acest fel a personalului angajat

22. Cu toate ca au avut destule situatii de conflict cu pasagerii nemultumiti, intarzieri, incidente etc segmentul ce coordoneaza relatiile cu presa a reusit sa evite publicitatea negativa a acestor cazuri si situatii multe dintre ele nefiind cunoscute deloc per a contrario compania de stat avand publicitatea negativa asigurata permanent !

23. Are un segment de piata in Romania declarat de 25%

24. Cifra de afaceri este spre stupoarea analistilor de doar 430 de milioane de euro adica de aproape patru ori mai mica de cat cea de 1,5 miliarde de euro a companiei de stat!

In acest moment insa sunt neclare cateva lucruri pe care nici un manual de economie nu le-a pevazut si anume:

- Suma ceruta de compania low cost, doar 63 de milioane de euro, nu se stie daca acopera un necesar de functionare de la inceputul pandemiei sau include si datoriile anterioare
- Suma de 63 de milioane de euro negociata cu statul roman va fi acordata doar sub forma de imprumut pentru a putea fi aprobata de UE – care UE acum aproba cam tot si orice tocmai pentru ca marile state fac ce vor muschii lor in aceasta criza planetara
- La cele 63 de milioane de euro se adauga si cele 6 deja acordate ca si ajutor de salvare despre care publicul si specialistii nu stiu pe ce s-au dus mai les ca sunt bani publici din taxele si impozitele pe care compania low cost le-a fentat la plata prin procedeele descrise mai sus
- Compania low cost se afla in procedura concordatului adica a stabilit cu creditorii sa o lase un pic sa isi revina din pumni dar cine garanteaza ca odata primiti banii de la stat creditorii, mai ales cei straini, nu vor executa compania si dupa ce isi vor lua banii isi vor lua si talpasita, caz in care statul roman, devenit actionar important la companie cu o asemenea gaura financiara, va fluiera a paguba mult si bine
- Suma ceruta de 63 de milioane de euro este mai mare decat cea de 60 de milioane de euro acordata companiei de stat care totusi nu are datorii, are o cifra de afaceri aproape de patru ori mai mare,etc

Trecand acum inapoi la cea de stat:

- A primit aprobarea acordarii unui ajutor de stat in luna februarie de 37 de milioane de euro ajutor de salvare denumit si acordat datorita deosebitelor rezultate ale unor manageri de „succes", fara studii superioare(unii) si mai ales fara experienta in aviatie (99% dintre ei)
- Fara acest ajutor compania ramanea fara 4 Boeing-uri 7373 seria 800 asa la prima strigare
- Cu acest ajutor compania si-a platit fara sa renegocieze nimic (reesalonari, reduceri, etc) datoriile catre furnizori si salariile generoase ale diversilor sefi si sefuleti indispensabili sau cum li se spune in Ardeal izmenelor „ludovici", care asigurau prin pozitia lor buna functionare a unei companii in colaps total

• Prin vanzarea avioanelor ATR 42 si 72 seria 500 cele 30 de milioane de euro sau dolari angajati prin licitatie va acoperi o parte masiva din cei 37 de milioane de euro acordati pentru salvare

• Pentru obtinerea si a ajutorului suplimentar care trebuie aprobat de catre UE se cere si restructurarea companiei insa

• Comparand valoarea totala acordata celor doua companii de catre statul roman cu garantiile oferite de fecare in parte, trecandu-le prin prisma rezultatelor financiare publicate ale fiecareia in parte reiese ca o companie cu 29 de avioane, o cifra de afaceri de 1,5 miliarde de euro, cu 1776 de angajati pe hartie, fara datorii, cu bunuri ce garanteaza lejer suma acordata, care plateste taxe si impozite statului roman mult mai mari decat preopinenta ei, primeste per total 97 de milioane de euro in timp ce o alta companie privata cu doar 20 de avioane, o cifra de afaceri de aproape patru ori mai mica (doar 430 milioane de euro), cu doar 926 de angajati, fara posibilitati de acoperire a sumei acordate cu bunuri ce acopera suma, cu datorii imense fata de creditorii ei si in procedura de concordat va primi per total suma de 69 de milioane de euro.

CONCLUZII RELATIVE

1. Relativitatea principiilor si dogmelor economice in domeniul aviatiei civile din Romania este cea mai relativa !
2. Doar in aviatie sa poate demonstra ca totusi se poate orice si ca nimic nu este imposibil!
3. Principiul general valabil „economicul guverneaza politicul" si-a dovedit relativitatea in Romania, in aviatia civila din Romania si in economia din Romania
4. Nici un manual de management nu ofera solutii desi multe dintre ele clameaza acest lucru ci doar modele inspirationale, aplicabile sau nu businessului
5. Teoria relativitatii generalizate enuntata in 1915 de catre Albert Einstein ar fi trebuit sa contina si o nota bene cu privire la aplicabilitatea ei in aviatia civila si in Romania!
6. Chiar daca miscarea de tip brownian a companiilor aviatice din intreaga lume din acest moment are ca scop salvarea unor mecanisme controlate totusi foarte strict inexistenta unor solutii relativ aplicabile la scara larga are cauze mai adanci si contravine in esenta chiar principiilor economice ce guverneaza economia modiala (de exemplu principiile liberei concurentei, eliminarea protectionismului, etc)

FORMULAREA COGNITIVA A BAZEI DE PLECARE A SUBIECTULUI sau "AB JOVE PRINCIPIUM" ("Sa incepem cu Jupiter!" **-** I. Berg, Dicţionar de cuvinte, expresii, citate celebre, Editura Ştiinţifică, Bucureşti, 1969, p.17)

In intocmirea acestui eseu s-a impus inca de la inceput formularea urmatoarelor intrebari

7. Cele doua companii pot fi corect analizate dupa aceleasi criterii?
8. Companiile analizate functioneaza dupa aceleasi principii si mecanisme?
9. Ambele companii aeriene fac parte din acelasi tip de business?
10. Exista vreun manual de teorie economica aplicabil aviatiei civile din care sa se desprinda niste legi si dogme clare care sa asigure o formula unica si garantata a succesului?
11. Dpdv financiar exista legi, procedee, metode de implementat si respectat comune ambelor companii?
12. Cum au evoluat cele doua curente de stat si privat low cost pana in prezent si cum le-a afectat pandemia ?
13. Si totusi cum se fac banii in cele doua companii este intrebarea fireasca care se naste dupa parcurgerea celor de mai sus si mai ales pe unde se scurg ei provocand situatiile in care cele doua" dive" aeriene sunt astazi? (Nota bene in aviatie exista inca de la inceputurile ei moda folosirii unor termeni si nume atribuite sexului feminin)

14. Exista noi teorii legate de INFORMATIE si managementul securitatii ei aplicabile celor doua companii analizate?

15. Ce aduce eseul in sine pentru specialist si ce anume pentru nespecialist?

16. Care este valoarea de integrare a aspectelor analizate intr-o teorie sau intr-un model economic general valabil sau macar recunoscut ca si existenta astazi?

17. Care este aplicabilitatea in din punct de vedere economic si social a acestei analize?

18. Cine si cum stabileste nivelul de interelationare al subiectelor acestei analize cu restul "lumii"pentru a se putea lua decizia de acordare a sumelor cerute in concordanta cu cerintele Uniunii Europene si a legislatiei nationale?

METODE DE CERCETARE FOLOSITE

In cadrul activitatii legate de acest capitol mal lucrarii am folosit ca mijloc de baza Metodica in cercetarea stiintifica - Autori: Ana Lucia Ristea, Valeriu Ioan Franc, Constanta Popescu, editura Expert 2020

1. Documentarea denumita si "Invatarea stiintifica" (Raboaca si Ciucur, 2003, pg 81) prin cele trei faze ale ei:
   - Documentare bibliografica respectiv culegerea si selectarea surselor
   - Documentare directa conform celor patru etape clasice (Raboaca si Ciucur, 2003, pg 108-111)
   - Consultarea specialistilor
2. In ceea ce priveste citarea bibliografica am folosit ambele sisteme, "Sistemul Umberto Eco" si "Sistemul Harvard"

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43. Sinteza raportului de audit al performantei privind performanta activitatii de transport aerian la operatorul national Tarom S.A. in perioada 2012-2016 – Curtea de Conturi a Romaniei – iunie 2017
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INTEGRATION OF THE ROMANIAN TOURISM ENTREPRENEURSHIP ON THE EUROPEAN TOURISM MARKET

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Abstract:
Tourism entrepreneurship involves a specific demand for goods and services, a demand that stimulates the growth of their production, trains the economic role with the creation of new jobs and income generation for the population, capitalizes on the development of regions, which contributes to economic activity. as an economic activity it is based on a close cooperation of the tourism industry with the other economic sectors such as: infrastructure, agriculture, environmental management, etc. Romania's accession to the European Union led to visa liberalization, since then, the tourism industry has grown, travel agencies have been able to offer more destinations to tourists, who began to earn better and wanted to travel. Increased income, purchasing power , and Romanians have started to travel all over the world. Most researchers in the field claim that, as a consequence of the restructuring of our domestic and international tourism, integration into the European Union was the best opportunity to know the Romanian tourism potential and its inclusion in the international circuit. This study analyzes the determining factors in the promotion and development of Romanian tourism on the international market.

Keywords: tourism entrepreneurship, forms of manifestation of Romanian, international entrepreneurship, integration, European system, supply, demand

J.E.L Classification codes: M 21

INTRODUCTION

Entrepreneurship in tourism is a widely debated field worldwide, nationally, and even regionally, but much research in this field has a general theoretical character. Most research and publications refer mainly to the tourist region of the country, and those that refer to smaller regions within the country, are relatively few. The tourist activity is among the phenomena that have prevailed in the contemporary era. The desire of today's people to spend their time traveling, looking for quiet corners of nature, visiting cities and villages is boundless. Tourism, by its nature, involves an intense process of integration, on several levels, at the individual level, at the level of enterprise, at the level of regions and states, at the level of the world economy. The free movement of people is the basic premise of framing tourism in the economic and social existence of mankind. Entrepreneurship in tourism is influenced by a wide range of factors. Some of them continue to have an influence decade after decade, others have effect only for a certain period. Particularly relevant for tourism are the efforts aimed at eliminating barriers that impede the smooth running of international travel. This is possible through the liberalization of transport and other forms of regulation. In the past, they have played a key role, as national control over travel visas has gradually diminished as tourism has been recognized as an economic sector to be encouraged. This process continued in the 1990s by reducing travel to countries in the former Soviet communist bloc, and will continue into the 21st century. The implications are: first, very few countries will require a travel visa, and second, , passports could eventually be replaced by technological identity verification systems, such as palm geometry or retinal scanning.

The paper presents an increased interest, in order to identify ways of cooperation with international organizations, in the field of capitalizing on tourism entrepreneurship in Romania; elaboration of the strategy for the promotion of the Romanian tourist entrepreneurship on the European Union market and for the increase of Romania's image, on an international level.

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METHODOLOGY

Tourism entrepreneurship in Romania and worldwide, is a topic in a continuous research, substantiation, delimitation and organization, with theoretical concepts and methodological tools that require arguments and discussions. As tourism is a field with a wide combination in many other fields, the methodological aspects are natural to be taken from them. In order to carry out this paper, we conducted a study based on consulting the literature with information and statistical data related to the reality in the territory, sometimes with data contradictory to those found in bibliographic sources, which required filtering, and some kept for to be presented compared to reality. Tourism is analyzed and tracked in dynamics through a system of specific indicators, based on a calculation methodology recognized and used worldwide (accommodation capacity, tourist traffic, tourist demand, tourist offer, seasonality, income, expenditure indices , etc.). Tourism indicators provide information necessary for the adoption of tourism management actions, allowing the evaluation of the effects felt in the tourism phenomenon.

1. LITERATURE REVIEW

The development of the European tourism entrepreneurial industry is a process in progress, which aims to drive tourism, while protecting the environment and increasing the quality of services, opening the doors to foreign tourists.[1] In the case of Romania, this direction of action is limited to the broader process of general integration of the economy in the European Union. Tourism is influenced by a wide range of factors. Some of them continue to have an influence decade after decade, others have effect only for a certain period. The main influencing factors with effect on the development of tourism activity in the period up to 2020 were identified as: economy; the technology; facilitation; safety; demographics; globalization; location; care for the natural and social environment; living and working environment; marketing.[2]

As is well known, Romania's accession to the European Union is a fundamental strategic objective for Romanian society, which aims at the solid anchoring of the country in the European value system and its development on the principles of democracy and market economy. Accession must serve to promote the national interest and develop the economic, scientific and cultural potential at our disposal. Or, in the field of tourism, Romania has a special potential, superior to many countries in the European area.

According to the Association Agreement, (art. 90)[3] ,

The main objectives and directions of the integration of Romanian tourism in the European structures, refer to:

• Harmonization of legislative regulations and systems specific to tourism;

• Integration of the Romanian tourist offer in the European tourist circuit;

• Elimination of obstacles to the free movement of Romanian citizens who want to travel abroad and of foreign citizens who want to visit Romania;

• Facilitating tourism trade and encouraging tourism exchanges between young people;

• Development and promotion of sustainable tourism, based on ecological principles, combating pollution in general and especially in highly attractive tourist areas;

• Increasing the flow of tourist information through the international network, databases, providing technical assistance for the development of infrastructure necessary for tourism;

Ensuring and maintaining an internal climate of security and safety of tourists; Romania's participation in appropriate European tourism organizations, intensifying the

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[1] Ioncică, M., Stănciulescu, G., Economia Serviciilor, Editura Uranus, București,2006.

[2] Gruescu, R.C., Turism Internaţional. Aspecte economice şi sociale, Editura Sitech, Craiova, 2007.

[3] Monitorul Oficial, partea I, nr. 73 din 12 aprilie 1993,accesat la data de 11.06.2020

contacts of Romanian entrepreneurs with agents from other countries, continuing to benefit from technical assistance programs for tourism.

In essence, the achievement of these objectives will lead to the connection of Romanian tourism to the international tourist circuit, ensuring its capacity to receive and satisfy a foreign demand that has very demanding tastes and habits of comfort, security, quality of equipment and services, which will be equivalent. with the recovery of important tourist markets in Europe and in the world.[1] At the same time, through Romania's accession to the European Union, our tourism enters an intense competition with positive consequences on multiple levels, visa liberalization has been admitted, the tourism industry has grown considerably in the last 10 years, charter flights have increased by 60% in previous years, business opportunities in Romania and the European Union have led to the growth of business tourism, which is the engine of many Romanian tourism companies, the growth being 70% generated by business travel, Romanians wanting to see something else of the Romanian coast, the main holiday destination in summer, choosing Bulgaria, Greece, but also Spain. purchasing power, Romanians began to travel all over the world.

The improvements on the promotion and the image of Romania, on its image within the European Union attracted in 2018 foreign tourists who gained confidence in the beauty of the landscapes and the Romanian hospitality. Confidence in the European Union has risen, reaching its highest levels since 2010, and the euro has enjoyed the highest level of support since 2004. Increased attractiveness and visibility of European destinations should have a significant positive economic impact by stimulating the arrival of non-European tourists, but also by stimulating Europeans' interest in traveling to their own continent.

2. STRATEGIES FOR THE DEVELOPMENT OF THE ROMANIAN TOURISM ENTREPRENEURSHIP ON THE EUROPEAN MARKET

The tourism entrepreneurial promotion goes through a process of improvement and adaptation, preceded by a set of advertising and communication approaches, which permanently send information messages for current, potential clients aimed at the permanent transmission, in various ways, of messages intended to inform both customers. of the products and services offered to the market, in order to determine them to change their mentality and buying habits[2].

The Romanian tourist product must know an improvement and modernization,, so that the tourist offer to know a competitive growth on the national and international market and elaborated a series of strategic objectives at national level. [3]:

adopting quality improvements that can be perceived by business tourism customers, who are generally very demanding in terms of the quality of tourism services and products, improving quality in areas known and frequented by foreign tourists, and increasing capacity tourist arrangements;

 offering tourist services in accordance with the category of the tourist unit and the tariff used;

 elaboration of foldable tourist programs on each category of tourists, with high, medium, low incomes, finalization and promotion of a limited number of well-made tourist products for the external market;

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[1] Tohidy Ardahaey, F., (2011), Economic Impacts of Tourism Industry, International Journal of Business and Management, Vol. 6, No. 8, pp. 206-215

[2] Hitt, M. A., Ireland, R.D, Hoskisson, R.E., (2009), Strategic Management: Competitiveness and Globalization: ConceptsandCases, 8thedition,USA:South -WesternCengageLearning

[3] Tohidy Ardahaey, F., (2011), Economic Impacts of Tourism Industry, International Journal of Business and Management, Vol. 6, No. 8, pp. 206-215

 solving nature conservation problems in a general and global way within each country, region, area or locality. Although the whole nature should be preserved, there are also some areas where unique or rare species of flora and fauna live, with special value, and which must receive additional attention;

 ensuring the security and the level of protection of the tourists, during the consumption of the tourist offer;

addressing a strategy for achieving unique original services, which should be strongly promoted domestically and internationally, which should meet international standards and which should attract a significant number of customers;

 promoting a marketing strategy, based on forms of communication, to make known the offers of the intensively visited regions, and to collaborate with as many travel agencies as possible in the country and abroad;

 development of penetration strategies, starting from the existing services and the market, formulating a set of actions that would amplify the percentage of the owned market, fact that can be achieved through the own production of services that eliminates the competition;

 adopting service development strategies by promoting and increasing the quality of services, which must happen constantly;

 the permanent use of the service diversification strategy, very necessary in the relations with the competition and for obtaining a high profitability of the activity, a strategy that must include the provision of quality services, which can be perceived by customers, including requirements and needs to them, that is, safety, tranquility, kindness of tour operators, cleanliness, entertainment;

 the organizers of tourist products (tour operators) to be good connoisseurs of their tourist routes, of the objectives that can attract visitors from the country and abroad in order to capitalize on the entire tourist, natural and anthropic area of Romania;

 reinventing all natural and anthropic tourist sources, aiming at arranging, restoring, developing and modernizing holiday destinations as well as expanding and diversifying services on new coordinates.

The internal promotion of the Romanian tourism entrepreneurial product will aim at highlighting its two great advantages over the tourism market as a whole:

1. Coverage by the tourism company of all forms of tourism, summer, spa, winter sports, cultural and rural tourism through the diversity and complexity of the Romanian tourism product targeting different customer segments, of different ages, with modest incomes or raised, etc .;

2. The inviting offers of the travel agency through the price-quality ratio advantageous for the majority of the population compared to the external destinations, more expensive, in many cases for a similar offer. The marketing policies that have as object the Romanian tourist entrepreneurship must take into account the assurance of the optimal conditions of accommodation in the hotel. Here the range of services to be offered must be very wide. The qualitative criteria of the hotel services aim at:

 exemplary cleanliness, starting from the outside of the hotel (parking lots, sidewalks, etc.) and ending with the last room inside;

 Western tourists are very sensitive about this issue, which can become decisive for a possible return in the future;

 adapting the kitchen to the tastes of tourists. Thus, there are tourists who prefer to be served, but there are also some who prefer to choose their own food (self-service). The kitchen will have to be adapted to the requirements, to the clients' preferences;

providing recreation, rest options such as: sauna, pool, park or garden;

 providing maximum efficiency of other hotel services (ticket reservations, car rentals, regular services: washing, ironing, etc.).

3. OTHER ACTIONS AIMED AT THE DEVELOPMENT OF THE ROMANIAN TOURIST ENTREPRENEURSHIP

In order to gain a positive image of the Romanian tourist entrepreneurship in the international environment, the increase of the number of foreign tourists, the development of the traditional issuing markets or of other non-traditional markets, the projects are carried out[1]:

 promoting the offer of tourism entrepreneurship specific to Romania (Danube Delta, agrotourism and ecotourism, spa tourism, cultural and religious tourism), on the main foreign markets, by participating in Tourism Fairs, making catalogs, brochures, advertising spots, by organizing events large-scale on the topic of tourism;

 inclusion of Romanian tourist products in the catalogs of large tour operators in Germany, France, Italy, Scandinavian peninsula, Canada, USA, China, etc., broadcasting commercials with specific tourist products in Romania, on the most important TV stations in the world, Fox News , ABC, CBS, NBC, BBC, Bloomberg, which give breaking news first-hand exclusives;

 the existence of a system of marketing programs, with an improved activity, based on market studies conducted by specialized institutions using data from tourist offices abroad;

 improving the technology, the computerized reservation system, the computerized marketing system of the destination, and their widespread use;

 development at national level of the territorial network of centers / information points and tourist promotion in tourist centers and resorts, tourist villages, protected areas, on tourist routes, in airports, railway stations and ports, fairs and exhibitions, congress centers and meetings Business;

• elaboration of advertising materials for the promotion of ecotourism areas (Danube Delta, natural parks, agrotourism);

The integration of Romanian tourism in European and world trends is necessary in terms of[2]:

▪ promoting sustainable tourism in cross-border areas and in the country by initiating cross-border tourism programs with Hungary, Serbia, Bulgaria, Moldova and Ukraine, by creating cross-border tourist areas and common tourism programs with all countries in the Black Sea basin ;

▪ the legislative and cooperation framework, by harmonizing the Romanian legislation with the legislation of the EU countries, the alignment to the ecological and professional training standards in the field, the active participation within the international bodies and the elaboration of the necessary documents for the European integration tourism, the use of statistical indicators for tourism, ensuring the protection, safety and security of tourists against risks, regarding their health and safety; regulating the protection of tourists' interests and the availability of economic agents for their compensation in the event of damages;

▪ stimulating the forms of tourism, agrotourism, hiking, investment in seasonal tourist resorts especially in "special" tourist areas (Danube Delta, spas, tourist parks), tax exemption for reinvested profit, ensures a timely financial-fiscal environment for a prosperous future;

▪ granting loans with preferential interest for a maximum period of 10 years for the development and modernization of mountain cottages and related facilities;

▪ subsidizing by 50% the level of the loan interest from the Budget of the Ministry of Transports, Constructions and Tourism.

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[1] Păcurar, A., Turism Internaţional, Editura Presa Universitară Clujeană, Cluj-Napoca, 2009.

[2] Fitzgerland, L., Johnstone, R., Brignall, S., Silvestro, R., Voss, C., Performance measurement in service business, CIMA, London, 1991.

Types of impact on the integration of Romanian tourism in the European space!

Economic Impact **Job creation** **Income from taxes** **Salaries in foreign currency** **Promoting entrepreneurial and economic diversification** **Transfer of wealth, technology and skills**		**Social Impact** **It revives cultural identity and encourages traditions** **Heritage conservation** **Promotes peace and understanding** **Encourages gender equality.**

sectors [1]

Direct **Transport** **restaurants** **Accommodation** **Travel agencies**		**Indirect** **Agriculture** **Trade** **output**	**induced** **Paths** **Services** **Utilities**

Source:Gerd Hesselmann-Efecte economice și sociale ale turismului,adaptat după Chașovschi C.,C. Hessemann g., Chiriță C.Managementul Strategic al destinației,Editura USV,Suceava 2010.

4. Marketing the offer of tourism entrepreneurs on the international market

In the development of the tourist act, the interference between the tourist offer is felt, materialized through the tourist production and the tourist demand, manifested through the tourist consumption. In economic terms, this sphere of interference of supply with demand is called the sad market. At the center of the tourism entrepreneurship market is the tourist, as a potential consumer, the one for whom the tourist products are intended and the one who selects from the multitude of offers those products that he likes and that are accessible to him financially or from the point of view of time. free of which it deposits.

The action of commercialization and intermediation of the tourist entrepreneurship offer[2] is fulfilled by tourism companies that inform the public about the products for sale and at the same time promote them. In the works of many specialists [3], two main categories of intermediaries are presented: tour operators (wholesalers) and outgoing travel agencies (retailers).

Traders on the tourism market, under the specific conditions of tourism, sell only the "image" of a product and not the product itself, because between the time of purchase of the product and the time of its actual consumption there is a considerable gap of space and time. This fact complicates things somewhat, a tourism company differing from a commercial company itself.). The notion of travel agency finds its correspondent in several languages of international circulation as follows: travel agency - English, agence de voyages – French, Reisebüro - German, travel agency - Italian, travel agenda - Spanish[4].

The travel agency fulfills the commercial function, ensures the provision of services with a well-established program or at the client's request, regarding the organization of individual or group trips, transports, accommodation, food function at a global price. In Romania, the travel agency has been replaced with the term travel agency, in order not to

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[1] Gerd Hesselmann-Efecte economice și sociale ale turismului,adaptat după Chașovschi C.,C. Hessemann g., Chiriță C.Managementul Strategic al destinației,Editura USV,Suceava 2010.

[2] Bowen, M., Keeping score using the right matrix to drive world class performance, Quality performance, New York, 1996.

[3] *Gee*, C.Y., *Makens*, J.C. and *Choy*, D.J.L. *1997*, 'The Travel Industry', Van *Holloway*, C.J.'The Business of Tourism',1998.

[4] Kaplan, R.S., Norton, D.P., Using Balance Scorecard as a strategic management system, Harvard Business review, 1996, 74 (1), pag. 61-66.

create confusion with the name "travel agency CFR, which designs, organizes, and sells tourist products, domestic or foreign. These indispensable units in the travel and tourism industry, coordinate the tourist activity, distribution of tourist products on the market it follows a somewhat similar path to that of consumer goods, namely from producer - through intermediary - to beneficiary.The two functions - manufacturing and selling to the public - are often distinct and provided by different companies, which do not maintain each other. than trade relations.The major tourist concerns, by the share they occupy In the organized tourism of sending and receiving on the international tourist market of the respective countries, they have become monopolistic organizations. Under these conditions, many small tourism companies were forced to cease operations or merge with stronger tourism organizations, acting as their subagents.

Travel agencies were created as a result of the development and intensification of tourist traffic, being in the form of "economic units that have adequate means of production and working capital to design and provide services to meet tourist demand.

CONCLUSIONS

Entrepreneurship must do a field of research in the tourism sector in terms of the phenomenon of our creation, to strengthen operations.

The tourism entrepreneurship industry, acquires various forms and aspects that add up, beyond figures, statistics, strategies, social values and economic impact, is a globalized phenomenon that influences and transforms systems and people, whether they are hosts or visitors. Tourism is a way of knowledge, exploration, discovery, fulfillment that involves the expression of generosity, kindness, professionalism, openness and hospitality being beyond numbers, beyond statistics, tourism makes the world better and more beautiful. Tourism is not only one of the most dynamic areas of civilization, it has a spiritual quality, brings together people "from overseas and countries", and is also the most important business card of a country, the image of that country, beautiful places visited, leaving traces in memories, which determines the return of tourists. Given that globalization has led to fierce competition between countries with emerging economies, there have been systematic demographic changes that have changed the tourism market, constant support in order to be able to develop, grow and become a strategic sector of the national economy. Currently, as well as in the future, Romanian Tourism has the potential to attract new customers and retain existing ones with products / modern and attractive services, through the intensive promotion of national regions, in terms of cultural diversity, natural heritage, rural charm, places of legend, relying on authentic experiences tha.t define

Romania as an exotic destination. In Europe, the characteristics of Romania are seen as unique, our country enjoying the miracle of the Carpathians, the natural beauty of the Danube Delta, as well as other natural and cultural treasures. People value this natural treasure through the traditions preserved for hundreds of years, but also through their warm personality. The cultural objectives, some included in the UNESCO World Heritage, are testimonies of a millennial history in which the elements of Latin origin have been enriched with legacies of other peoples, building a harmonious space and a unique spirit. Any trip to Romania can be transformed into experiences unique with authentic diversity and values in competitive advantages, by promoting tourist experiences.

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