"Do not fear to be eccentric in opinion, for every opinion now accepted was once eccentric."

Bertrand Russell

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Editorial Foreword

Dear readers,

Welcome back to an exciting issue of our scientific review, in line with topical and critical themes, raising problems which challenge us all to want to know more, to go further with our own research in an attempt to find solutions. The themes approached by the authors focus this time more on social policies, social protection, accountability, volunteering projects, the power of communities, social entrepreneurship, working life and job satisfaction amongst teachers as the pillars of the society with an important role of shaping nations – current issues extensively debated worldwide.

We would like to extend our thanks to our new collaborators who were interested and desirable to join our valuable pleiad of authors, who found in our review a suitable forum of debate.

Following an already traditional line opened by REASER, the papers published in this volume are authored by researchers from various countries, uniting their voices to put up issues of common concern. Maria Alessandra Antonelli and Valeria de Bonis raise the issue of European welfare policies, of their effectiveness and efficiency and the efficiency of social spending, of the accountability and honesty of public officials. Social protection and social insurance of the population in the Republic of Kazakhstan is debated by Raikhan Sutbayeva, Aliev Irak Zholmurzaevich and Dababrata Chowdhury.

The improvement of the quality of services and of life is the concern of Ahmad H. AlAssaf and Abas Salem Rawashdeh, who try to identify the organizational and administrative obstacles to the development of ministries in Jordan. Another social issue is raised by Nicoleta Bunduc, dealing with the power of communities and how it can help people in need to re-establish their emotional balance. Kristina Dabovic approaches the possibility of developing a city brand for Podgorica, the capital of Montenegro, bringing strong arguments in favour of so many capacities and natural beauties still unexplored and undisclosed by the tourism sector, while Jelena Obradovic also from Montenegro, deals with food production and condition of livestock in her country for a higher level of satisfaction of the needs of the population. An overview of the implications that social entrepreneurship practices have on optimizing the work of social workers is provided for us by Florina-Loredana Demian and Adina Rebeleanu. The status and condition of teachers in Bangladesh, their working life and job satisfaction is the theme of an extensive study authored by Razzak BM, Ali Akkas and Dababrata Chowdhury.

Enjoy your reading!

Ruxandra Vasilescu

Editor in chief

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More is better with good institutions: evidence from European public social spending

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Abstract. *European welfare states are characterized by a different amount of resources devoted to social policies, despite an ongoing convergence of national policies. The Public Choice literature and some empirical analysis on the efficiency of the public sector point out that higher levels of government spending are often related to greater inefficiencies. Can this relationship be considered general? What does it emerge from the empirical analysis of social spending in European countries?*
We use two indicators to assess the relative effectiveness and efficiency of European welfare policies: the first one is a composite indicator representing the performance of the national social policies and summarizing the outputs achieved in all sectors of social protection (family, health, labour market, elderly, disabled, unemployment, and inequality). The second indicator is an efficiency index calculated as the ratio of net social per capita expenditure to the performance index. The analysis shows that the variability of the efficiency across welfare systems cannot be explained only by the amount of resources devoted to social policies. Contrary to previous evidence, we document that higher efficiency characterizes countries with higher social expenditure levels. As a further step of the analysis, we investigate the role of the institutional environment on the efficiency of social spending. We show that, in addition to socio-economic variables (GDP and education), institutional variables - such as accountability and honesty of public officials - have highly significant effects on the efficiency of the policies.

Key words: social policies, European welfare policies, social public expenditure, efficiency, institutional framework, accountability.

JEL codes: H53, H89, I 38.

1. Introduction

In the last years, the political and socio-economic debates have often addressed the issue of the efficient use of public resources. Some empirical analyses point out a positive correlation between the dimension of the public sector and inefficiency. Afonso et al. (2005) find this result for a sample of 23 industrialized OECD countries. Dutu and Sicari (2016) also implement an efficiency analysis considering the per capita public spending on general services in 29 OECD countries; they show that there is a group of countries with potential efficiency gains achievable with a reduction in public spending. Other analyses have also focused on specific sectors of public intervention as health care and education (Afonso and St. Aubyn 2005; Agasisti 2011). In this framework, Herrera and Pang (2005) show that higher efficiency spending characterizes countries with lower expenditure levels in the sample considered[1].

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Therefore, policy implications often suggest measures of spending cuts also due, for European countries, to the European constraints on national finances. Italy, for example, has witnessed since 1986 a succession of commissions entrusted to implement a spending review process. With the same aim France is implementing la Revue Générale del Politiques Publiques since 2008.

Given the heterogeneity in qualitative and quantitative characteristics of different sectors of public spending, a disaggregated analysis of its outcomes can be useful to perform an effectiveness and efficiency analysis. To this purpose, we use two synthetic indicators summarizing the Performance and the Efficiency of public social expenditure in a comparative perspective. As a second step, we investigate the correlation between institutional variables and the efficiency of social policies.

2. The Social Protection Performance Index and efficiency

Following Antonelli and De Bonis (2017, 2018) we propose a composite performance index for all sectors of social protection, as specified in the OECD Social Expenditure Database (SOCX): family, health, labour market, elderly, disabled, unemployment, and inequality for 22 European countries (2013 OECD data[2]). Then, we select outcomes indicators for each sector: maternal employment and net disposable family income for the family's policies; life-expectancy at birth for the health sector; the unemployment rates for labour market; the net replacement rates for the elderly and the unemployed; the average monetary benefits for disabled; the Gini index and the poverty index.

As a second step, we aggregate the selected sectoral outcomes to construct a synthetic index representing the social benefit provided – on average – to citizens through public social policies. Our Social Protection Performance Index (SPPI) is such that higher values represent better results. Finally, we propose an efficiency index (*SEEI*) as the ratio of net social per capita expenditure to the performance index[3]. We use economic variables net of fiscal measures as a more appropriate measure of the benefit produced by social public expenditure. Table 1 summarizes the results and Figure 1 shows the correlation between Efficiency and Social Public Expenditure.

Table 1 Social protection performance index and efficiency index (2013)

countries	SPPI	SEEI
Austria	5,44563	0,592148
Belgium	4,66809	0,505517
Czech Republic	4,22247	0,492013
Denmark	6,26494	0,68136

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[1] They consider a sample of 140 developing countries in the period 1996-2002

[2] The last year for which it is possible to construct a complete database.

[3] For the reference data and the methodological notes about the SPPI see Antonelli and De Bonis (2017; 2018a; 2018b, 2018 c).

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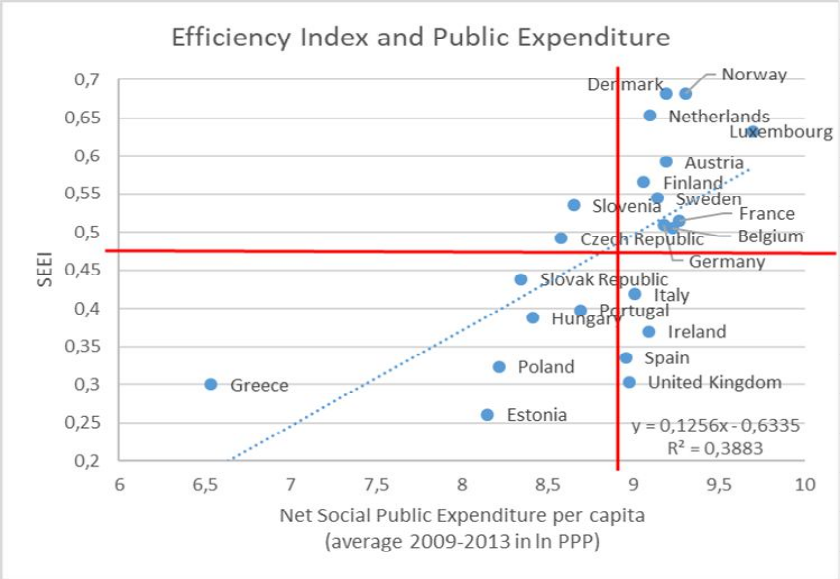
Estonia	2,12361	0,260486
Finland	5,12133	0,565107
France	4,76798	0,514526
Germany	4,67597	0,509464
Greece	1,96281	0,30026
Hungary	3,26386	0,387846
Ireland	3,36137	0,369684
Italy	3,76974	0,418354
Luxembourg	6,13577	0,632443
Netherlands	5,94269	0,653232
Norway	6,34456	0,681662
Poland	2,65613	0,323229
Portugal	3,46175	0,398094
Slovak Republic	3,65407	0,437929
Slovenia	4,62833	0,534846
Spain	3,00292	0,335238
Sweden	4,97201	0,543739
United Kingdom	2,72018	0,303011

Source: Antonelli and De Bonis (2018c)

Figure 1 Social expenditure efficiency index and social public expenditure



Source: Elaboration on OECD data

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Higher efficiency characterizes countries with higher social expenditure levels: Nordic (Finland, Denmark, Sweden and Norway) and Continental (Austria, Belgium, France, Germany, Luxembourg and Netherlands) welfare systems. This could suggest that spending on social protection has not reached the diminishing marginal product phase, at least in the countries under consideration (Antonelli and De Bonis 2018). In general, Figure 1 also shows some inter-country variability of the efficiency level. Some Mediterranean countries (Italy and Spain) and the Anglo- Saxon countries (Ireland and UK) associate high expenditure levels (above the average level equal to 8,81) to low efficiency (below the average level equal to 0,47). Consequently, the amount of resources cannot be the only explicative variable of efficiency.

3. Investigating inefficiency

Antonelli and De Bonis (2018) carry out an efficiency analysis for the same set of countries and show that GDP and the education level have a positive effect on efficiency, while the country dimension (i.e. population) and some institutional variables -such as bureaucratic red tape, corruption and the selectivity degree of the welfare system- have a negative impact.

It is known that institutional, political and organizational variables represent a potential source of inefficiency called "organizational inefficiency" or "X inefficiency" (Leibestein 1976). Among the main factors on which to invest to reduce this kind of inefficiency there are: the accountability of officials managing public policies and the citizens' control trough their voice power to promote best practices. While the first point mainly requires ex ante investment in Education and Ethics, the second requires the improvement of the process to acquire information to exercise the ex post control.

The public choice literature has analysed in a wide perspective the inefficiency of the public sector focusing on the opportunistic behaviour of public officials (Niskanen 1975; Migué and Bélanger 1974) mainly deriving from the difficulty to define a precise relationship between inputs and outputs, asymmetric information and organizational design. These contributions have highlighted a positive correlation between inefficient management of public policies and institutional and political elements. In this framework, Adam et al. (2011) consider institutional and political variables- such as voters turnout and fiscal decentralization - showing that they are highly significant in explaining the efficiency of general public services in 19 OECD countries in the period 1980-2000.

In this paper we extend the previous analysis (Antonelli and De Bonis 2017, 2018) investigating the correlation between the efficiency of social spending (SEEI) and a new wider set of institutional variables representing the accountability of public officials and the tools making the voice power of citizens effective.

To this purpose, we use survey data from the Global Competitiveness Index database[4] relative to the following institutional variables:

- ✓ The appropriate use of public funds measuring the use of public funds for institutional goals;
- ✓ The pursuit of the institutional goals by public officials, that is, how much government officials' decisions do not result in favoritism to lobbies and individuals when deciding upon policies and contracts;
- ✓ Transparency, representing how easy it is for citizens to obtain information about policies or procedures from public institutions.

The first two variables can both be considered alternative proxies for the accountability of public officials. In addition we also consider:

- ✓ Honesty (or ethics), summarizing how widespread are non- corrupt behaviours of public officials and the ethical standards of politicians' behaviours (in other words, it can be considered a sort of the

[4] To our knowledge, the more complete database on these institutional variables.

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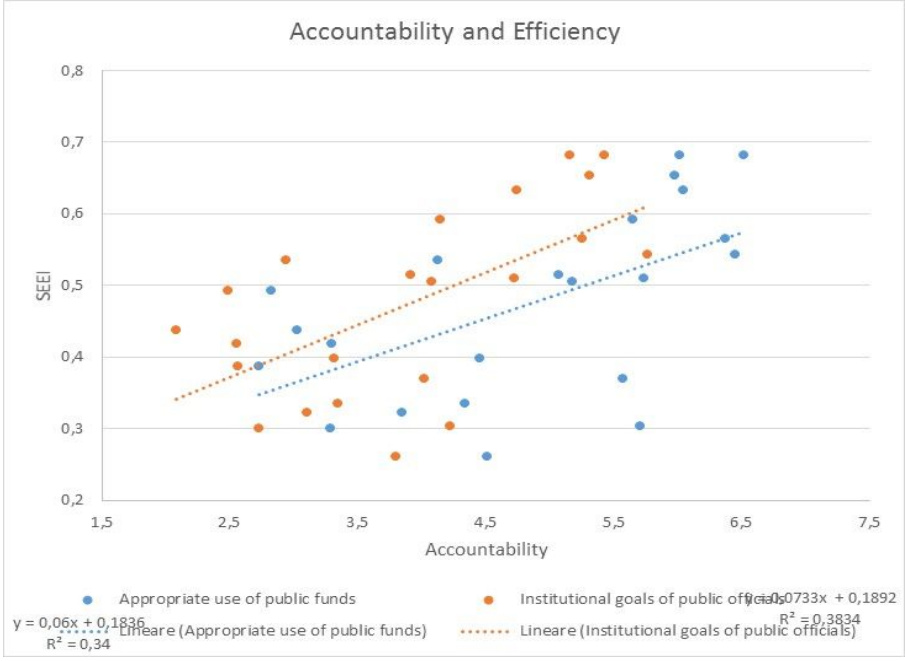
inverse of corruption). Honesty can also be interpreted as an alternative indicator of accountability, but it covers a wider range of agents' behaviours.

Figure 2 shows the relationship between efficiency (SEEI) and accountability. All data are calculated as the average value 2009-2013.

Figure 2 Accountability and efficiency



Source: elaboration on OECD and GCI data

To better investigate the correlation between the institutional framework and efficiency, we estimate the following regression equation by OLS:

$$Eff_i = \alpha X_i + \varepsilon_i$$

Where Effi is the vector of the efficiency indicator (SEEI), Xi is a vector of socio-economics and institutional variables, α is the vector of the coefficients to be estimate and εi is the errors vector.
In the regression the following socio-economics and institutional variables are considered:

- Per capita GDP as a proxy for the resources devoted to social policies;
- The share of secondary school graduates within the population aged 25-64, as a proxy for the competence of bureaucrats managing social policies as well as for the citizens' ability to control and highlight inefficient practices;

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- An index of Accountability calculated as a linear combination of the two variables "appropriate use of funds" and "institutional goals of public officials";
- The transparency of public institutions as defined above;
- The honesty of public officials as defined above.

Table 2 summarizes the results:

Table 2 OLS results (dependent variable: SEEI)

	Model 1		Model 2		Model 3		Model 4	
GDP	3,95	(2,034)	4,04	(1,71)	4,06	(1,751)	3,94	(1,88)
	*		**		**		**	
Accountability	0,07	(0,018)	0,04	(0,018)	0,04	(0,018)		
	***		**		**			
School			0,28	(0,093)	0,31	(0,134)	0,31	(0,14)
			***		**		**	
Transparency					0,006	(0,022)	0,004	(0,02)
Honesty							0,04	(0,02)
							**	
No. of obs.	22		22		22		22	

Notes: St. errors in brackets.
*, **, *** are significant at the 10, 5 and 1% levels, respectively

GDP per capita: average value 2009-2013. Source: OECD

Schooling: graduates in secondary school (25-64 years). Source: OECD

Accountability: source GCI average value (2009-2013) of the items "Diversion of public funds" (code 1.3) and "Favoritism in decisions of government officials" (code 1.07).

Transparency: source GCI average value 2009-2013 "Transparency of government policymaking" (code 1.12)

Honesty: source GCI average value 2009-2013 "Ethics and corruption" (code 2)

We find that GDP and schooling affect the efficiency of social spending in all considered specifications. The sign of "accountability" is positive and significant in all models. To evaluate the strength of the result, we have also run the model replacing the "accountability" variable with the item "Honesty" from the survey data in the Global Competitiveness Index. This variable is inversely correlated with corruption and its results is significant at the 5% level with a positive coefficient. The transparency of public organizations is not significant in the analysis. A possible interpretation could be that the ex-ante investment on education and ethics to increase the accountability is a more effective tool to improve efficiency than relying on the ex post control of citizens made possible by more information.

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4. Conclusions

In this paper we show that the institutional framework affects in a significant way the efficiency of public social policies. The econometric analysis points out that, rather than the socio-economic variables (per capita GDP and education), the accountability of policy-makers and bureaucrats managing social public policies has an explanatory effect on the efficiency.
In particular, some variables such as "appropriate use of public funds" and "public officials' goals consistent with the institutional ones" (both summarized in the "accountability" variable) have a significant positive effect on efficiency. Honesty, as an alternative measure of accountability, also results highly significant. Also the investment in education and ethical standard seems to be relevant to improve the efficiency use of public resources.

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Administrative and organizational obstacles of development in the Jordanian ministries and their impact on administering and developing human resources: analytical study for the opinions of supervisors

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Abstract. *This study aimed to identify organizational and administrative obstacles to the development of the administrative ministries in Jordan and their impact in improving the quality of services and simplifying procedures in the ministries from the viewpoint of their supervisory staff, through an analytical study of a number of ministries of Jordan. For the purposes of this study, a questionnaire was prepared to measure independent variables (the administrative and organizational obstacles) and the dependent variable (the reality of improving the quality of services and the simplification of procedures) in the study. A simple random sample consisted of (175) of the supervisory staff in (14) ministry was selected. Descriptive statistics and multiple regression methods were used in testing the hypothesis. Results of the study were as follows: firstly, administrative development in the Jordanian ministries faced obstacles on the organizational structure, organizational culture, financial and material resources, and human resources and secondly, the study showed the significant influence of the independent variables (the administrative and organizational obstacles) combined in the dependent variable (the reality of improving the quality of services and the simplification of procedures). The study provided a number of recommendations.*

Keywords: administrative obstacles, organizational obstacles, development of human resources, Jordanian ministries.

JEL Codes: O10, O15.

1. Introduction

The concern of the Jordanian government culminated in administrative reformation and development programs in the governmental institutions. Since 1994, the Ministry of Administrative Development has initiated strategies and plans for administrative development programs. In 2004, the Ministry of Public Sector was established, it has developed operational plans and programs for administrative reformation and development, as the operational plan for administrative development was set to cover the period between (2004 and 2009). (the Ministry of Public sector, electronic website). However, the administrative development has frequently encountered obstacles, if it did not fail, it might be hindered or postponed. These obstacles differ in their nature and level of impact. Hence, this study aims to focus on organizational

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obstacles which encounter the administrative development in the Jordanian ministries and their impact on developing the quality of services and facilitating procedures according to supervisors.

2. Study topic and questions

The study topic lies in the fact that it is an analytical study for discovering organizational obstacles that faces the administrative development in the Jordanian ministries and their impact on developing the quality of services and facilitating procedures according to supervisors. Thus, this study answers the following questions:

1. What are the administrative obstacles that faces the administrative development in the Jordanian ministries according to supervisors?

2. What is the impact of the administrative and organizational obstacles on administering and developing human resources according to supervisors?

3. Significance of study

The significance of the study lies in the following:

1. The importance of administrative development derives from the improvement of the conditions of the internal environment to enable organizations to absorb challenges accompanying developments imposed by the external environment by using modern hypotheses, behavioural and administrative techniques to upgrade and develop the skills of the employees at work. In addition, it improves the quality of institutional performance.

2. The significance of this study derives from discovering the administrative and organizational obstacles that faces the administrative development in ministries and their impact on administration and human resources development according to supervisors, as it attempts to propose recommendations which contribute to overcome these obstacles. Thus, it opens doors for the development that will achieve efficiency and efficacy in organizations.

4. Study goals

This study aims to achieve the following:

1. Discover the administrative and organizational obstacles that face the administrative development in the Jordanian ministries according to supervisors.

2. Discover the situation of the human resources administration and development in the Jordanian ministries according to supervisors.

3. Propose recommendations which contribute to overcome administrative and organizational obstacles which encounter the administrative development in the Jordanian ministries.

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5. Research method

The research depended on the descriptive analytical method, it depended on acknowledging the conceptual dimensions for the administrative development and its obstacles. To achieve this, the Desk and electronic research was applied, to observe books, periodicals, Arabic and foreign magazines. In addition, the electronic websites available on the internet; in order to be aware of the whole conceptual dimensions of the subject and build the conceptual frame, also mentioning the most important previous studies.

As for the field analytical method, a survey was applied in order to acknowledge the level of the administrative and organizational obstacles that faces the administrative development in the Jordanian ministries according to supervisors. Moreover, being aware of the situation of human resources development in these ministries depending on the compiled data using the questionnaire, and then these data were analysed using the SPSS (Statistical Package for Social Science). Moreover, the suitable statistical standards were extracted to test hypotheses, as well as the outcomes.

6. Study population and sample

The study population consisted of supervisors in the Jordanian ministries. As for the study sample, a random sample was isolated; it consisted of 175 employees selected from a number of ministries which approved the distribution of this questionnaire.
The questionnaire was distributed to the largest possible number of governmental ministries. 175 questionnaires were distributed, 141 questionnaires were retrieved and 51 questionnaires were excluded, as the information was insufficient and invalid for statistical analysis. Thus, the number of the analysed questionnaires was 126, i.e. 72%.

7. Hypothetical model

Based on the literature reviews, researches and studies related to the study and study problem; a hypothetical model was built to study the following variables:

1. The dependent variable: represented by the administrative and organizational obstacles for administrative development which are: organizational hierarchy obstacles, organizational culture obstacles, financial and material obstacles, human resources obstacles.

2. The independent variable represented by the situation of human resources development in the Jordanian ministries as one of the major points for developing the public sector which was set by the Ministry of Public sector.

8. Study hypotheses

The first major hypothesis:

In the Jordanian ministries; administrative development is facing a number of administrative and organizational obstacles.

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This hypothesis has the following branches:

1. In the Jordanian ministries, the administrative development is encountering organizational culture obstacles.

2. In the Jordanian ministries; the administrative development is facing organizational hierarchy obstacles.

3. In the Jordanian ministries, the administrative development is facing financial and material obstacles.

4. In the Jordanian ministries, the administrative development is facing human resources obstacles.

The second major hypothesis:

There is a statistical impact for the administrative and organizational obstacles of the administrative development (obstacles related to organizational culture, organizational hierarchy, financial and material resources and human resources) on the human resources development in the Jordanian ministries according to supervisors.

9. Conceptual frame and previous studies

Administrative development concept: the literature reviews included a number of attempts to define the administrative development concept; the following are the main definitions: Beckhard defined organizational development as a planned effort which includes the whole system and administered by senior management to increase the organization's efficacy and security using planned interventions in organized procedures". (French Junior 2000:59).

Abu Al-Hasan Ibrahim believes that “the administrative development greatly reflects human efforts in institutions; it increases the institution's level which will help to solve different problems using encouragement and setting suitable strategies for future. As a result; the development programs will be achieved” (Ibrahim, 2007:62).

Moreover, (Abu Baker 2005:376) believes that organizational development is one of the major interventions to achieve the goals of organizational development. He also defined it as “a constant and planned intervention that is based on behavioural science and aims to increase the organization's efficacy and includes the whole system or a part of it”.

One of the major concepts that discussed the administrative development and focused on the main features of development and administrative change is the one defined by Ahmad Maher as “the organizational development is a long-term plan to improve the organization's performance in solving problems, updating and changing the administrative practices. In addition, this plan depends on a cooperative effort between administrators taking into consideration the organization's environment, an intervention from an external party and practical application of behavioural science” (Maher, 2007:19).

Based on the above concepts, we can notice that administrative development is an activity designed to

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increase productivity, improve the organization's efficiency and efficacy. Therefore, it is possible to say that organizational development is an organized activity that aims to improve inputs, processes and outputs which develops the organization and allows achieving the identified goals. In order to explain the concept of administrative organization, this requires an explanation of the main points:

1. An organized behaviour which means a range of behaviours set in concrete terms and chosen carefully not randomly which formulate a targeted and organized behaviour and main steps.

2. Making a targeted change; development comes from the current situation which creates a significant change according to planned parameters, strategies and policies.

3. Components of system: an organization is an opened system which consists of inputs represented by material, human and other resources, processes resulting from an integration of activities and movements and outputs represented by main products of commodities and services, also feedback. Thus, administrative development included all these aspects which will help to achieve the best level.

4. Planned adjectives: these are the adjectives which the organization aimed to achieve despite their levels and types.

10. Importance of administrative development

Administrative development is one of the biggest projects applied by organizations in the private and public sectors with various objectives. This means that it is crucial to know the importance of administrative development. The reasons that led to applying organizational development are the following (Al-Utoom, 1994:68):

1. Increasing the number of employees, diversify their skills and efficiency reflects the quality of service, high competition to serve customers, create a satisfying organizational environment for employees, encouraging them, improving the relationships between the employees and with the administration, discovering the creative employees.

2. Constant change in the external environment has an impact on organization especially when it comes to improving resources, the ability to use them consciously based on planning. In addition, compete on having the largest market share.

3 Variability in organizations and activities, this requires developing hierarchies and updating them according to modern technology, achieving efficiency and efficacy in productivity, reinforcing strengths and overcome weaknesses.

4. Improving the strategies of choosing employees, employment and fair evaluation. In addition, setting up training programs, monitoring and facilitating work rules and achieving flexibility. Thus, the importance of administrative development is related to the achieved outcomes; as the regional and international tests have shown that this project achieves the best level of objectives with the lowest expenses as long as there is constancy and refurbishment. We therefore conclude that the administrative development is an imperative need for organizations that strive for change and improvement for viability, constancy in achieving

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objectives, setting strategies, plans, monitoring application, correcting deviations that faces the organizational process.

11. Obstacles of organizational development

Many researchers have indicated the most prominent obstacles that face the administrative development in governments, (Al-Kobisy, 2006:61) is one of them: the following are the foremost obstacles of administrative development:

1. Difficulties in polarizing, keeping and maintaining efficient and qualified employees for governmental work which makes the employees' turnovers an obstacle for the administrative development.

2. Weak leadership support for the quality of development in governments or the non-recognition by governments of the existence of problems and obstacles against the development.

3. Legislative obstacles.

4. Distrust or non-cooperation between the abilities and expertise of consultants and specialists.

Moreover, the following are major obstacles that Al-Mshary (2002:211 has indicated:

1. Material and human obstacles.

2. Obstacles of inappropriate connection system.

3. Employees are not participating in making decisions related to administrative development; they do not have a clear vision for the objectives either.

4.The administrations lack administrative development unit.

5. The absence of justice in applying the incentive system.

As for Al-Mosalamany (1999:19), he classified a number of obstacles into administrative, materialistic, legal, social and political.

12. Previous studies:

In 2006, Al-Amayreh made a study, entitled "The impact of employing public employees to achieve administrative development in the Jordanian Hashemite Kingdom of Jordan". This study aims to explain the base of employment decisions in public jobs to achieve administrative development in Jordan. The researcher has used the analytical and theoretical method for the study using reference books of law and administration. In addition, the researcher concentrated on the relationship between employment processes of public jobs the plans and attempts of administrative development. The study found that the methods and types of competence are the main requirements for administrative

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development. Therefore, the provisions of evaluating employees and institution performance are crucial elements in the process of administrative development.

In 2003, Sharar made a study entitled "The impact of organizational, technological and materialistic elements on the efforts of developing administrative development in the Government of Kuwait", which aimed to recognize the reality of organizational development in the Government of Kuwait. The following were the main issues considered: the case of balancing between responsibilities and authorities of the employees in the government centers is the significant problem that obstructs the coordination of administrative development efforts. Furthermore, the conformity between the interests of work and the employees is low. Hence, it created an obstacle for the administrative development. In addition, the study found that there was an impact for the organizational, technological and materialistic elements on the organizational development.

In 2006, Al-Soqor made a study entitled "The administrative development in the Jordan cement co". The study aimed to study the experience of the administrative development in the Jordan cement companies, especially after privatization and evaluate efforts in several directions: legislations, systems, re-engineering pattern of administration, information systems, technology, the means of communication, material resources and employees' efficiency. Moreover, the study aimed to evaluate the level of administrative development efforts in improving efficiency, increasing quality and profits, local community support, expeditious completion of work, increasing the market share.

The study came up with the following results:

1. On the one hand, the intervention of strategic party made a sufficient development for the following fields: legislation, systems, re-engineering processes, information and technology systems, means of communication. While on the other hand, the development of the pattern of administration and employees' efficiency was insufficient.
2. The dependent variables of the study have a statistical positive impact on the administrative development of the Jordan cement companies.
3. Some of the study population believed that there are some problems which obstruct the development system, the main obstacles are the following: old systems and instructions, changing the upper administration, poor administrative openness and bureaucracy.

In 2006, Kotter made a study entitled "Change management", which aimed to show the reasons of having 100 unsuccessful American and European organizations in making the necessary changes of development. The study conducted a number of results, the most significant one was that successful change and the development process goes through stages which require a considerable time and successful management. In addition, committing mistakes in any of the change stages might lead to failure. The study recommended creating a sense of necessity for the importance of change and development among employees. Thus, it will decrease their possible resistance for change.

In 2002, Wise made a study entitled "Administrative reform in public sector and change management". The study aims to criticize the attempts of administrative reform, it focuses on one concept or one framework of administrative development which are the economic dimension, committing to the principles of market economy, disregarding the principles of social and democratic principles, empowering the employees,

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accountability principles and equalization of opportunities to enable minorities to have opportunities in management positions.

In 2001, Chackerian and Savima made a study entitled "Administrative reform and development" which aimed to show the impact of administrative and development using a field study for the experiment of administrative development in the American state, Florida. The study found an inverse relationship between reformation programs and the possibility of applying it. This shows that the reform and administrative development are facing a financial obstacle. In addition, there is a positive relationship between providing political support and succeeding in administrative reform and development.

13. Results

Firstly: Analysing study data

The following is a descriptive analysis for data; which are averages, standard deviations, materiality of study variables, items of variables, also taking into consideration the level of measurements which is used in the study as the following: (1) I totally don't agree, (2) I don't agree, (3) I'm neutral, (4)I agree, (5) I totally agree.
Based on the above, the averages will be used to explain data, as follows: Low level is between 2.49-1, average level is between 3.49-2.5, high level is between 3.5-and above. Thus, if the items' average is higher than 3.5, the perception will be high, this means that the study population agree on the item but if the average was 3.49-2.5; the perception will be average and if the average was less than 2.49; the perception level will be low.

Firstly: Administrative and organizational obstacles for development:

1. Estimation for the organizational obstacles according to study population:

Table 1. Averages and Standard Deviations for the obstacles of organizational culture.

Obstacles of the organizational culture	Averages	Standard deviation	Rank	Estimation
Organizational values	3.1746	1.18713	4	Average
Organizational beliefs	3.2778	1.12171	2	Average
Organizational norms	3.1984	1.11010	3	Average
Organizational expectations	3.1429	1.06369	5	Average
Organizational expectations	3.3175	1.97444	1	Average
All Items	3.2222	1.00851	-	Average

The estimated overall average for the obstacles of organizational culture has reached 3.22, in the second rank came in the organizational expectations; the average has reached 3.31, then came the organizational beliefs; the average has reached 3.27. While the lowest rank was for the organizational norms, it has reached 3.14. As mentioned above, the greatest obstacle was the organizational obstacle. Based on the foregoing, the study population agrees on having organizational obstacles that obstructs the efforts administrative development in the Jordanian ministries.

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2. Estimation of the study population for the obstacles of organizational hierarchy:

Table 2. Averages and Standard Deviations for the obstacles of organizational hierarchy

Obstacles of organizational hierarchy	Average	Standard deviation	Rank	Estimation
The organizational hierarchy obstructs the efforts of administrative development	2.6429	1.15561	6	Average
Undeveloped organizational hierarchy	2.6905	1.26784	5	Average
Incompatibility between organizational hierarchy and job requirements	2.7540	1.28179	4	Average
The scope of supervision is inadequate for the workload in ministry	3.1270	1.11703	1	Average
	3.0159	1.19989	3	Average
The inflexibility of the organizational hierarchy	3.0238	1.23589	2	Average
All items	2.8757	.86716	-	Average

According to table 2, the estimated overall average for the obstacles of organizational hierarchy has reached 2.87, in the first rank came in the scope of supervision is inadequate for the workload in the ministry; the average has reached 3.12. Then came in the inflexibility of the organizational hierarchy; the average has reached 3.02. While the lowest rank was for the organizational hierarchy which obstructs the efforts of administrative development, it has reached 2.64. As mentioned above, the biggest obstacle was the scope of supervision is inadequate for the workload in the ministry. Based on the above, the study population agrees on having obstacles which obstruct the administrative development in the Jordanian ministries.

3. Estimation by the study population for the material and financial resources

Table 3. Averages and Standard Deviations for the material and financial obstacles

Material and financial obstacles	Average	Standard deviation	Rank	Estimation
The material and financial obstacles	2.8730	1.02750	5	Average
Lack of material and financial resources	3.0556	1.06812	3	Average
Misdistribution of material and financial resources	2.9841	1.18648	4	Average
Absence of the incentive system and remuneration	3.3651	1.21064	1	Average
Low salaries	3.2143	1.16349	2	Average
All items	3.0984	.81731	-	Average

According to table 3, the estimated overall average for the material financial obstacles of administrative development has reached 3.09. In the first rank came in the absence of incentive system and remuneration; the average has reached 3.36. Then came in the low salaries; the average has reached 3.21. The lowest rank was for the lack of material and financial resources; the average has reached 2.87. As mentioned above; the biggest obstacle was the absence of the incentive system and remuneration. Thus, the study population

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agrees on having material and financial obstacles that obstruct the administrative development in the Jordanian ministries.

4. Estimation by the study population for the human resources obstacles.

Table 4. Averages and Standard Deviations for the obstacles of human resources

Human resources	Average	Standard deviation	Rank	Estimation
Obstacles of human resources	3.9762	1.03123	1	High
Subjectivity of the employment procedure	3.8651	1.01472	2	High
Weakness of training and development programs for human resources	3.8254	.98044	3	High
Weak evaluation activities	3.7540	.95236	4	High
Poor planning for human resources	3.4206	1.06097	5	Average
Resistance for change by the employees	3.3889	1.07311	6	Average
All items	3.7050	.61252	-	High

According to table 4, the estimated overall average for the obstacles of human resources was high; it reached 3.70. In the first rank came in the obstacles of human resources; the average has reached 3.97. Then came in the subjectivity of the employment procedure; the average has reached 3.86. The lowest rank was for the resistance of change by the employees; the average has reached 3.38. Based on the above, the study population agrees on the fact that the obstacles of human resources obstruct the efforts of administrative development in the Jordanian ministries.

5. Estimation for the efforts of human resources development:

Table 5. Averages and Standard Deviations for the efforts of human resources development

Items	Average	Standard deviation	Rank	Estimation	t-calculated	t-value
New development strategies are applied to evaluate performance	3.3651	.98471	2	Average	4.162	.000*
Ministries make consideration and concentration on career development	3.4286	.94173	1	Average	5.108	.000*
Ministries depend on meritocracy and accrual as a base for applying	3.3095	.99168	3	Average	3.504	.001*
The ministry applies employee empowerment	2.8651	1.10528	7	Average	-1.370	.173
The ministry gives employees the authority to take administrative decisions	2.9841	1.01968	6	Average	-.175	.862
Ministries develop new strategies to evaluate performance	3.1270	1.02750	5	Average	1.387	.168
Ministries make consideration and concentration on career development	3.1984	1.03553	4	Average	2.151	.033*
All items	3.1825	.75477	-	Average	2.715	.008*

*It has a statistical at the level α= 0.05

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According to table 5, the estimated overall average for human resources development was average; it reached 3.18. In the second place came in the average of the complaints of clients are studied and dealt with; it reached 3.42. In the third place was the ministry focuses on the requests and expectations of clients when it provides the service) with an average of 3.36. The lowest average was for the evaluation of the institutional performance using Balanced Score card; it was 2.86.

Secondly: Hypotheses test results:

1. **First hypothesis:** the administrative development encounters obstacles related to the organizational culture, organizational hierarchy, material and financial resources, human resources in the Jordanian ministries.

Decision base: Hypothesis could be accepted if the following conditions were fulfilled:

1. If the average was more than 3.

In order to test this hypothesis, it will be divided into subsidiary hypotheses and tested in the following way:

Firstly: based on the statistical inputs in table 1 and the decision base; the hypothesis which states that the administrative development encounters problems related organizational culture is partially accepted.

Secondly: based on the statistical inputs in table 2 and the decision base; the hypothesis which states that the administrative development encounters problems related to organizational hierarchy is partially accepted.

Thirdly: based on the statistical inputs in table 3 and the decision base; the hypothesis which states that the administrative development encounters problems related to material and financial resources is partially accepted.

Fourthly: based on the statistical inputs in table 4 and the decision base; the hypothesis which states that the administrative development encounters problems related to human resources.

2. **Second main hypothesis**: there is a statistical significance for the dependent variables of the administrative and organizational obstacles which encounter the administrative development (organizational culture, organizational hierarchy, material and financial resources, human resources) on the independent variable of human resources development in the Jordanian ministries.

The Multiple Linear Regression was used to test the second main hypothesis; the decision base depended on the following:

1. The Null hypothesis will be accepted if the significance level was more than 0.05.
2. The Null hypothesis will be rejected if the significance level was less than 0.05.

Table 6. Estimation of Variance for Linear Regression between the dependent and independent variables (human resources development)

Source	Freedom level	Sum of squares	Mean of squares	Calculated F	Significance level	R value	R^2
Regression	4	18.516	4.629	10.629	*.000	.510(a)	.260
Standard error	121	52.694	.435				
Total	125	71.210					

*It has a statistics at the level α= 0.05

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According to table 6, there is a statistical impact for the dependent variables (administrative and organizational obstacles) on the independent variable (improve the type of services and facilitate procedures), based on the calculated F which is 10.629, at the level (α=0.000), freedom level (121.4), at the significance level (α=0.05). All the dependent variables explain (26%) of the variance in the dependent variable (human resources development). Thus, rejecting the Null hypothesis which implies that the dependent variables do not affect the human resources development and accepting the alternative hypothesis.

Table 7. Test for the impact of the dependent variables on the independent variables

(Human resources development)

Dependent variables	B value	T value	Significance level	Statistical significance
Organizational culture	-.175	-2.522	.013	Significant
Obstacles of organizational hierarchy	-.175	-2.321	.022	Significant
Obstacles of human resources	.177	1.656	.100	Insignificant
Obstacles of material and financial resources	-.258	-3.141	.002	Significant

- It has a statistics at the level α= 0.05.

Based on the outcomes in the above table, there is a statistical significance at the level α≥0.05 for the dependent variables (obstacles of organizational culture, organizational hierarchy, financial and material resources) on the dependent variable. The significant t value was less than 0.05**;** it shows predictability of the dependent variables for the independent variable, as the significance was more than 0.05.

14. Conclusions

Based on the hypotheses test; the study concluded the following:

1. According to the study population, the Jordanian ministries meet obstacles related to the following fields: organizational culture, organizational hierarchy, financial and material resources and human resources.

2. There is a statistical impact for the dependent variables (administrative and organizational obstacles) on the independent variable (human resources development) as one of the main principles of administrative development. The obstacles of organizational culture, organizational hierarchy, financial and material resources were the most effective dependent variables.

15. Recommendations

It is necessary to take the required procedures to solve the obstacles faced by the administrative development in the Jordanian ministries depending on the following:

- Focus on building organizational culture that serves the organization and employees.
- Focus on providing fair distribution for the available financial and material resources.
- Focus on training, qualifying and enabling staff to keep up with modern technology in different working environments. In addition, improving the incentive system, remuneration, choosing methods, employment and promotion.
- It is necessary to raise staff awareness of the importance of administrative development and its positive impact on the organization and employees. Moreover, reducing the employees' resistance for change and development.

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- It is necessary to actively pursue the development of human resources appropriately in order to achieve objectives and reduce obstacles.

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#Saniting, the power of the communities on your way back to emotional balance

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Abstract. *This article is meant to emphasize how the power of the communities can help people in need re-establish their emotional balance and how volunteering projects can be catalysts for this cause. Our volunteering project, #Saniting, has the role to raise awareness and funds in order to build an emotional balance support center in Iasi, Romania. The project has presented until now the real stories of 16 people who have faced hard times and changes in their lives and managed to re-establish their emotional balance. These stories underlined the idea that people are social beings who need the company of others, friends or specialists in mental health, especially in times of sorrow. The main characters of these stories opened up their hearts, letting me and my colleague, Oana Nechifor, videotape them and taking pictures of them, as they told us what they have been through and how they have managed to continue with their lives. Many of them started Non-Governmental Organizations, helping other people to face similar situations. Ten of these stories were published in a book, many of the main characters were present at the release event and they immediately got to like and know each other, so a Facebook group was created and they have kept in touch since there. The project had the honor to receive the Award* ***Social Project of the Year 2018*** *during a Volunteer Gala organized in Iasi, Romania.*

Keywords: saniting, communities, emotional balance, storytelling.

JEL Codes: D83, I10, I31, L31, M14.

1. Introduction

#Saniting started in 27th of October, 2017, as a desire to intertwine various life experiences through storytelling and to create a community and an Emotional Balance Support Center. We started looking for people who have faced situations like paralysis after an accident, disabilities, cancer, divorce, loss of a child or a parent, alcoholism, emotional or physical abandonment, fostering, parenting a child with autism, bankruptcy, single parenting, immigration, and others.

We have presented them the idea of the project and we have invited them to participate and to tell us their stories, so other people who are having or will have a similar hard time could learn from their experience. The project underlines the idea that we need each other in order to carry on with our lives, and that in times as these people lack money and self-confidence, so it is even harder for them to re-establish an emotional balance. An Emotional Support Center instead, could offer free-of-charge support groups,

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workshops, and gatherings, and all these would ease the pain, the loneliness and the confusion which we often feel when we are having hard times.

We, meaning myself and my friend and colleague, Oana Nechifor, responsible for the photo-video part, have created a website for this project, www.saniting.com and an English version of it, www.en.saniting.com, we have interviewed 16 people until now, and we have written the stories and published them multimedia on the website.

Finally, we published ten of these stories into a book. We continue the project by publishing one story every month and planning efficient methods of fundraising for the Emotional Support Center.

The website reached by far 15,000 unique visitors, a quarter of them being from outside the country.

2. Research methodology

2.1. Background research

The research was the first step we took in order to publish the stories we were keen on. We have started to tell our friends and family about our project, we have written to psychologists, psychiatrists, and different Non-Governmental Organizations and on different social media pages, groups and accounts, and asked for recommendations, if somebody knew people whose life stories would be a match for our project and if they could put us in touch.

Also, we directly asked our friends or acquaintances who have been through hard times to participate in our project. We contacted the people we already knew and the ones who were recommended to us via email, telephone, social media pages or personal accounts, blogs or we asked them to participate face to face, depending on the case.

In order to make sure that they are the right people for our project, we researched their background, their social media accounts or pages, their appearances on the Internet, searching by their name on Google, their blogs, the reviews people have written about them, the way they have evolved since they faced the sorrow. We proposed to those we considered to be appropriate to be part of our project and once they accepted to give us an interview, we moved further to step number two, arranging the interviews.

2.2. Setting up the interviews

A part of the interviews took place in libraries, restaurants, offices, clinics, schools and at the interviewee's home. We agreed on a date and time and we asked for permission to come and record in those places. We used a Canon 6D DSLR, with a 35 mm lens, and the sound was recorded with a lavaliere microphone on a Tascam recorder, depending on the place where we took the interview.

Other interviews took place online, through Zoom meetings, an application that allowed us not only to see and hear each other but also to record the interview and to download it at the end. We chose this method since the interviewees were from different cities of Romania, at a large distance, and we could not meet them in person. We asked them when we could meet online and we installed the application prior to the interview, so the interviewees could get used to it.

2.3. Planning the questions

After the research phase and setting up the interviews, we planned a set of questions we considered to be essential, but we have also listened carefully to what the interviewees had to say and we added questions or changed one of those planned, depending on their answers.

2.4. Conducting the interviews

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At the beginning of the interviews we arranged the camera in a fixed position and we asked the interviewees to look at us, and not at the camera. In this way they would not be intimidated by the camera, they could eventually forget about it and they would have the experience of a dialogue with an open heart, more than the one of an interview.

During our meetings we followed a chronological timeline, starting with questions about their childhood and returning to the present, so we could get a clearer idea of the way their experiences have shaped them and why today their stories could be inspirational for other people.

At the end of each interview, we wrote down a draft of the reportage that we would eventually publish, to create the red line and to emphasize the value of the story, while we still had it fresh in our minds.

2.5. Creating and publishing the multimedia reportages

After taking the interviews, we devised the reportages in a multimedia form, meaning they were a mix of written information, video inserts and photos that we took or received from the personal archives of the interviewees.

We chose to subtitle the video inserts directly in English since the stories were translated from Romanian into English and published also in the English version on the website. We also decided to do this because most of our public knows English, so should they be unable to listen at that very moment to what the interviewees were saying in the video inserts, they would at least be able to read the subtitle.

The video inserts were uploaded on the project's YouTube channel and the links were embedded in the reportages on the website, while the photos were uploaded directly on the website. We used WordPress to publish our reportages and we enabled on the website the usual functions such as "Comment", "Like" and "Share" below the reportages.

After publishing the articles, we sent the links to the interviewees, so they could see the result of our meetings and forward the stories on their social media accounts or pages or on their websites or blogs.

2.6. Storytelling techniques

Our reportages are in the literary journalism style, a nonfiction form that combines narrative techniques with factual reporting and underlines the persona. The whole story is a sort of biography only that it is presented from the narrator's point of view.

The structure of the articles was standard, formed by chapeau (a type of introductions that summarizes the most essential information about the main character of the story), content (following the chronological timeline) and conclusion (returning to the present).

We presented the main characters' experiences, what they learned from there and how the times of sorrow shaped them into new people, some of them being able to enjoy life again, even if in a different way than before. People now willing to live, despite the fact that once some of them only wanted to die, and were no longer able to see at that point the meaning of their lives.

Moreover, we alternated the narration with the quotation, in such a way that readers would be capable of focusing on the main characters, and not on the narrator, and to extract their own life lessons.

3. Book release

3.1. Book release in Iasi, Romania

The book entitled "10 povesti: #Saniting" ("10 stories: #Saniting" in English translation) was released in Iasi, the second largest city in Romania, on 5th of October 2018, at the Palace of Culture, in the presence of

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Cezar Elisei, director of the Adenium Publishing House, seven of the people whose stories were published in the book, from three cities of Romania, and the public. I and my colleague, Oana Nechifor, told them how this project changed us in the past year, how we learned from their stories different life lessons and how joyful we are that through this project a community was created. In this community, we found people who were glad to tell us their stories, but also people who read these stories and who appreciated our volunteering project. The event was more like a support group gathering than a book release, although that was the very first time we were all in the same room. And that was once more a proof that stories have the power of healing and that being together in different painful situations can save our lives.

3.2. Book release in Bucharest, Romania

The book was also released on 2nd November 2018 in Bucharest, the capital of Romania, at the Artera Art Gallery, in the presence of Cristina Bobe, the owner of the gallery, of four of the main characters and the public. Although it was the second event, we felt the same emotions and excitement as the first time. And we were more than thrilled to see how happy were the four main characters to see each other again and to tell to the public why they accepted to be part of this project and what were the most important steps in their emotional recovery. The speeches were recorded by Olivian Breda and were published on #Saniting's Youtube channel.

3.3. Ten inspirational stories: reviews

Mircea Serediuc – Meeting life at the last floor – Mircea's story, also known as Tzury, is that of an emotionally abandoned child who traveled inside and outside his heart so that he might learn who he really is. Tzury was well raised by his parents, only that he felt the lack of their presence a lot, being raised by his grandparents in his early childhood. He lost his father after he got sick and it turned out his father was in huge trouble. He let Tzury and his mother to cover his debts and to fight for keeping the house he had mortgaged the house without any of them knowing about that until he got sick and died.

Also, Tzury was obese and lonely, and he wanted to kill himself, but he turned out to be a TEDx and public speaker, Android developer and volunteer in Kenya, Indonesia, and Mexico. He traveled to more than 20 countries and got rid of the extra pounds. And finally, he got engaged. His lesson was that he belonged, he belonged to himself.

Liviana Tane – A mother's love is the strongest force – Liviana's story is the one of a single mother, who lost her partner after a ten-year relationship, a short time after their baby was born. She also lost her job as a news station editorial coordinator and her house, during the financial crisis of 2008. The business she invested in after a few years did not work, so she lost all her money and some other money she had loaned, again. Liviana suffered two episodes of depression and the only thing that saved her life back then was her child, who needed her to keep him safe.

She turned out to create The Writing School, teaching people how to write, and she also created a writing agency for businesses. She started traveling "Around the world in 100 books", following the writers she loved in the countries where they lived, and she is planning to publish a book. After her child, reading and writing were her way of staying alive. Her lesson was that when you do not find your place in this world anymore, you create one of your one.

Alexandru Luchici – A journey that still goes on - Alexandru's story is that of a young man who at the age of 21 got paralyzed from the shoulders down, after diving into the shallow waters of the Danube's Delta. His dream was to become a tour guide, so he went there with some tourists, to present them the beautiful

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surroundings. He used to be an active young man, climbing the mountains, but in 2006 his whole life changed. After a long and hard recovery period, he received a gift from his brother, a joystick named Quad Joy that enabled him to work at his computer, using his mouth to move the joystick.

He created a blog and started to write about him. He discovered that there are many other people in his situation and he managed to get new friends. Further, he founded the "euRespect" Association, helping people with disabilities to cope with their situation and to evolve, and announcing the authorities about the problems that he had encountered as a wheelchair user, asking for solutions and changes. He graduated from the university and got his master degree, and he got hired as a graphic designer after he learned by himself how to do that. His lesson was that impossible is nothing but a word, where there's a will, there's a way, and we can always learn from nature how to renew our lives, no matter how hard it gets, and to be happy about the little things in life.

Cerasela Soficu – The courage of saying No to an abortion and the miracles that followed afterward – Cerasela's story is that of an unmarried young woman who got pregnant and refused both to abort her child and to raise him in a toxic environment. She did not plan to have the baby and her ex-boyfriend did not ask her if she wanted one. She believes her ex-boyfriend wanted to force her to marry him in this way, but Cerasela chose to raise her baby on her own, to protect him. She knew how it feels to grow up in a family where everybody fights, and she did not want the same for her baby since the father of her child was a game addict and her relationship with him was going very well.

Although she had no job at that time and her parents were very mad at her for being pregnant and refusing to marry the father of her child, Cerasela had the courage to believe there is always a way to go on, even if it seemed she was going against the stream. She got close to the Church and got help from an organization and a community of religious people, her boy is going to kindergarten now and she has a full-time job as an accountant. She is also keen on helping abandoned children. Her lesson was that her baby came to change her and transform her into a more responsible and independent person, a strong and faithful woman.

Carmen Ghercă – An autistic child, a change for the whole world – Carmen's story is that of a woman who gave birth to an autistic child 21 years ago when doctors knew nothing about this diagnosis and would not give him any chance of evolution. One doctor advised Carmen to abandon him and give birth to another child. She was enraged, she felt guilty and powerless, depressed and confused. She had a hard time accepting the diagnosis and understanding her boy's different way to communicate and learn since he was nonverbal. The moment she faced reality was the very moment she started to believe in her boy's future and in herself.

With her husband's support, Carmen did everything she could to prove the doctors were wrong and furthermore, she started helping other parents who have children with special needs. She loved her boy and she gave birth again, to another child, and she has been since then a volunteering president and vice-president of ANCAAR Iasi and FEDRA, two organizations for autistic children and adults. She travels to various countries to see how the autistic persons are treated there and how they are supported by the government, and she is determined to make some changes in Romania, so the autistic adults might receive more support and care just like she witnessed abroad. Her lesson was that more than anything, people with special needs need to be loved and that she was capable of doing things she never would have thougt possible, without having an autistic child.

Cosmina Grigore – Cancer, the disease that brought her back to life – Cosmina's story is that of a young lady, wife and mother of a girl, diagnosed five years ago with breast cancer when she was 27 years

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old. With a career in Communication and Public Relations, a busy life, two divorced parents and a relationship with her husband that was going down, Cosmina hit the rock bottom, feeling dead on the inside, and being really sick. Her task now was to stay alive and her stubbornness helped her do that. Cosmina refused chemotherapy and started taking care of herself, eating and sleeping well, treating herself with large doses of vitamin C and other alternative therapies, loving herself and her family.

Cosmina lost her breast and her father who was also diagnosed with cancer, but she won her life back. She is a patient coach now, nutritionist and Pilates instructor and she founded Imunis Association, helping people with cancer all over Romania to better understand their disease and their solutions. Cosmina believes that the difference between a patient with cancer who survives and one who dies is what they choose to do with their psyche and their emotions. Her lesson is that cancer came to heal her and to teach her that she has the power to transform the pain, all of us have this power.

Bianca Brad – A parent of an angel and a smooth flight – Bianca's story is that of an actress, Miss Beauty Princess Romania, and mother who gave birth to a stillborn little girl, 11 years ago. Her baby, Emma Nicole, suffered from Tetralogy of Fallot, a heart malformation. Because of it, the girl was smaller, and she spanned round more in the amnion, which caused a knot in the umbilical cord. Emma Nicole stopped living with only a few days before her scheduled birth and Bianca found about this when she was at the hospital, doing the last check. Bianca went from enthusiasm to despair in a moment, and although Emma Nicole was her second child, Bianca only wanted to die. She spent months looking for ways to end up her life, without being considered selfish. She reached the point when she desired to have cancer and her relationship with the father of her children was over.

Instead, she ended up speaking in public, at a TV show, about her pain, she read a lot about losing a child from some books she found abroad, since there were no such books in Romania, she wrote on her website about her experience and in only two days she received more than 1500 messages from parents who had also lost their babies. She founded the E.M.M.A Organization, in the memory of her little girl, she got back to her partner, she has organized a lot of events for the parents of *angels*, as she calls them, and a support group since then. Her lesson was that God had other plans with her and the prayer of serenity was the one that she obsessively told, day by day, so she could remain alive. She has a special relationship with her baby girl, even if she cannot see or touch her, and she believes that swallows represent the souls of the past away children. At the funeral mass, a swallow entered the Church and she would not get out until the end of the mass. Since that moment swallows pass by Bianca's house, reminding her that love goes beyond death.

Paul Fron – A struggle with alcohol, a lesson of an open heart – Paul's story is that of a national champion in Athletics who went from being a physical education teacher on being an alcohol addict and almost losing his family. He had lost all his dreams, his money, being repetitively admitted into the Psychiatry hospital and realizing that his friends were present just as long as he afforded to offer them free drinks.

He ended up at the Alcoholics in Recovery Clubs Association (A.C.A.R.) and the help he received there brought him back his life and family. He learned how to cope with the pain differently thanks to drinking, and he made room for real joy. His lesson was to open up his heart, he attended the support groups and he made new friends, real ones, celebrating 10 years since the last drink.

Sorin Focuță – Brittle bones, the heart of gold – Sorin's story is that of a man who suffers from Lobstein disease, an illness also known as brittle bones. He cannot move, a fracture at his right arm, when he was 16 years old, left him unable to do that very much. He stood in bed to fix his bone, and so he remained, it's been 30 years since he lies on his back, with his arms wide open. The doctors gave him few chances of

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survival, best case scenario he would have lived until his full age, but God had other plans with him too, since he is still alive. And not only alive but genuinely happy, as he remembers he was even when he could walk or play and his bones were fractured.

Although he lies in bed, Sorin manages to use the laptop he received as a gift with a stick and works for his friends, helping them to install something or proofreading documents for them, without accepting any money. He lives with his mother and he points out that he has never desired to have something that he could not. His lesson was that happiness is everywhere, in every condition, you just have to see it, as he sees it when chickadees and grosbeak come by his window.

Livia Frona – A piano seen with the heart – Livia's story is that of a 13 years old girl who was born without sight, but who has countless trophies and national awards from different music competitions since she has started playing the piano. She was born prematurely and her retina has not had enough time to develop. One night, her mother had a dream, a divine inspiration telling her that Livia has to play the piano. Her mother listened to that and Livia proved the inspiration to be right. During a TV show where she was invited, Livia received a gift, a trip to Austria, Salzburg, at Mozart's memorial house. She got to touch his piano, and that is one of her very vivid memories.

Despite the fact that in Romania there are no music scores in Braille, Livia's mother got some from Italy and translated them for Livia's teacher, and this is how Livia managed to play the songs. Her dream now is to study at the Music Conservatory, and her teacher's dream is to see her singing on a scene in Vienna. Livia's lesson was one of faith, she believes that if people would have more faith, they would be happier and peaceful. She has always had faith in herself and she considered herself to be a normal child. When she plays the piano, though, her art goes beyond normal, there is no noise, there is only the wonder of peaceful sounds.

4. Conclusions: The Social Project of the Year 2018 Award

On 6th November 2018 #Saniting won **The Social Project of The Year** Award during a Volunteer Gala organized by the Student's House of Culture (The Ministry of Young People and Sports - Romania) as a recognition of its value and effects.

After releasing the book there were many people who wrote to us and told us how much this book has helped them and how wonderful they found the idea of building an Emotional Support Center in Iasi. We will continue this project, by publishing an inspirational story every month and by implementing fundraising campaigns in order the build the Emotional Support Center. People who want to support this project and who believe our dream is possible to accomplish can access our donation section on the website: http://en.saniting.com/donate/

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[1] N. Bunduc (and Oana Nechifor for the photo credit), "10 Povești: #Saniting", Adenium Publishing House, 2018, ISBN 978-606-742-309-9.

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Branding Podgorica-Montenegro

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Abstract. *The paper aims to present the possibility to develop a city brand for Podgorica, the capital of Montenegro. The preliminary research was developed around three main areas relevant to improving the identity and image of the capital city and the state as a whole. The analysis started with a SWOT analysis of the advantages, disadvantages, opportunities and threats of the branding process of the Capital City. The main objectives of the research are directly related to the models of economic growth and this is very important for the tourism of Montenegro. The paper presents the main attractions, as well as products that Montenegro has at its disposal, as well as the impressions of tourists and their demands for improving the tourism of Montenegro. The research covers the following topics: Tourist branding of the Capital City; Branding of National Parks in the service of improving the brand of the capital city and the state as a whole, with special emphasis on NP Skadar Lake; Wine branding, as the most valuable agricultural brand of the capital city and the state. The topicality of the chosen theme as well as the motivation for the choice of the same topic is the capacities and natural beauties that Montenegro has and its possibilities for further advancement in these areas. Certainly, one of the most important things for the progress of Montenegro are a fundamental knowledge of each individual that allows us gaining new knowledge in the field of science, on the other hand. We have applied research that is focused on innovation, meeting the specific needs and developmental studies have focused on the use of knowledge in the creation of machines, processes, production systems and the like, which can have a significant impact on the further development of Montenegro.*

Keywords: brand, city brand, economic, products, growth.

JEL Codes: C83, L83, M39,

1. Introduction

The current research relates to the branding of the Capital city of Podgorica, in whose identity all elements (natural, cultural, economic, technological, urbanistic, etc.) are included, which influence the general perception of the capital, as a complex structure of social life in one space, and ultimately affect the branding of Montenegro as a tourist destination. By researching, I have identified the current associations and perceptions that the members of certain target categories (inhabitants, entrepreneurs, tourists, etc.) have on the Capital city, in order to analyse the image of the Capital city in this way. In Table 1 is presented the SWOT analysis which illustrates the strengths, weaknesses, opportunities and threats of the Capital as a touristic product.

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Table 1. SWOT analysis – Pogdorica- as a touristic product
Source: Author's view

BENEFITS	WEAKNESSES
Variety of supply in a small space Climate and geographical position Natural values Cultural and historical heritage Hospitality of the local population Food and drink A large number of small and medium-sized enterprises A pleasant ambience for investors Developed Information and Communication Infrastructure (ITC) Political stability Good relations with neighbouring countries A new destination Close to the most important European cities	Unsatisfactory structure of hotel capacities Lack of awareness of the importance of tourism among the increasing number of population Unintegrated offer Insufficient use of IT Unrecognizability of the region Lack of staff in point of quality and qualification Low level of service quality Expressed seasonality A considerable share of grey market Lack of information and research Unplanned construction Inadequate supporting infrastructure The noise Insufficient accessibility through air traffic Insufficient areas with the status of a protected area in the coastal area Insufficient in-coming visits
OPPORTUNITIES	**THREATS**
The growing international demand for tourism-oriented nature The growing international demand for new and unused tourist and convention destinations The growing international demand for high quality tourism offer The growing importance and acceptability of sustainable tourism development The ongoing integration into the European Union The development of regional tourism associations Private-public partnership	The increase in transportation costs (oil price) The increase in food prices The effects of climate change It seems to be a kind of unbalanced SWOT analysis

The SWOT analysis which illustrates the strengths, weaknesses, opportunities and threats of the Capital as a touristic product, and according to SWOT analysis brand, for Montenegro is very important for all main objectives of the research who are directly related to the models of economic growth and this is very important for the tourism of Montenegro.

The survey included 60 respondents and was conducted in the area with the highest concentration of tourists, namely in the area of the central part of the city and major metropolitan areas.

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2. Methodology

2.1. Research design

Research Plan: In the project related to the branding of Podgorica, and at the same time Montenegro, I included research in some categories relevant to improving the identity and image of the capital city and the state as a whole. In the introductory part, the SWOT analysis is presented of the advantages, disadvantages, chances and threats to the brand of the Capital City, in order to focus on three brands of entities that could enhance its image.

The research covers the following topics:

1. Tourist branding of the Capital City;
2. Branding of National Parks in the service of improving the brand of the capital city and the state as a whole, with special emphasis on NP Skadar Lake;
3. Wine branding, as the most valuable agricultural brand of the capital city and the state.

The hypothesis is:

"The advantages and disadvantages of Montenegro as touristic destination can be used as main starting point to build the country brand as well as capital brand (Podgorica-capital of Montenegro)“. The hypothesis was explored using data collected with a survey-based questionnaire.
Also, in different theoretical studies and models of economic growth, it was noticed that the development of an economy, which is partly based on the development of tourism, shows a significantly more efficient and economically more promising future for the economic development of a country or community.

The hypothesis will be considered through historical, but also current economic events, and in this way confirm or deny the basic goal of the research.

2.2. Methods

The research methods used in the design of the research are:

1. Empirical research methods:
    - Collecting primary data: questionnaire form;
    - Data analysis and statistical processing;
    - Analysis of secondary data;
    - Observation methods;
    - Comparative methods;
2. Logical explanation methods:
    - Methods of analysis and synthesis;

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- Methods of abstraction and concretization;
- Generalization and specialization methods;
- Inductive and deductive conclusions;

3. Verification methods:
   - Comparative analysis.

The study is using the inductive method from the particular to the general. Based on the study of individual examples in the context of the present and the historical overview, the hypothesis testing and its scientific foundation will be carried out. In this paper, too, there will be several methods that will serve to theoretically and empirically examine the hypothesis that is set in the paper. The theoretical part will be accompanied by quantitative analyses that will be presented in this paper in order to examine the hypothesis. The paper will be used and a tabular graphical representations.

3. Results and discussions

3.1. Branding the capital city –Podgorica, as touristic destination

The research refers to the valorisation of the overall brand of the Capital in the opinion of tourists who visited Podgorica from early September to mid October 2017. As the most appropriate way of thinking sublimation tourists in relation to the new needs of the selected survey. In order to achieve greater representativeness of data, the survey is conducted on a sample of 60 respondents. The survey's questionnaire includes 12 questions. Also, given the composition of the sample, question formulation, method of survey and autonomy when replying, the emphasis during the comments of the survey results will be placed on the quality of answers, and not on their quantity or amount percentage. For this reason, this comment will be limited to certain questions or answers, which should represent a contribution to this research, because they reveal problems, illogical, misapprehensions and discussions related to the tourism product and the brand capital. The survey included 60 respondents and the survey was conducted in the area where the highest concentration of tourists, namely in the area of the central part of the city and major metropolitan areas.
The first question was: *"Which country do you come from?"* . The results in percentages are presented in Fig. 1.

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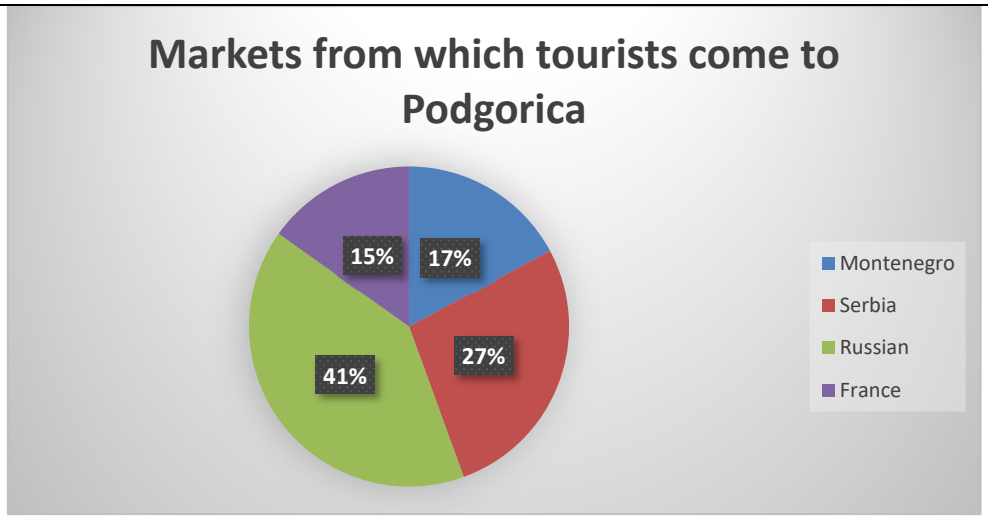

Fig 1: Tourist inbound flow, by country of residence (Montenegro, Podgorica)

The study showed that the largest number of respondents from Russia's emission market. Visits by Russian tourists has continued the growth trend, which means that the offer must be oriented more precisely towards this segment demand. The second place is, not less important, the market of Serbia, which is most oriented towards our destination. Interestingly, the Black Mountains and this year the most visited by tourists from Serbia and Russia, which coincides with the results of my research. In the last few years, tourists from very influential emitting markets, such as: France, the Netherlands, Germany, Great Britain and others, are returning to the Montenegrin coast. The data relating to the number of domestic tourists is very important from the aspect of domestic consumption that is retained in the country, i.e. there is no outflow of money.

Regarding the second issue, *the age of tourists*, the highest number of respondents was between 20 and 30 years old with a share of 50% and 15% respectively. 33% of the respondents were aged between 30 and 45, 17% and 8 respondents under the age of 20, as presented in Fig 2.

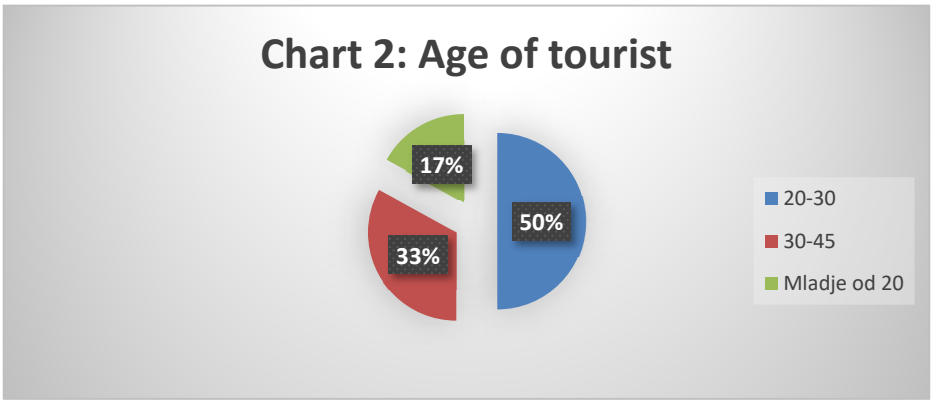

Fig 2: Age of tourists

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The chart below shows that most of the participants were young and middle-aged. However, the participation of tourists of different ages depends largely on the place and time of the survey. During the summer months, it is natural that more tourists are younger, and great attention must be paid to this target group in the future. On the third issue regarding *education*, the highest number of respondents with a university degree was 70%, while the remaining 30% were with secondary education. Based on these data, it can be concluded that these tourists are highly educated who come from business or tourism, or their higher education allows such a standard of living that they can afford to travel.

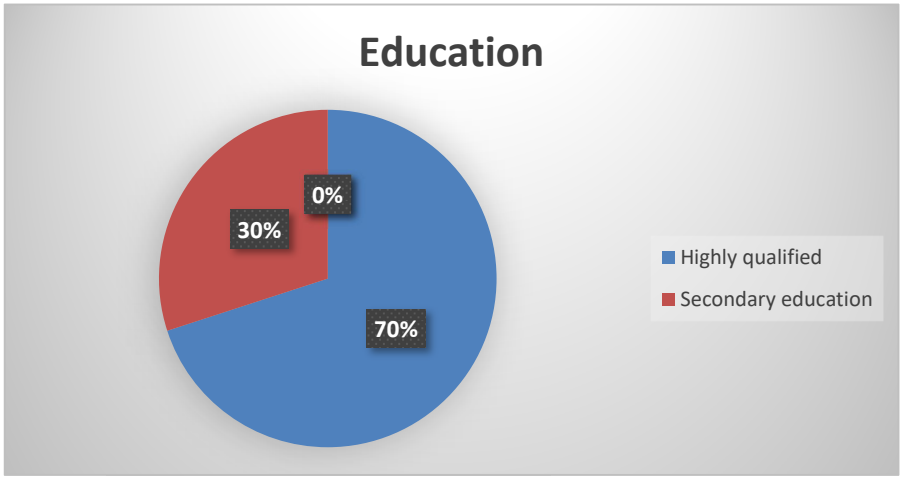

Fig.3: Education

The fourth question that is very important to check the effect of the promotional activities of the destination is regarding the way of *knowing about the destination*, 53% of respondents in Podgorica occurred thanks to the Internet, 24% decided to come to Podgorica due to visit the fairs that are offered in Montenegro, such as the Tourism Fair, 14% came on the recommendation of friends or relatives who have already stayed in Montenegro Podgorica. 9% of respondents already stayed in the destination.

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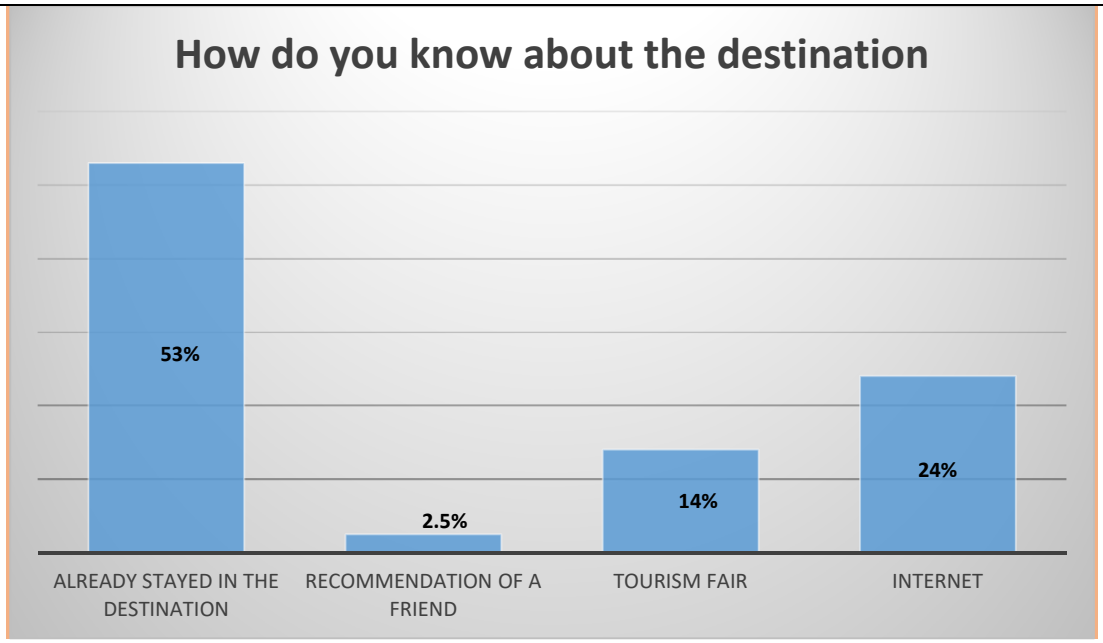

Fig.4 : How do you know about the destination?

The Internet has prevailed for a short time in the world and of course placed, it still does, a big mark on global tourism and tourism economy in general. Starting from the way of reserving services, whether hotel or transport, to advertising and promoting destinations. The survey, as can be concluded on the basis of the previous question, consists of highly educated tourists and tourists of a younger age to whom the use of the Internet is very important in contrast to the other group of tourists. For this very reason, the Internet takes the first place when it comes to how to find out about the destination. We conclude that the Internet advertising is of great importance for raising awareness of the brand of the capital city, and it is recommended to invest in Internet marketing.

The fifth question relates to *the reasons for coming to Montenegro and Podgorica* and it is a very important issue, because on the basis of the answer it can be concluded what influences the choice of Podgorica as a place for rest and travel. On the basis of these data, it is possible to define the type of tourism that needs to be further developed in the future. For example, most respondents gave the answer that the motives of arrival associated with the natural beauty, entertainment and nightlife, which means that efforts should be made that this segment constantly improve so as not to lose quality.

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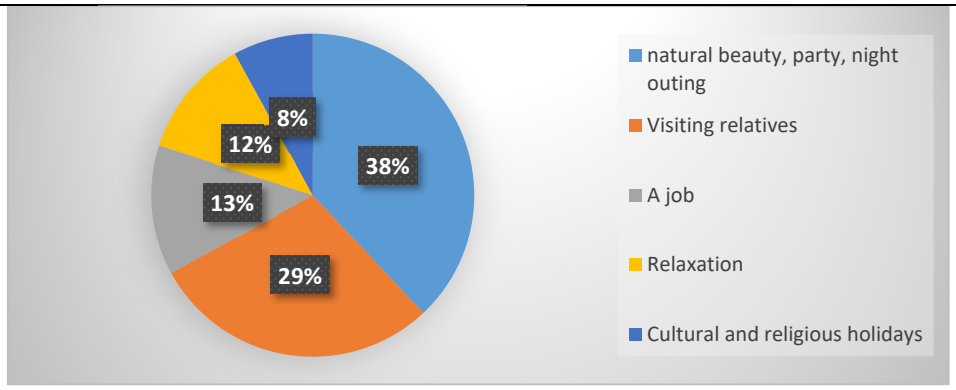

Fig 5: Motives of arriving in Podgorica

12% of the respondents answered that their main reason is rest and relaxation, 29% of the respondents pointed out the main reason was a friend's recommendation or visit to relatives and friends. 13% occurred in a destination for business purposes and 8% of them visited Podgorica for cultural and religious reasons. In the last few years, tourists who have come to Podgorica, especially those of us with a significant source markets (Russia and Serbia), turn to religious and cultural tourism, which means that it is necessary to develop this type of tourism when there are already adequate conditions for the same.

To the sixth question, *"Did you meet their expectations in Podgorica?",* 64% of respondents said they were completely satisfied, 17% reported a positive response, 13% are partially satisfied and 6% of them are not satisfied with their stay in Podgorica and they expected more. As a reason for their dissatisfaction, they often highlighted enormously high prices that are not in line with the quality of services provided. These prices are mainly related to: transport companies (Taxi Company), the prices of airline tickets, the prices of parking services, consumer goods and the like.

The incompatibility of service providers also had a negative impact on tourists who stayed in Podgorica. In addition to the above reasons, another one has significantly contributed to dissatisfaction, i.e. the degree of purity since it is an ecological country, where from the very beginning it is expected more when the impurities are in question. The following graph shows how many are actually satisfying the expectations of tourists on the Montenegrin coast.

The seventh question relates to *the level of tourist satisfaction with the tourist offer of the capital*, so the results of the interviewed respondents are as follows: 62% of the respondents are very satisfied with the tourist offer of the destination, 16% are satisfied with the offer, 14% are partially satisfied and the remaining 8% are not satisfied with the existing tourist offers.

The biggest disadvantages of the offer are: dysfunctions of information technology, inadequate information provided to tourists, specific types of tourism and limited supply when adventure sports are concerned. As a significant deficiency states a small selection of adventure parks and attractions.
What is missing in Podgorica compared to other major cities when the tourist offer is the eighth question of the survey? To this question, 18% of the respondents answered that they lack the accommodation capacities

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of the high category which is somewhat the "problem" of the suppliers. Greater participation in accommodation of high category is necessary, 27% responded that they noticed the lack of sports activities, which are based on the classic sports offer, 54% of respondents answered that in comparison with other destinations, most of them lacked built tourist attractions, such as amusement parks, various buildings, and the like. A small number of respondents, in particular 1%, believe that the destination is not well connected. The last reason is certainly a major drawback when it comes to the development of tourism in our country. Inadequate traffic connections is one of the most important reasons why tourism of competitive countries is much more successful in relation to the tourism of our country.

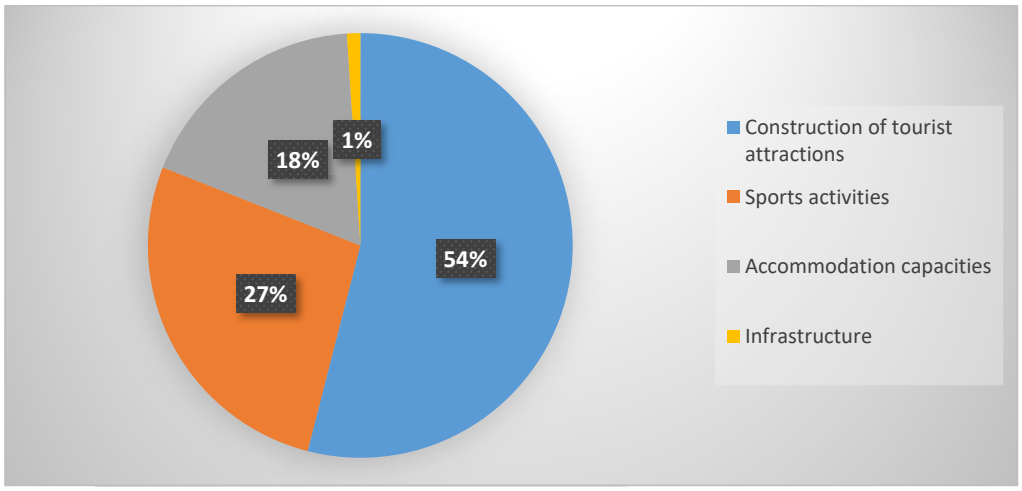

Fig.6: What is missing in Podgorica as the capital city?

When asked *Which forms of tourism should be developed in the future?*, 48% of respondents answered that it was adventurous tourism. This type of tourism and everything related to it is more and more emphasized when it comes to tourists and their facilities. For that reason, special attention should be given to this type of vision and to complement the lack of it. 34% selected cultural and manifestation tourism, which, in the opinion of the author, is justified because it should take into account the additional content that the destination offers to be competitive. Special attention and emphasis should be placed on events that take place during the summer season, but do not neglect before and after the season when it comes to the same.

The New Year's Eve and the celebration of similar holidays should attract as many tourists as possible. In addition to the usual visits, it is necessary to organize and do pilgrimage in order to provide as much diversified offer as this type of tourism is in question. The remaining 3% of respondents emphasize mountain and eco-tourism as the future of the destination. The graph shows percentages of the participation of certain types of tourism for which the surveyed tourists consider it necessary to develop.

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When it comes to assessing the content on a scale of 1-5, the respondents answered: When food and drink were high, 85% of the respondents rated national *food and drinks* with a score of 5, 10% with grade 4, while 5 % gave a high evaluation. *The accommodation* was rated as follows: 41% gave a grade of 5, 9% grade 4, 38% rated the accommodation with an average grade of 3, a score of 2 was given by 7% of the respondents and the remaining 5% was not at all satisfied with the accommodation. *The kindness* of the staff was not evaluated in the expected way. 29% gave a rating of 5, 26% grade 4, and as many as 41% gave a high evaluation. The remaining 4% were very poorly appreciated by the kindness of the staff employed in tourism. The Cleanliness was rated 37% with a high score, 17% with a score of 4, 28% with a score of 3, and the remaining 18% with low grades. *Night life* is very good and none of this percentage of 71% is very satisfied night life, 14% awarded the grade 4, 11% grade 3, and the remaining 4% of very low ratings. Of all the listed facilities, the quality of service in accordance with the price has been rated the worst so that a very large number of respondents, 81% gave very poor marks e.g. 1 and 2, while only 11% gave high marks (4 and 5).

Table no.1: Assessment of individual segments of the tourist offer of the capital city

Rating	1	2	3	4	5
Accommodation	5%	7%	38%	9%	41%
Food and drinks	/	/	5%	10%	85%
Kindness of staff	4%	/	41%	26%	29%
Cleanliness	11%	7%	28%	17%	37%
Night life	3%	1%	11%	14%	71%
Price vs. quality of service	51%	30%	8%	8%	3%

Source: Own production of the author.

To the question whether it will again visit Podgorica, 58% said they would, perhaps 34%, while the remaining 8% gave a negative answer. The reason for re-visiting the allegations only natural beauty and clean air. When it comes to negative answers, the reasons are unkindness, high prices and inaccessibility. Based on the research, it is concluded that there is a lot of dissatisfaction when it comes to employees in tourism, which has a negative impact on the image of the capital city. With regard to this problem, it is necessary to take appropriate measures to avoid any major consequences. High prices are also a segment that has a negative effect on demand because it is elastic in relation to the price level, especially when the position of world economy is at an uneven level. The chart below displays in percentage the responses of the surveyed tourists.

The last question relates to the suggestion of turquoise content that should be included in the tourist offer of Montenegro, all respondents answered differently and the responses are mostly related to some entertaining type attractions, e.g. zoo, adventure park, hotels automated, low-cost airlines, amusement parks like Disneyland, more info checkpoints and similar proposals.

The branding of the tourist product of the capital should be improved through: improvement of municipal infrastructure, improvement of accessibility, development of new accommodation capacities of high

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category, increase of the standard of existing accommodation capacities, improvement of the quality of services in the tourism sector, development of the ambience, the formation of a "clean" image of the tourist offer of the capital city.

3.2. Branding of national parks of Montenegro using analytical sample - NP SKADAR LAKE

National parks are the unique natural matters, which is characterized by a variety of ecosystems, morphologically and hydrographic phenomena, rare plant and animal species, and so on. Preserved and protected nature is gaining in importance due to the increasing pollution of the area, representing thereby a great tourist potential. About 7% of Montenegro's territory is under the protection of national parks: Durmitor, Biogradska Gora, Lovćen, Skadar Lake and recently proclaimed National Park Prokletije. Data on National Parks are shown in Table 3.

Table 2: Information on National Parks of Montenegro

Nationals parks	Headquarters (municipality)	Area in hectares	Altitude in meters	Year of establishment
Durmitor	Žabljak	32,100	540-2,522	1952
Biogradska gora	Kolašin	5,400	832-2,116	1952
Lake Skadar	Podgorica	40,000	6-150	1983
Lovćen	Cetinje	6,400	1,200-1,749	1952
Prokletije	Plav	16,630	1,300-2,694	2009

Source: Own creation of the author**.**

In addition to the National Parks, according to the Law on Protection of the Environment and Cultural Heritage, there are: regional parks - Rumija, Orjen, Maglić with Bioča and Volujka, Ljubišnja, Sinjajevina with Šaranci, Komovi, Turjak with Hajle; special natural areas - The catchment area is Morača, Visitor with Želetin, Bukovo forest on Obzovica. It should be emphasized that apart from the National Parks in the long-term protection plans (Spatial Plan of Montenegro), the designation of nature parks is also envisaged, which includes mountainous natural entities: Rumija, Komovi, Sinjajevina, Ljubišnja, Hajla, and mountain parts of Maglić, Volujak and Biocha.

Under international protection, i.e. on the UNESCO register, until now are the following parts of the territory of Montenegro: the canyon of the Tara River, the National Park Durmitor, the Kotor and the Risan Bay, the city of Kotor, the Skadar Lake. The National Park Durmitor, Kotor and Risan Bay are on the list of World Natural and Cultural Heritage, the Tara River Basin enters a network of biosphere facilities, according to a special program of UNESCO - Man and Biosphere (MAB), on the list of swamps of world importance - waterfowl habitats, in accordance with the provisions of the Ramsar Commission, the aquatorium of the National Park Skadar Lake was registered. In territorial units with international status, the situation is the same as with National Parks, as they point to a great cultural and natural heritage in a small area of Montenegro, as a tourist destination.

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A special attraction of the parks are the glacial lakes located in the valleys and coves of the mountains. All the beauty and richness of the lake can be felt and experienced only when in boats sail with its clean and clear green water. There are wooden boats - chunks available. A special attraction for tourists is to experience the park in this way. There are 33 glacier lakes in Montenegro. The most famous are: Black Lake of Durmitor, Plavsko under Visitor Mountain and Biogradsko on Bjelasica.

The most attractive tourist brand of national parks is certainly rafting, the most beautiful river, the longest (93km) and deepest (1,300 m) canyon in Europe - the Tara. For people who seek adventure, for those experienced and for beginners, wooden rafts and rubber boats are available. In the organization of national parks and other tourist organizations, led by the safe hand of rafters - rafters are overcome by beech and turbidity. Lakes and rapids of Tara in the national parks provide excellent conditions for kayaking, which is a real challenge for people looking for adventure, not only for local kayakers, but also for foreign ones. In summer, these athletes and recreational people organize competitive, sporting and entertaining events with the presentation of skills in fast waters, fish specialties and a good drop of wine. Cycling is swimming, one of the most active muscles in the world. Mountain biking is a sport where bicycles are driven through the so-called "Offroad" roads, such as forests, hills, mountains, paved roads, parks, fields.
National parks have ideal conditions for those who spend their holidays recreationally. There are excellent biking trails that lead by forest roads, macadam, along the lake ... In bikes-tours, every tourist can feel all the enthusiasm of this sport through sightseeing of many natural sights, in addition to significant cultural facilities. The offer is organized and rent a bicycle is available. Traditionally, every year, through the area of the National Park Lovćen, a cycling race "The Roads of the King Nikola" occurs.

Various festivals and events are an integral part of the life of the inhabitants. (Days of mountain flowers, Days of ecology, tourism, culture, Festival of wines and bumps, etc.) The rich natural areas of national parks are also reflected in the cuisine and specialties of taverns, restaurants and other catering facilities, which provide additional atmosphere for the visitors.

The abandoning of the brand in the offer of our national parks is contributed by:

- Visitor centers,
- Excursion tourism, cruise ships and windsurfing - windsurfing,
- Bird watching and glacier lakes,
- Hiking, hiking and climbing,
- Rafting, kayaking and mountain biking,
- Extreme sports and sport fishing,
- Rural tourism, speleology and photo safari,
- Manifestations and Wine Trails,
- Catering facilities and national cuisine.

The main objectives of the Center for visitors are raising awareness and educating visitors about protected areas in Montenegro, the presentation of natural and cultural heritage in the protected area is quite

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impressive, the traditional way of life in local communities, and promoting the concept of sustainable development, organizing schools in nature and themed activities.

Skadar Lake in the vicinity of Podgorica is a paradise for birds with about 280 species of birds, which represents about 50% of the total number of species in Europe. The causes of so many species, many of which are endangered and rarely endangered, are biogeographical and ecological specificities, as well as the relative preservation of the ecosystem. In the total fauna of the birds of Jezera, 73 species are nesting nests, 18 species are regular passers-by in autumn and spring, 45 species are regular winter guests, 12 species stay in the summer, not nesting, 90 species occasionally come to Skadar Lake.

The great wealth of the Skadar Lake by birds and built towers and platforms at the sites of Manastirska tapija, Grmožur, Omerova gorica, Crni žar and Pančevo eye allow for birdwatching. Watching birds on Lake Skadar provides ideal conditions for all lovers of ornithofauna. The habitat of a colony of pelicans, cormorants, herons, terns and other species of birds attracts bird-watchers.

Observation is organized from a boat-Čunovo or towers and platforms. In the National Park Skadar Lake in Vranjina there is a Visitor Center for all national parks. It is decorated with a collection of natural science exhibits animals, ethno-room, the first room so done in this area, photos of endemic plants, the landscape of the national parks, halls for screenings, etc. Other centers contain settings that characterize the given area.

During 2007 in Skadar Lake National Park opened two new thematic center for visitors and to:

- in Murići dedicated to olive growing, the cottage industry and economy with Krajina,
- in Rijeka Crnojevića, dedicated to fishing and sailing on the lake. Parks are used to maintain classes in nature from biology, history, geography, and other subjects. By developing educational programs, Centers become places of gathering of all those who advocate for the promotion and valorisation of the values of parks. Visitor centers have other contents, which are constantly supplemented both in terms of themes and thematic units. Centers have their souvenir shops, which are equipped with a variety of advertising material (brochures, monographs, picture postcards, folders), as well as objects that are hand-made, the original and constitute a part of a unique manner ethnic heritage.

Excursion tourism is the most widespread form of tourism in the National Park Skadar Lake, because the best way to get to know the landscape, natural treasures, historical, spiritual and civilizational achievements of the Montenegrin people. Cruises are organized daily by local entrepreneurs in Virpazar, Vranjina and Plavnica. The routes include tours of the monasteries, churches, old fishing and village cores. The Skadar Lake is ideal for windsurfers and sailing. The winds blowing here throughout the year provide especially favourable conditions for dealing with this sport, both for beginners and for those who are more experienced. Extreme conditions for sailing on the lake are rare but are extremely favourable for recreational and tourist purposes. The very warm lake water is suitable for sailing and enjoying the natural beauties of the lake.

Watching birds or birdwatching is a very popular hobby, outdoor activity, and a competition category that involves recognizing birds based on their appearance or their characteristic singing. Western Europe and

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America are mostly the "birds" foothold, but there are more and more people in the territory of Montenegro who decide to deal with this very interesting hobby.

With regard to every form of tourism characterized by different periods of the year, all forms have their season, and the periods in which the most prominent tourist traffic. The goal of marketing activities is the relativization of the season, by designing a tourist product, which will result in as long a season as possible. For this reason, the tourism product of Montenegro should contain those forms, which will, with their quality and attractiveness, enable the duration of the season for as many months of the year as possible.

The branding strategy, which needs to improve the existing structure and contents in NP Skadar Lake, would relate to the following activities:

- Creation of improved tourist and accompanying infrastructure;
- Creating an environment for long-term sustainable tourism;
- Improving the accessibility of the NP approach;
- Improvement of municipal infrastructure;
- Development of new high quality accommodation capacities;
- Increasing the standard of existing accommodation capacities;
- Improving the quality of services in the catering sector;
- Improving the harmony of architecture and the surrounding natural and cultural environment; ("Development of ambience") and
- Establishing a "clean image" of the park.

3.3. Wine in branding PODGORICA

After a year that was characterized by high growth of GDP, the highest qualifying tourism and construction sector, in the period from 2001-2010. In the year when world wine production shows the surplus of the budget surplus, the dynamic development of the economic and financial situation, Montenegro is falling into a period of crisis and recession during 2009. According to Monstat, Montenegro experienced a milder economic recovery in 2010, the year in order to achieve real GDP growth in 2011-the year by 2.5%, while in 2012-that declined by 2.5%. According to preliminary data from Monstat, real GDP growth in 2013 was 3.3%.

Wine production in the world is very slow to develop despite the fact that some countries have favourable conditions for the development of viticulture and winemaking, do not have sufficient production. Wine is one of the economic branches, which has great potential in Montenegro for future development. In addition to the Mediterranean climate, Montenegro has a great potential in expanding the vineyard areas. Given that has been used around 4,000 hectares land, according to estimates of the total potential is about 7,500-8,000ha.

Montenegro has been a member of the International Wine Organization since 2007. 2013, the year the National Association of Winegrowers and Winemakers of Montenegro admitted to membership of the

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European Association of Independent Winegrowers (PIPE), which in April 2015, they officially granted charters to the Ministry of Agriculture and Rural Development and the National Association of Montenegrin growers, regarding the membership of Montenegro in that international organization. The National Association of growers protect their interests.

Based on the Strategy of development of the wine sector in Montenegro for the period 2009 to 2014, the year projected increase vineyards in the period up to 2014 to 1000 ha, as well as the replacement of 500 ha of vineyards, with high-quality varieties and modern way of education, which required investments in the amount of € 37.5 million for the period from 2009 to 2014, or € 7.5 million per year. Plans for the next 4 years relating to maximize the surface area under vines before the accession of Montenegro to the EU common market. The areas under vineyards have increased significantly in the period from 2002 to 2012, and especially in recent years.

According to the Strategy for the Development of Agriculture and Rural Areas, the data show that the total area under vineyards in 2012 was 4,512 ha, which makes up 0.9% of the total agricultural area or 2.4% of the total cultivated area. One of the most successful companies in Montenegro, AD "13.jul Plantations" is in possession of about half the vineyards (2,310 ha). Financial institutions are also investing heavily, with favourable loans to support small and medium-sized businesses, in order to stimulate the development of viticulture, planting new vineyards and improving the structure of planted vines. Between 2007 – 2012, the vineyards area increased yearly by 287 ha or 6.8%.[1]

Regarding the structure of agricultural production, Montenegro can still be characterized as a wine-growing country, although the grapes are produced on about 4,500 hectares, which is only 8% of the total agricultural area. Half of that land is owned by "Plantaže", while the average size of the vineyard is owned by the households of 0.25-0.4 hectares. The number of small holdings in small farms ranges from a few hundreds to two thousand. In the last few years, smaller producers have planted 150-200 thousand new chocolates, thus envisaging increasing production on their side in the future. In addition to wine, brandy is usually produced, whose price on the market is higher, from EUR10.00 to EUR15.00. Medium-sized wine producers have vineyards of 0.5-5 ha. They have more modern technology, better production equipment and capacities. Prices of wine are moving differently in the market of EUR5.00-6.00 to premium wines, which cost up to EUR20.00, or special vintages that cost about EUR45.00. (e.g. Kutijevka "Graševina").

The larger and smaller wineries produce 17 million litres of wine annually, of which five and a half million are exported. Montenegro can be recognized in the world for the production of wine, especially its quality, where the Montenegrin brand "Plantaže" is certainly the leader. However, we do not have a large amount to boast as Western European countries. In the cluster are the dominant varieties of red wine. The most common native variety is "Vranac", which is grown with a mixture of varieties Kratosije, as well as Cabernet Sauvignon and Merlot, and for the quality white wines produced in smaller quantities, the main varieties are: Krstač, Zizak, Moscatel and Chardonnay.

[1] "Development Strategy for Agriculture and Rural Areas 2015-2020", Ministry of Agriculture and Rural Affairs of Montenegro.

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Table 4: Vineyards and grape production

YEAR	Vineyards - total			
	number of vine		yield	
	total	gender	total ton	kg per vine
2003	16,213,258	15,306,090	35,131	2.3
2004	16,110,948	15,329,260	42,886	2.8
2005	16,599,366	15,427,030	36,960	2.4
2006	17,985,906	15,631,123	41,726	2.7
2007	18,168,670	16,959,900	35,402	2.1
2008	18,166,311	16,880,347	43,989	2.6
2009	18,464,357	17,020,057	38,635	2.3
2010	18,432,779	17,007,427	40,804	2.4
2011	18,441,357	17,014,027	32,815	1.9
2012	17,559,891	16,570,705	38,861	2.4

(Source: Monstat, Department of Agricultural Statistics, available at: *http://www.monstat.org/cg/page.php?id=59&pageid=59*)

Observing the production of wine in Montenegro and analysing the number of chocolates, according to Table 1, we can conclude that their number has grown from year to year. At the end of 2010, there were 18,432,779 chocolates, out of which 17,007,427 or 92.3% of the chocolate for the production of wine.

Compared to 2003, the number of chocolates increased by 13.7%, when it was planted 16,213,258 chocolates, of which 94.4% were productive[2].

In comparison with 2005, the number of chocolates is by 11.04% higher. The total yield in 2012 was 38,861 tons or 2.40 kg per capita. Of the total number of chocolates, the ownership of legal entities (enterprises) is 49.4%, while the other 50.6% are owned by households. In comparison with 1999, the yield increased by 35.5%, while in comparison with 2005 it was already 10.4%.
Regarding exports, looking at data from 2014 we may conclude that the total value of exported wine is EUR13,752,000, while the largest export was achieved in 2011, at EUR18,410,000[3].

From the company "13.Jul Plantaže" from the company AD, they point out that in the following years the emphasis is placed on: *providing a better starting position in the common market, as well as meeting the future demand both in quantity and quality; restructuring the wine production sector to high quality, as a*

[2] Source: Monstat Montenegro, Monstat, Department of Agriculture Statistics, available at: http://www.monstat.org/cg/page.php?id=249&pageid=249 , date of access: December 5, 2016)
[3] Source: Monstat Montenegro, Monstat, Publications foreign policy (access date: December 3, 2016)

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basis for the production of quality and high quality wines, by correcting the unfavourable structure of varieties and planting material; the creation of a sector of small and medium-sized producers of grapes, especially the small and medium-sized winery, as a basis for increasing the quality wine offer, as well as an incentive to increase competitiveness throughout the sector; designed and reinforced state measures for the support of grape and wine producers, both through direct interventions and directing aid and grants for production, as well as direct assistance for the promotion of Montenegrin wines on domestic, and especially in export markets, in the region and beyond.

Montenegro has enough land resources to achieve competitive agricultural production. According to Monstat data, 73% of family farms have land area less than 2 ha, while only 0.9% of family farms have land areas larger than 100 ha; however, they account for 38% of the total utilized agricultural land. In the coastal region, the structure (size of farms) is the most unfavourable, while the northern region has the largest percentage of farms using larger areas of agricultural land. Distribution of agricultural land, cumulative frequency per farm and farm size are shown in Fig 7 and Fig 8.

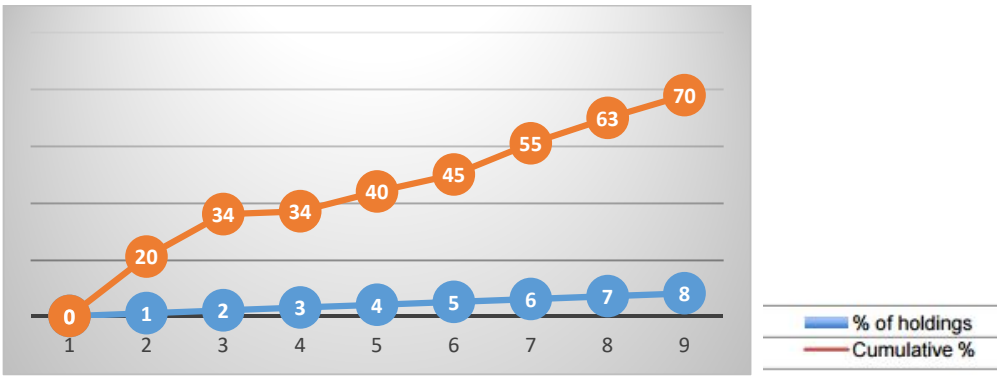

Fig 7: Distribution of agricultural land, cumulative frequency per farm
(source: Monstat Montenegro)

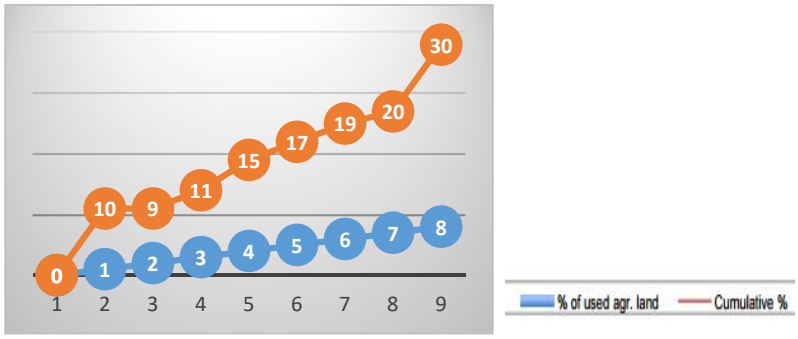

Fig 8: Distribution of agricultural land, cumulative frequency by size of the holding
(source: Monstat Montenegro)

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In the period 2007-2012, the vineyards area increased by 287 ha or 6.8%, as shown in Fig 9.

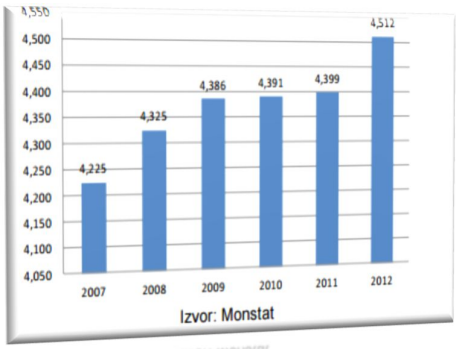

Fig.9: The evolution of the vineyards area.
(source: Monstat)

Organic grape production in Montenegro is not developed, although there is a possibility for its development in certain isolated sites. According to Monteorganica, only one producer of organic grapes with 5 hectares of vineyard is currently registered. Interest in dealing with this type of agriculture is not so pronounced, primarily due to climatic conditions that require the use of chemicals several times during the year, depending on the location of the vineyard. In the last six years (2007-2012), the average wine production amounted to almost 107,000 hl, while the total production of wine from domestic grapes in the period 2006-2011 amounted to 155,500 hl. Currently, there are 44 registered wine producers with a marketing authorization. The total quantity of wine placed on the market in 2013 was 142,559 hl; of which 94.5% was produced by the company "13 Jul - Plantaže", while the production of small winery was 7.872 hl or 5.5%.[4]

In total production, the red wine is the most commonly used 71.5%, followed by white 25.2%, while rose wines make up 3.3%. From the aspect of quality category, the highest quality wines are 54.4%, quality wines make up 40.4%, while wine tables represent only 5.1%. Figure 10 shows the total wine production in the period 2007-2012.

[4] "Development Strategy for Agriculture and Rural Areas 2015-2020" - draft, Ministry of Agriculture and Rural Affairs of Montenegro

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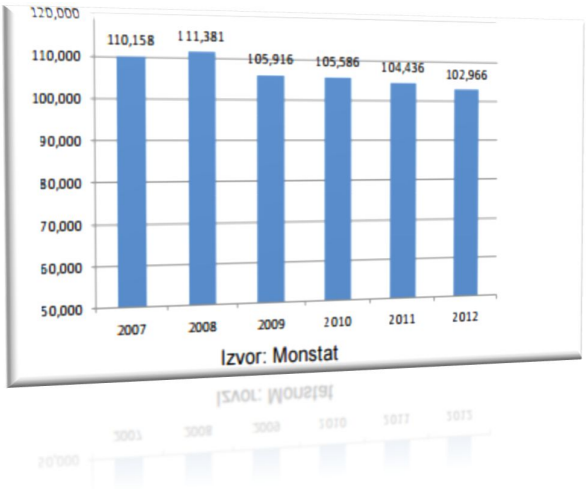

Fig.10: Production of wine in Montenegro
(source: Monstat)

The upgrading of this sector will require, in the future, higher investments in primary production, more modern post-harvest practice, better distribution, promotion, adoption of standards and greater specialization. As part of the Governmental Act "Agriculture and Rural Development Strategy", which was designed to adequately define the process of future reforms in this sector, answers to numerous questions related to the impact of internal and external environmental factors and setting a framework for meeting the forthcoming challenges on the road to Montenegro's accession to the EU.

The analysis of the current situation in wine growing in Montenegro follows, where (horizontal) internal strengths and weaknesses of this sector are related to external opportunities and threats. Measures of the viticulture development policy are based on the identified internal strengths and weaknesses, as well as the factors that come from outside, and represent a chance or danger for the further development of Montenegrin viticulture.

Benefits in wine production are reflected in:

- High quality, preservation and fertility of the land,
- Low level of pollution and favourable climate for wine production,
- Representation of indigenous species and varieties of wine,
- Good conditions for organic wine production,
- Increased demand for wine in Montenegro,
- The potential for wine sales through rural and wine tourism,
- Liberalization of trade (CEFTA Agreement),

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- Manufacturers have access to the advisory services of the Biotechnical Faculty and local self-governments,
- Experience and tradition in the production of grapes and wines,
- Financial support of the state,
- Potential for increasing the area under vineyards,
- Tourist assessment of the exceptional quality of our wines,
- Increased domestic demand for healthy food and home-grown products.

Weaknesses would be reflected in the following:

- Weak offer of favourable loans in the financial market for micro-producers,
- Poor equipment, low level of technology and specialization of production,
- Small and fragmented farms,
- Wines are not competitive on the foreign market,
- Patchy land that limits the intensity of production,
- Poor marketing performance,
- Large investments in planting and planting of cellars,
- Low level of market sales,
- Insufficient connection with the tourism sector,
- Low level of application of good vineyard practice,
- Poor statistics on plots, producers and wineries, yields, stocks of wine and the production itself
- Poor connectivity with the tourism sector,
- Poor integration of manufacturers and poor integration of the value chain,
- Loan conditions are unfavourable, and investments in viticulture require investment in the long run,
- Poor consumer information about medium and small wineries,
- Poor offer of wine tourism by domestic tourist agencies,
- Poor Wine Offer of Small Producers in HORECA System,
- Insufficient producer awareness of the importance of association.

The chances would be reflected in the following:

- The availability of state and EU funds,
- The Free Trade Zone gives an opportunity for increased exports,
- Export to high quality wine markets can be increased,
- The labour force in rural areas must be accessible,
- Modernization of technology and storage in small and medium wineries,
- EU support for better connectivity and organization of producers,
- Better physical infrastructure,
- Climate, richness of biodiversity and nature as excellent preconditions for the development of organic wine production,
- Better connectivity of associated manufacturers with catering facilities.

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"Plantaže" are implemented by the specific activities with regard to purchase of grape growers and activities related to the distribution of grape seedlings, thus contributing to the expansion of the wine-growing area.

The threats would be reflected in the following:

- Depopulation present in rural areas,
- Grey economy in wine production,
- Import of cheap wines from Macedonia and Serbia,
- Liberalization of trade can affect increased imports and lower competitiveness,
- Limitation of the development and expansion of vineyards by the entry of Montenegro into the EU,
- Poor credit understanding of banks for this type of activity.

In the end, no less important, analysing the brand's brand of Plantation products to conclude that the company has a brand-approved (endorsed) brand architecture, in which the product name is used together with a corporate name and where there is a strong link within brand architecture. Namely, the company "Plantaže" uses the brand house strategy, as can be seen from the production of red wine lines, white wines, sparkling wines and brandy bottles, which reduces the risk of failure in individual markets. On the other hand, the brand "Vranac" is synonymous with one product group. The wine "Vranac" is produced in wine cellars of Serbia, Kosovo and Macedonia, which makes the company use the corporate name "Plantaže", to distinguish it from others who use the same name. The Montenegrin attribute gives power to this brand. Finally, to conclude that the company "Plantaže" precisely set the branding strategy, and that the brand architecture in the line of red wine production is well-designed, as shown by the results on the market itself. Using these and alternative strategies for branding their products on a successful level as it is so far, the company directly influences the recognition of the capital city and the state of Montenegro as the wine brand of destination.

4. Conclusions

The research is based on coverage Tourist branding of the Capital City, Branding of National Parks in the service of improving the brand of the capital city and the state as a whole, with special emphasis on NP Skadar Lake, Wine branding as the most valuable agricultural brand of the capital city and the state and we conclude that Montenegro must additionally work on the bid strategy in:

- Raising the level of product capacity (requisite specialization and monitoring of innovations both at international and global level);
- Standardization (a more successful offer is based on the advantages in the following areas: efficiency, cost-effectiveness, comparability, predictability and control, perceived from the point of view of tourists);
- Specialization (different specialization strategies are visible in the hotel sector (hotels that provide services at a higher level to satisfy tourists). An increasing number of specialized hotels could soon marginalize classic hotels;
- Instead of the classic tourist attractions (transportation, accommodation and food), look for the innovations that besides basic standards also offer unusual experiences, surprises and stimulate specific emotions (ambience, experience, pleasure, fun, adventure, uniqueness, etc.).

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Montenegro is already known as a beautiful and exciting tourist destination. But the potential has not been fully exploited and the desired international image has not yet been sufficiently achieved. Montenegro should be among the global top tourist destinations. To give the landscape and natural values, the existing cultural and historical heritage, as well as the hospitality of people, are the exceptional advantages of Montenegro.

Tourism is the main pillar of the economic base of the country. Only successful tourism development can provide employment and income for significant parts of the population.

Montenegro should be known as a tourist destination because it is "Montenegro". So far, Montenegro has been known as a part of the Adriatic coast, which is famous for bathing tourism and sailing.

Montenegro is also increasingly becoming known as a destination with beautiful national parks, as well as providing products (in this study a wine product from Plantaže is presented). Due to the phenomenon that a large volume of offers can be found in the country with 13,500 km^2, it is necessary to combine all the various offers into one integrated and point out that only in Montenegro one can experience all kinds of tourism in the immediate vicinity. This is what distinguishes Montenegro from other destinations where tourists have to decide before organizing a holiday or have to spend more time moving from one specific tourist area to another.

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The desirability of social entrepreneurship in the formation of social workers. entrepreneurs and social workers - agents of change

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Abstract. *This article is an overview of the implications that social entrepreneurship practices have on optimizing the work of social workers. The paper tries to highlight the need to develop new skills useful in the development of the social work profession, but also in the development of the whole society.*
Starting from the study of the specialized literature, several objectives have been outlined which guided this research: identifying the difficulties faced by non-profit organizations in Cluj County, determining the level of knowledge about the term of social entrepreneurship and its specific activities, describing the specific activities of social entrepreneurship and analyze them on several dimensions specific to social entrepreneurship, identifying the skills and qualities of a social entrepreneur as an agent of social change.
These objectives were achieved through an exploratory qualitative research. Data analysis revealed that social business and entrepreneurial initiatives are different from one organization to another, some nonprofit organizations sell handmade products at sales exhibitions, other organizations develop their own self-financing and fundraising mechanisms and other organizations lay the foundations of social enterprises, which aim at the socio-professional integration of their own beneficiaries of social services.

Keywords: social entrepreneurship, hybrid activities, social entrepreneur profile, social worker, entrepreneurial abilities, entrepreneurial skills.

JEL codes: L31, O35

1. Introduction

Non-governmental organizations providing social services operate in a highly competitive environment, characterized by ever increasing their target communities. The funding is limited, with a mounting competition for donors and subsidies (Weerawardena & Mort, 2006). In order to be able to earn steady income, so that they might carry out the specific activities that meet the needs of the serviced population, innovation becomes a sine qua non condition of non-profit organizations.

Adopting long-term entrepreneurial strategies would be a possible way of reducing dependence on external sources of finance. They ensure continuity of social programs and services, by harnessing the workforce of people in vulnerable groups. The development of hybrid activities in which both the social dimension and the economic dimension are addressed can effectively contribute to the expansion of social services and projects with the aim of fulfilling the social mission of the organization for a long time, but also in order to capitalize the potential of population categories that are exposed to social marginalization. In fact, we can talk about the growing-needs of the beneficiaries which generate the need for organizations to find

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new resources to respond optimally. In other words, the development of entrepreneurial skills in the social work provider is inherent.

2. Social entrepreneurship and social work

The concept of social entrepreneurship is debated in the literature by looking from different perspectives, in the form of several definitions.

Social entrepreneurship is essentially an innovative behaviour. This is the adaptation of the classical concept of "entrepreneurship" defined by P. Schumpeter in 1934. Starting from Schumpeter's classical conceptualization, two other researchers D. Young (1983,1997) and Ch. Badelt (1997) continued the research in this sense, such research that helped J. Defourny adapt the concept to social economy (Larionescu, 2013).

Social entrepreneurship is a topical subject. In a changing society that focuses on economic development and the correction of market and government failures to provide adequate redistribution mechanisms (War, 1982), social entrepreneurship addresses social issues in an innovative and sustainable way. In this context, social entrepreneurship is operationalized as the recognition, evaluation and exploitation of opportunities stemming from the basic and long-lasting needs of society, resulting in the creation and establishment of social values (Austin, Stevenson et al., 2006).

McPherson , executive director of the Canadian Centre for Social Entrepreneurship, states that social entrepreneurship is "combining the essence of business with that of the community through individual creativity" (Petrescu, 2013a).

Nicholls (2010b) sees social entrepreneurship as a new model that ensures social change and generates new opportunities for market development (Luke & Chu, 2013). Defourey also believes that we are witnessing the development of social entrepreneurship, following the classical patterns of entrepreneurship defined by Schumpeter (Larionescu, 2013).

It should not be ignored that social entrepreneurship consists in carrying out activities that involve the adoption of commercial methods in the private sector, combining both a social and an economic dimension. The finality of the steps is to develop local communities and to support social causes. All the efforts of social entrepreneurs have a sole purpose: to create social value for the entire community.

Synthesizing, social entrepreneurship must be understood as a "multidimensional and dynamic construct" (Vlăsceanu, 2010).

Next, when considering the very definition of social work assistance, whose major aim is to provide support to individuals, groups and communities "in order to increase and / or rebuild their capacity for social functioning and to obtain the resources to ensure their lives with dignity in the given social context" (Roth &Rebeleanu 2007), it is obvious that it is organized around the central concept of change, which is addressed in a planned manner (Ambrosino et al., 2008). The social worker becomes an agent of change. A similar goal has the social entrepreneur, whose work addresses social issues by identifying new opportunities and innovative solutions, focusing on creating social rather than financial value (Brouard&Larivet 2010). Consequently, the aims pursued by the social worker and the social entrepreneur, i.e. to generate social development and inclusion, overlap. Social workers need also to be concerned with the development of their entrepreneurial skills. If we take into account the profile of non-governmental organizations in Romania, we find a high number of them in the social field (FDSC, 2017). The quality of service providers is conditional on hiring the social worker in these organizations. Entrepreneurship in social work is an available and viable solution to increase professional satisfaction. It is a prerequisite for the realization of the purpose of social

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work - the social inclusion of vulnerable persons (see Article 2 and Chapter IV, Section I, Law 292/2011 on social work reform corroborated with Article 5, Law 219/2015 on social economy).

3. Profile of the social entrepreneur

Social entrepreneurs are people who want to initiate change in society by adopting business-specific mechanisms in order to create social value. They engage in various activities to solve the identified social problems by developing projects with a long-term vision (Castillo, Ortiz, Del-Valle, 2015).

Social entrepreneurs create social value, being involved in a continuous process of innovation and capitalizing on new opportunities, placing first the benefit of society at the expense of their own benefit (Orhei, 2007). They are those social actors with ideas and talents that initiate activities devoted to a social mission, use innovative practices and create new ways of responding to social problems (Pepenel, Alexiu, Kearns, Rus, Saad, Veţan, 2011, p. 8). The main feature of social entrepreneurs is to combine business and entrepreneurial skills with social objectives. Consequently, it concentrates their vision on activities that generate social value for the most disadvantaged segments of the community (Castillo et al., 2015).

Dees (1998b) declares social entrepreneurs to be reformers, revolutionaries and agents of change in the social sector. According to this, social entrepreneurs implement change in a systematic way, and through this change they gain sustainability (Dohrmann, Raith, Siebold , 2015). The essence of the social work process is, as we have already said, the change.

The motivation of social entrepreneurs is supported by the pressing social problems they identify and the desire to generate new solutions to solve problems (Grohs, Schneiders and Henze 2013).

Unlike purely economic entrepreneurship, social entrepreneurship differs mainly through the following fundamental aspects: 1) entrepreneurial activity is explicitly guided by a social mission; 2) the measure of success is not achieved in the form of profit size, but in the form of social value created - from this point of view, social entrepreneurs act as agents of change in the social sector by: adopting a mission oriented towards creating and sustaining a social value, which is generally speaking, social development; identifying and exploiting new opportunities to accomplish their mission (where others see problems, entrepreneurs see opportunities); engaging in a process of continuous innovation, adaptation and learning; working with confidence without being limited by the available resources, exploiting a wide range of resources, from pure philanthropy to business methods in the business sector; having a strong sense of responsibility towards the clients served and the results obtained (Dees and Economy 2001).

Austin, Stevenson and Wei-Skillern (2006) operationalize the gap between profit-oriented entrepreneurs and social entrepreneurs by comparing the characteristics of the entrepreneurial activity of the two types of entrepreneurs and three variables: entrepreneurial attitude, mobilization of resources and performance measurement (Table 1):

Variable	Profit-oriented entrepreneurs	Social Entrepreneurs
Entrepreneurial attitude	Explore the opportunities offered by the market	Seek opportunities in identified social needs
Mobilizing resources	Have the ability to attract more easily human resources and haves a more consistent financial capital	Innovative in attracting and using resources
Measuring its performance	Use economic indicators of measurement: turnover, profit	They can hardly measure the impact of their work, not always using profitability indicators. They seek to identify the social value created for their beneficiaries

Table1. The differences between social and profit-oriented entrepreneurs

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(Source: Austin, Stevenson and Wei-Skillern 2006, adapted by the author)

We can say that there are well-defined differences between social and commercial entrepreneurs, each pursuing the satisfaction of different goals and objectives.

Synthesizing, social entrepreneurs are agents of change in the communities in which they live, promoting social innovation. They are the persons who recognize a problem and use the principles of entrepreneurship to organize, create and structure a business in order to initiate social change. Business deals with social well-being. They will seek to use their inspiration, creativity and courage to generate benefits for the target group (affected by marginalization, social exclusion, material deprivation) as well as for society in general. Entrepreneurs are innovative, oriented towards identifying opportunities, have/know where to look for resources, are valuable creators. In a constant search for opportunities for self-denial, entrepreneurs are a powerful engine for growth, having, through their work, a strong impact on their customers and their communities. Social entrepreneurs are the reformers of today's society, grounding their efforts on the essential component of social solidarity (Rebeleanu, 2013).

4. Entrepreneurship skills and abilities

Studies in the field highlight the fact that it is important for a social entrepreneur to have certain entrepreneurial skills and abilities in order to be able to lay the foundation for change in the organization they are leading.

A pilot study conducted in Poland, on a target group of social entrepreneurs and social enterprise managers, concluded that 10 skills are essential for the development of social entrepreneurship: the ability to creatively use the available resources, the ability to evaluate the feasibility of a business plan, the ability to manage conflicts, the ability to communicate with customers and suppliers, and other third parties, the ability to identify with the purpose and activities of social economy, confidence in success even when challenges, the ability to manage administrative work, optimism, the ability to identify social problems, and the ability to lead and develop other people around (Wronka-Pośpiech, 2016). The study highlights the most important competence of a social entrepreneur: the ability to identify and use creatively various resources, but points out that the social entrepreneur must have knowledge in terms of creating a business plan and accurately assessing the feasibility of a project, analyzing in this regard the skills of the employed persons as well as the uncovered needs of clients to whom products or services are provided. Another important skill is to lead and contribute to the development of other people around. The manager is directly responsible for motivating and empowering people for whom he wants to create social value. Through the opportunities they create, social entrepreneurs contribute to the development of social capital and harness the potential of those marginalized people who can be important human resources for the whole of society (Wronka-Pośpiech, 2016).

Other research has highlighted that the skills and competencies of a social entrepreneur can be grouped into three broad categories: competencies and interpersonal skills and motivation of the work team, entrepreneurial skills and competences, managerial skills and abilities (Papp & Sepielak, 2008).

In addition to the skills and abilities identified by various authors, the studies presented in the literature highlight the intrinsic characteristics of the social entrepreneur. The following table summarizes the meta-analysis by Castillo, Ortiz, de-Valle (2015) on the intrinsic characteristics of social entrepreneurs.

Researchers:	***Characteristics identified:***
Thomson, Alvy& Lees (2000)	High level of engagement Proof of force in the face of difficulties Ability to take risks The ability to generate trust and credibility

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Sullivan, Weerawardena& Carnegie (2003)	Creativity Proof of courage and force in the face of difficulties High level of engagement Ability to take risks
Martin &Osberg (2007)	Sensitivity to phenomena such as exclusion and social marginalization.
Koe&Shamuganathan (2010)	Kindness Opening up new ideas Self-exigency at work
Jiao (2011)	Charismatic High level of trust in the projects they develop.

Table 2.Intrinsic characteristics of social entrepreneurs
(Source: Castillo, Ortiz, Del-Valle, 2015, p.354)

5. Methodological approach

This research has attempted to highlight the need for non-profit organizations to develop entrepreneurial initiatives to deliver innovative, high quality and social value creation services. An attempt was made to capture the entrepreneurial dimension among non-profit organizations providing social services and identifying entrepreneurial skills of managers. The study was conducted in May-June 2017, at the Cluj County level. We opted for a qualitative approach in which knowledge is comprehensive and holistic. As a main method of data collection the interview was used, based on a semi-structured interview guide. The thematic units interacted with were the following: general information on the activity of the non-profit organization, general knowledge about social entrepreneurship, the attitude of managers on the development of social entrepreneurship in Romania, the benefits of social entrepreneurship, entrepreneurial initiatives and social businesses, the capitalization of human resources, the obtaining and reinvestment of financial surplus, risk management, future perspectives in the field of social entrepreneurship, social entrepreneurship profile. In order to understand the specifics of the organizations, we used secondary documents and analysis (act of incorporation, operating regulations, managerial tools used).

The research questions to which this article attempts to respond are as follows:

- How do managers of NGO's, operationalize the concept of social entrepreneurship?
- How do they relate to the idea of developing entrepreneurial initiatives and social businesses?
- What are the qualities and abilities that characterize the profile of the social entrepreneur?

The operational objectives retained for the research are:

- Identifying the difficulties faced by NGOs,
- Determining the degree of knowledge regarding the term of social entrepreneurship and its specific activities.
- Describing specific social / social business activities and analyzing them along several dimensions: entrepreneurial perspective, profit making and risk management.
- Identifying the skills and abilities of a social entrepreneur as an agent of social change and connection with social worker activities.

Ten people were interviewed, in terms of leadership or responsibilities in departments where organizations carry out social entrepreneurship activities. The highest duration of an interview was one and a half hours.

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Concerning the profile of the organizations involved in research, the profile is the following: associations (5), foundations (1), social enterprises of insertion (2) and protected units (2). According to aims of activities, the NGOs provide services for people with physical and mental disabilities, ill people/oncologists, single mothers, and other vulnerable group members (Roma people, poor families).

6. Results and discussions

The study was descriptive. We used the thematic analysis of the data. The processing and analysis of the obtained data allowed the following thematic units and sub-themes to be outlined. These are presented in the following table:

Thematic units of analysis	Details of thematic aspects
1. Difficulties encountered by foundations and associations	• Limited financial resources • Self-sustainability reduced • Donation, partnership, and sponsorship dependency
2. General knowledge about social entrepreneurship	In nonprofit managers' replies there were found key elements such as: • Traditional entrepreneurship versus social entrepreneurship • Social value versus profit • Capitalization of the vulnerable group • Community action • Positive Social Poverty • Ethical character • Social capital • Self-sustainability
3. Managers' attitude regarding the development of social entrepreneurship in Romania	**Difficulties:** • Legislative and ambiguous legislation • Lack of working standards • Lack of managerial expertise • Lack of knowledge regarding the development of marketing strategies **Role of NG0s:** • NGOs - the promoter of social change • NGOs - responsible for meeting those needs not covered by the state or the private sector **State action:** • The state does not encourage the development of social entrepreneurship • The state does not provide viable public policies and fiscal facilities • Laws do not favor the development of social business
4. The benefits of Social Entrepreneurship	• Social and professional insertion of vulnerable persons into the labor market • Reduced passive benefits • Solving social problems • Raising the quality of life of disadvantaged people • Regenerating financial resources

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	• Sustainability of non-profit organizations
5. Entrepreneurial initiatives and social businesses	• Sale of handmade products • Social enterprises and protected units • Social / charitable stores
6. Valuing human resources	• Vocational training and training • Psychological counseling and work mediation services • Additional facilities to support the employee at work • Driving style - Leadership
7. Acquisition and reinvestment of financial surplus	**Entrepreneurs who obtained financial surplus:** • Reinvestment of the financial surplus in the purchase of raw materials • Ensuring the services of a larger number of beneficiaries • Improving service quality • Managing the non-profit organization • Sustainability of the social enterprise **Entrepreneurs who do not receive a financial surplus are the following:** • Number of people employed • Constant income for disadvantaged people • Avoiding deeper social issues
8. Risk management	• Realistic forecast of the conditions for success and risks. • Implications of the vulnerability condition • Adaptability to environmental constraints and available resources
9. Perspectives of the future in the sphere of social entrepreneurship	• Initiatives to open some graphics personalization centers • Covering niches not covered by other private sector services / businesses
10. Social Entrepreneurship Profile - Entrepreneurial Skills and Innovative Skills	**The social entrepreneur must be:** • Innovative, intuitive • Persevering • Open to learning • Organized • Energetic • Persuasive • Brave • Correct • Empathic **The social entrepreneur must have:** • Entrepreneurial skills and abilities • Skills and managerial expertise • Communication skills, conflict mediation, motivation of the team

Table 3.Analysis of interviews on the development of social entrepreneurship and social businesses activities (table based on own research)

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Further, some of the most important aspects outlined by analytical approach will be addressed: general knowledge about social entrepreneurship and attitudes towards the concept, managers' attitude towards the development of social entrepreneurship in Romania, benefits of developing social entrepreneurship, entrepreneurial initiatives developed by organizations, reflections on the acquisition and reinvestment of the financial surplus, future perspectives in the sphere of the development of social entrepreneurship on the uncovered niches by other services and the realization of a profile of the social entrepreneur from the perspective of the respondents.

This research has highlighted the fact that social businesses and entrepreneurial initiatives are diverse from one organization to another. Some non-governmental organizations sell handmade products at sales exhibitions (5), others develop their own self-financing and fundraising mechanisms (2). Some organizations form the basis of social enterprises, which aim at the social and professional integration of their own beneficiaries of social services (2). There are also organizations that combine several strategies to raise funds (1). All these activities are associated with the term of social entrepreneurship, the social dimension being merged with the economic dimension, aiming at satisfying the social mission of the organization and not gaining a profit.

We present some of the responses of social organization managers who promote and support social work principles but who have knowledge of the term social entrepreneurship:

"When I hear the phrase social entrepreneurship, I'm thinking of a business that is not meant to profit, but a business that involves primarily responsibility for people where people matter, ethically and positively social. However, social entrepreneurship is at the beginning. Organizations have so far pursued social economy activities by offering social services, but to be able to talk about entrepreneurship, they have to change their approaches, become more pragmatic, form managers that also respond to economic demands"(F.P., NGO manager providing services for people with disabilities).

A.M. (NGO manager providing services to young people with mental disabilities), referring to the utility of social entrepreneurship, mentions that social entrepreneurship ensures the sustainability of their own services, but at the same time acts in the community's favor to solve those urgent problems that remain uncovered by the state or by the private sector: *"When I hear this term, I think of a business that helps me finance my social services, thus solving some of the social problems of the community".*

Managers surveyed are aware of the difficulties they face and become more innovative in terms of fundraising to ensure the sustainability of their own social projects. They know the concept of social entrepreneurship and identify the elements around which its definitions are built. However, it considers that national legislation is vague and unclear, and this does not encourage the development of social entrepreneurship. Their fears are related to the fact that there are no clear regulations to guide the development of their own social businesses and profit-oriented competition.

"The development of social entrepreneurship in Romania is still in its infancy. Legislation in the field has a lot of gaps and no enforcement procedures. It is trying to develop social entrepreneurship without being clearly defined and without working standards" (A.I., Social Entrepreneurship Manager).

*"Social entrepreneurship is not supported at all, there are no viable public policies and no tax incentives to encourage and support social entrepreneurship. From my point of view, it is not hard to create a social enterprise, it is hard to keep it"(*A.M., NGO manager providing services to young people with mental disabilities.

However, managers are aware of the potential benefits of social entrepreneurship. Some of them even have social businesses like social insertion companies (printing houses, bakeries, carpentry, tailoring workshops, and social shops). Other managers are more involved in entrepreneurial initiatives such as

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making handmade products or offering services against payment (cleaning services, landscaping and maintenance services, etc.)

*"The main benefit in the development of a social business is the integration of vulnerable people into the labor market and their transition from the social workers and the beneficiaries of state subsidies to active people on the labor market" (*A.I., Social Entrepreneurship Manager).

*"Social entrepreneurship solves some of the social problems of the community, creates a positive social impact in the community, exploits the potential of a disadvantaged and marginalized social category, increases the quality of life of the underprivileged people and brings added value to the community" (*A.M., manager NGO providing services for people with mental disabilities).

Another topic of discussion was related to the creation and redistribution of earnings through various activities. The research has highlighted the following: many times there is no profit from these businesses, the only gain is to ensure the socio-professional insertion of beneficiaries and a stable income that prevents them from damaging their lives or other social problems. Those managers who have obtained a financial surplus have reinvested the money in the organization's activities and the development of social projects:

"Everything we can raise through sale of products made by us investing in new materials, the equipment that we can improve services and thus the quality of life of our people" (F.P., manager NGO that provides services for people with disabilities).

"All the money from the sales are reinvested in products or raw materials or in operations of the Day Center"(A.M., manager NGO providing services for young people with mental disabilities).

In the case of social enterprises, more emphasis is placed on avoiding losses and ensuring steady income for employees.

"In general, business or social entrepreneurship, in addition to having employees from the vulnerable group, provides social projects in the community, and profit should be reinvested .... I mean, we have not succeeded in gaining profits in our social economy structures. If we had income = expenditure and we were on zero profit, it was good for us, at least we offered stable jobs to our beneficiaries" (A.I., Social Entrepreneurship Manager)

"We cannot talk about profit, there is no such thing in a social business. The only gain is that we created jobs for the people who were most in need, and thus have a steady income" (M.A., Protected Unit Manager - services for people with disabilities).

Although social entrepreneurs may face difficulties in setting up a social enterprise, keeping employees at work, ensuring steady productivity or gaining profit , they feel they need to be flexible and courageous and creative to use the resources available in - as innovative as possible, in order to create social value for the beneficiaries and for the whole society.

*"I, as an entrepreneur, would look for those uncovered needs, those niches that the services of the protected unit would do better than other services on the market. Depending on the needs identified, I would guide my services to provide as many jobs as possible "(*M.A., Protected Unit Manager - Services for People with Disabilities).

"Private organizations / companies have innovative initiatives because they are motivated to use all available legal, human and material resources to achieve the intended goal. We use this opportunity to promote and diversify our services, to adapt the workplace to the needs of vulnerable employees, to coordinate assisted work of people with disabilities, to develop the social business itself that sustains the work of the social enterprise. Our work differs according to the type of work organization; static team, mobile team, placement team. The organization of the teams comes from the need to work vulnerable people, their ability to perform an activity, their ability to provide a type of work, on a qualitative level. Social businesses have evolved from the need for vulnerable people to be discriminated against and excluded from

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the labor market. The development of services is due to the need to create work adapted to people with disabilities, but not only. Sales of services are possible due to the needs of institutions that can identify their needs and use the available financial resources to cover them". (A.C., manager social enterprise that works with single mothers).

It is confirmed that managers of non-profit organizations need to be flexible and open to new ideas on social investment. Good social entrepreneurs are distinguished from other entrepreneurs, through their ability to creatively manage the resources available, but also face difficulties with courage and strength.

Bornstein (2004) defines social entrepreneurs as people with new ideas who want to address major issues, and they keep their own visions tireless. Social entrepreneurs will not give up until they are heard (Dacin, Dacin&Matear, 2010, p.39). Starting from this characterization, we outlined the social entrepreneurship profile through the responses received from the interviewees. In the opinion of the participants in this research, innovation, vision and perseverance are inherent to a social entrepreneur. However, they did not ignore the importance of the practical and managerial skills that an authentic social entrepreneur must have:

"*Be innovative, organized, energetic, open to lifelong learning, good communicator, and, if possible ... persuasive" (*F.P., manager NGO that provides services for people with disabilities).

"I believe that a social entrepreneur needs to be persistent and determined in what he does" (E.I., NGO manager offering services for people with disabilities).

"Fairness, empathy, vision, initiative, professionalism, managerial skills, and never forget why he set up the social business" (A.M., NGO manager offering services for young people with mental disabilities).

"In addition to the skills and management skills that are absolutely necessary, the entrepreneur needs to know the business and the products / services they sell to provide continuous training at the workplace. Also to be developed communication and relationship skills, be empathetic to the situation of employees" (A.I, business manager for social integration).

"First of all it takes courage, then intuition and insistence. Also, a good social entrepreneur must be communicative, respect his collaborator" (D.H., Protected Unit Manager offering services for people with disabilities).

7. Conclusions

In this research we have tried to outline an overview of the competencies and abilities needed by the social worker who wants to create social value by developing specific activities for social entrepreneurship. This desideratum is absolutely necessary if we consider the utility and benefits of social entrepreneurship, but also the need to adapt the social worker to the urgent problems of society.

Among the benefits of social entrepreneurship in the sustainability of the activity of nongovernmental organizations providing social work services some are revealed. It accepts the necessity and desirability of obtaining income through its own forces, which contributes to decreasing the dependence on governmental and / or philanthropic resources. Entrepreneurial behavior is also materialized in the opportunity of analyzing each program of the organization from the perspective of the mission and the capacity to generate its own sources of financing.

The analytical approach indicates that social entrepreneurs are appreciated as people with new ideas and a strong vision that want to address and deal with major issues: financial sustainability to provide services appropriate to needs in order to increase the number of beneficiaries, but also to be effective in the process of social inclusion pursued through their activities (integration of vulnerable people on the labor market, acquiring independent living skills, etc.). Their most important competence, in the opinion of the respondents, is the ability to identify and use creatively various resources. Social entrepreneurs are

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characterized by the following words: innovators, intuitive, persevering, and open to learning, organized, energetic, persuasive, courageous, correct and empathetic.

These considerations can also be applied to social workers who, while respecting the values and principles of the profession, have a moral obligation to help and solve customer problems using all the resources available in a creative way. Therefore, social entrepreneurs and social workers are important social actors of change, which can contribute to the wellbeing of the society at large.

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Research on cheese in Montenegro - a livestock country

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Abstract. *Each country seeks to improve food production in order to achieve the higher level of satisfying the needs of its population. Montenegro, as a livestock country, has a long tradition, and therefore the production of milk and dairy products is an important food product in the diet of the population. The aim of this project is to conduct a cheese survey of about 100 respondents in order to prove the hypothesis that the traditional types of cheese are most commonly consumed in Montenegro, since this hypothesis is confirmed by the analysis of numerous conditions of livestock (cattle, sheep and goats) and milk production which is growing on farms in Montenegro. On this occasion, the characteristics of the type of cheese most frequently consumed, as well as the ways of consuming cheeses were analyzed. The research showed that when consuming certain types of cheese, the most important aspects were taste, then smell and colour, and the smallest important structure. Price as the second major factor is important because it directly influences the purchase of traditional products, which depends on the employment and a number of other economic factors. The purpose of this project is to define a marketing program for the type of cheese to be consumed. The project started with determining the opinions and behaviors of consumers, their frequency of use of cheeses and preferences. By establishing a system of quality and protection, the potential of milk production on the holding could be better utilized for the purpose of enriching the market and tourist offer, or encouraging the development of rural areas.*

Keywords: Montenegro, livestock, agricultural industry, food product, customer, potential of milk and dairy production, cheese.

JEL Codes: Q10, Q18.

1. Introduction

An important resource for food production is the production of milk and dairy products, in accordance with its importance, appropriate legal and institutional attention is given to the world. As you know, cheese is a food product with a long tradition. Its origin is mostly associated with Arab nomads who accidentally carried milk in an improvised animal bubble, noticed the stratification of milk after a certain time on whey and cheese. Since then until today, cheese has been a prestigious food.

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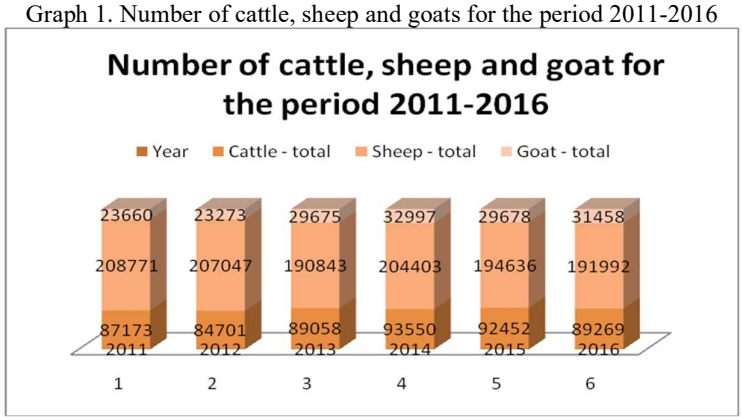
The tradition of making cheese is the oldest when it comes to food production in this region. The quality and the experience passed on to next generations made cheese the most favourite Montenegrin spruce-unavoidable part of each meal.

1.1 Background information

Livestock in these areas has a long tradition, and the production of milk and dairy products is a rich heritage. The geographical position of Montenegro, dominated by the highlands rich in pastures, went hand in hand with the development of livestock breeding, and hence the dairy industry when it comes to food production. Today, in almost every corner of Montenegro, you will come across a specific way of production that does not differ much from that of the beginning of the last century. A single species and production techniques could be widely written - one thing is constant and always true: if you choose the cheese from any Montenegrin domestic industries-you have chosen a healthy and delicious way to learn about Montenegro.
In order to better understand the significance of my project, the analysis starts with quantitative indicators, i.e. a review of the numerous livestock status, which is the basis of milk production, as well as a review of milk production for the period of the past six years.

Graph 1. Number of cattle, sheep and goats for the period 2011-2016



• Source Statistical Office of Montenegro - Monstat: Release-Number of livestock and poultry, production of milk, wool and eggs in Montenegro

For the six-year period, the number of sheep is the most frequent in number, and their number was the highest in 2011 and amounted to 208,771, which represents a decrease of about 8% in 2016. Although the decline has not diminished the importance of sheep farming, which is reflected in the efficient exploitation of low-productive areas - meadows and pastures and sustainable utilization of pastures, as well as the production of high-quality products for human consumption and other needs. The reasons for the decline are:

- leaving the village in search of a better and safer employment,
  social changes in the countryside,
- changing the employment structure of rural households,
  an increase in the number of rural households in the countryside,
- the unfavorable economic situation of sheep farming due to large price fluctuations and difficult product placement in the past few years.

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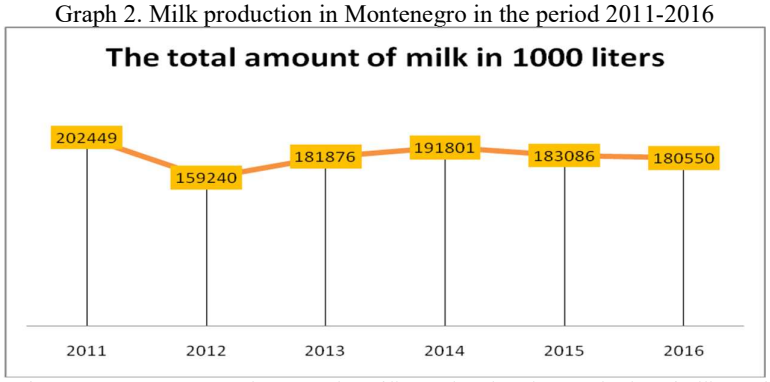
As for the number of cattle in 2016, it was 89,269 individuals, which in comparison with 2011 represents an increase of about 2.4%. The number of goats follows an increase of 33% compared to 2011, which indicates the growth of goats as the agricultural industry, which is slowly returning goat products on the Montenegrin market with direct sales and there is greater demand than supply.

Graph 2. Milk production in Montenegro in the period 2011-2016



• Source Statistical Office of Montenegro - Monstat: Release-Number of livestock and poultry, production of milk, wool and eggs in Montenegro

During 2016 in Montenegro the lumpy skin disease of cows was present and bluetongue in cattle and sheep, which led to a decline in the total number. The presence of the disease has led in particular to a decline in milk cows and dairy sheep, and yet there was an increase productivity thereof, the amount of cow's milk production per cow was 2,803l, and the quantity of milk per sheep was 86. In comparison with the decrease in the number dairy cattle and sheep, the total quantity of milk is decreased by 1.4% compared to 2015. What is a fact and represents a good foundation and prerequisite for the implementation of the project is that the total quantity of milk produced on the farm tends to increase since 2012, and therefore suggests increasing the availability and utilization of hospital of traditional products (milk, cheese, cream, and yogurt).

2. Methods

2.1 Research design

Research Plan: The task of the research is to show that the most common traditional types of cheese in Montenegro. With the execution of the balance sheet based on the available documentation and conducted field research, the ultimate goal should be to determine, on the basis of the obtained knowledge, the direction of further development of this boundary in quantitative and qualitative terms.

From the above research objectives derive the following research tasks:

- Analysis of the number of cattle (cattle, sheep and goats) and milk production in farms in Montenegro;
- Analysis of the characteristics of the type of cheese most commonly consumed, as well as the methods of cheese consumption;
- Calling on the continuation of agricultural and political measures that will encourage farms to increase milk production and processing.

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By setting these goals, they would encourage milk producers to deal with processing on their farms in order to achieve the added value of their products. Many areas are known for one of the products that have a unique recipe, and each of them is a confirmation of the existence of tradition, experience and customs.

2.2 Hypothesis

If we observe consumer behavior, the quality of food products is affected by the primary and secondary factors. Primary objective characteristics of quality are mainly related to the organoleptic properties of the product and the color, smell, taste, structure, as well as the amount of money for the purchase of a particular type of cheese, whether it is traditional cheese or some of the imported types. Determining factors that influence consumer attitudes and perceptions is very important for understanding, especially if it is about the desirable properties that determine the demand for a particular type of cheese.

One of the objectives of this project is to increase the demand for cheese produced on family farms (traditional cheeses) rather than industrially produced chees. The advantage in this production related to the processing of milk produced on the holding is that the changes in the structure of milk fat change as a result of mechanical manipulation during the transport and pumping of milk by mechanical pumps. Several researchers were working to establish that consumers of traditional cheese are less priced than consumers of industrially produced cheeses. Thus, Cowan et al. (2000) found a low price sensitivity of the demand for traditional cheese in Ireland. Examining the preferences of cheese consumers in Lisbon, Monjardino de Souza Monteiro and Ventura Lucas (2001), found that consumers have the greatest importance to give Protected Denomination of Origin (PDO) assuming they are associated with cheese properties such as cheese history or regional characteristics. They found that of relatively little importance is the price for purchasing traditional cheeses. If we compare this with the situation in Montenegro, we have a controversial situation because the price is important when buying traditional cheeses.

The purpose of this project is to define a marketing program for the type of cheese to be consumed. The project started with determining the opinions and behaviors of consumers, their frequency of use of cheeses and preferences: 1. according to certain types of cheeses, 2. method of use and 3. how much money they are willing to allocate for consumption of this product. The results of this research are the starting point for determining the important characteristics of the type of cheese most commonly consumed, then for marketing the product design, distribution.

2.3 Methods

The research was carried out as a standard desk ("Desk-research" 1) method of research, and the on-line questionnaire collected the necessary data. The attitudes and behavior of consumers and the frequency of consumption of cheese were examined. The questionnaire for this research was looked at by 149 people, while a total of 86 people participated in the study, 64% of them female respondents and 36% male respondents. The average age of the subjects was 40 years or in the range of 30 to 50 years. Respondents are of different occupations: graduate engineers, students, traders, economists, actually from various occupations as well as pensioners. The collected data were processed using the method of content analysis, and the results were used for making conclusions based on the views on the consumption of cheese.

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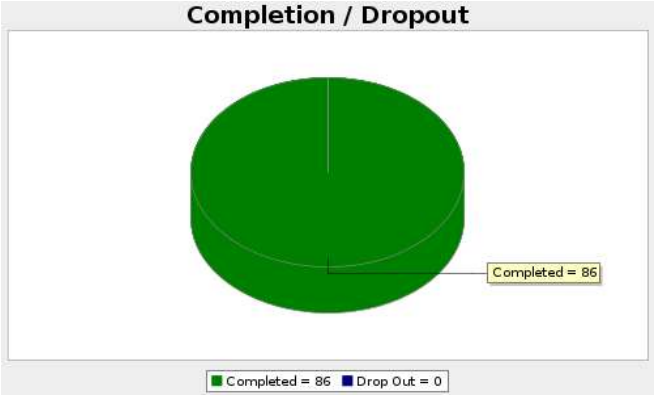
The research consisted of ten questions, both open and closed. The questions are short and clear, with no abbreviations and complicated words in order to obtain more precise and complete information. Consumer testing was conducted using structural questions open-closed type for:

- determining the type of cheese that is most often consumed and the way cheese is consumed;
- determination of the importance of the characteristics of the cheese.

The importance of particular characteristics is measured in a way where characteristics that are not important for the consumption of cheese are evaluated as unimportant, and the characteristics that are crucial for consuming a particular type of cheese are important. The following characteristics of cheese were measured: colour, odour, taste and structure. The last group of questions in the survey related to the socio-demographic characteristics of respondents: gender, age, the amount of money that is set aside for the purchase of cheese, as well as the issue of employment. Time spent on the questionnaire design, implementation and duration of the research, a total of 15 days. After conceiving goals and hypotheses, research required 3 days to create a questionnaire. Then two days were spent on defining the target population and obtaining e-mail addresses for research. Time data collection lasted 7 days, and the average time to complete the questionnaire is 2 minutes.

Graph 3. Completion of questionnaires



Viewed	Started	Completed	Completion Rate	Drop Outs (After Starting)	Average Time to Complete Survey
149	**86**	**86**	**100%**	**0**	**2 minutes**

3. Results and discussions

The results of the answer to the first question in the questionnaire indicate the positive attitude of consumers towards the food product in this case to the cheese in Montenegro.

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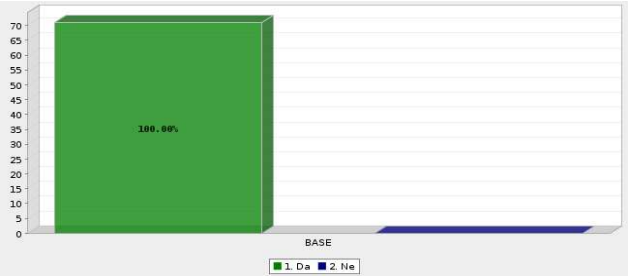
Graph 4: Consumer attitude toward consumption of dairy products

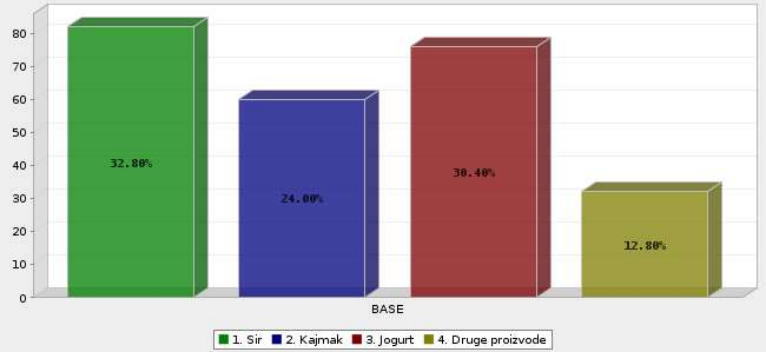


Yes/No

Research has shown that 86 subjects who completed the questionnaire replied all *yes,* that they were consuming dairy products the percentage of occupancy of the answer "yes" is 100%. So what would be my first assumption is that 63 people who looked at a 149 questionnaire probably belong to respondents who do not consume dairy products.

Consumer behavior when choosing and the frequency of the use of dairy products

Graph 5: Consumer attitude towards the type of dairy products it consumes



1.Cheese 2.Tradicional cream 3.Yogurt 4.Other

	Answer	Count	Percent
1.	Cheese	82	32.80%
2.	Tradicional cream	60	24.00%
3.	Yogurt	76	30.40%
4.	Other	32	12.80%
	Total	250	100%

Mean : **2.232**	Confidence Interval @ 95% : **[2.102 - 2.362]**	Standard Deviation : **1.046**	Standard Error : **0.066**

The second question referred to the dairy products consumed by the respondents. In this matter it was possible to give more answers, confirmed by the total. What is of particular importance for the continuation of this study is that there are 82 respondents who confirmed that they consume cheese among other products.

Graph 6. The attitude of the consumer towards the frequency of consumption

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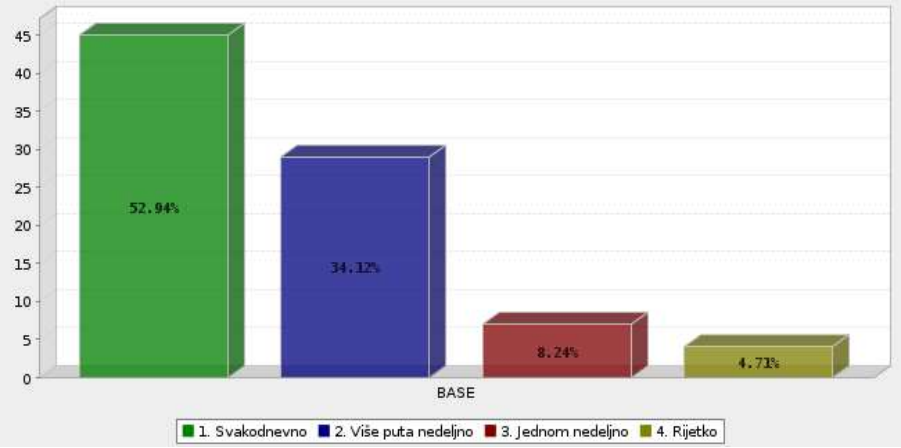
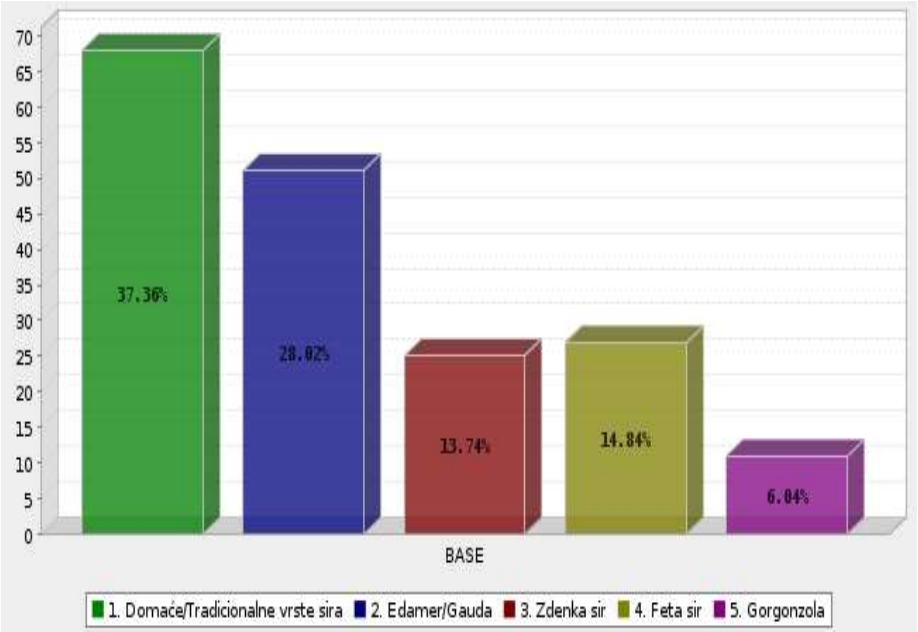


1.Daily 2.Several times a week 3.Once a week 4.Rarely

The research showed that more than half of the respondents (52,9%) are consuming cheese every day. About 34.1% of respondents eat cheese several times a week, while 13% of the subjects consume cheese once a week or rarely. The question regarding the type of cheese that the respondents consumed the study showed that 37.4% of respondents answered that they mostly consumed traditional cheeses. Edemer/Gouda cheese consumed 28% of respondents, Zdenka 13.8%, 14.8% Feta cheese and Gorgonzola 6% of respondents.

Graph 7. Consumer position by type of cheese



1. Tradicional cheese 2.Edamer / gauda 3.Zdenka cheese 4.Feta cheese 5.Gorgonzola

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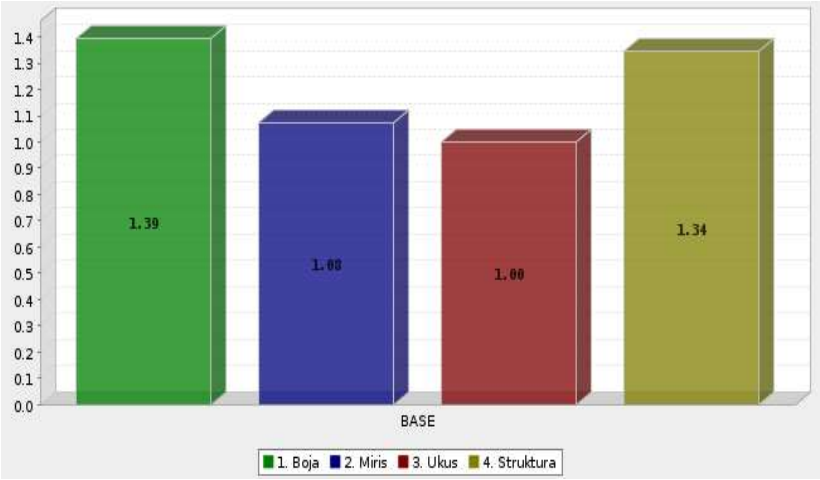
Importance of certain characteristics and ways of using cheese

Graph 8. The attitude of consumers towards certain characteristics



1. Color 2. Smell 3. Taste 4. Structure

Overall Matrix Scorecard: When choosing cheese which characteristics are especially important to you?

	Question	Count	Score	
1.	Color	71	1.394	
2.	Smell	80	1.075	
3.	Taste	83	1.000	
4.	Structure	61	1.344	
		Average	**1.203**	

The question regarding the characteristics of cheese that showed important or irrelevant research to the respondents showed that the taste, the smell and the color, are of particular importance to the respondents when choosing a particular type of cheese, and the least important is the structure. However, if we look at the individual characteristics, 69.6% of respondents answered that cheese is an important feature, while 39.4% of respondents answered that it is irrelevant.

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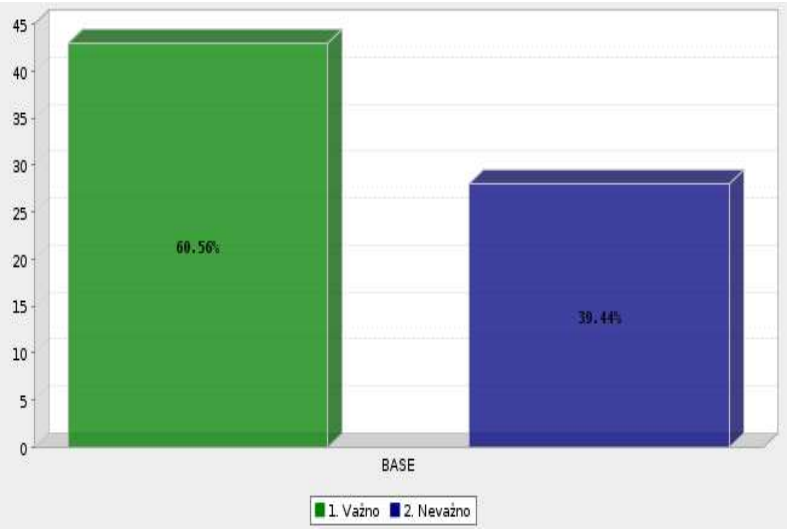
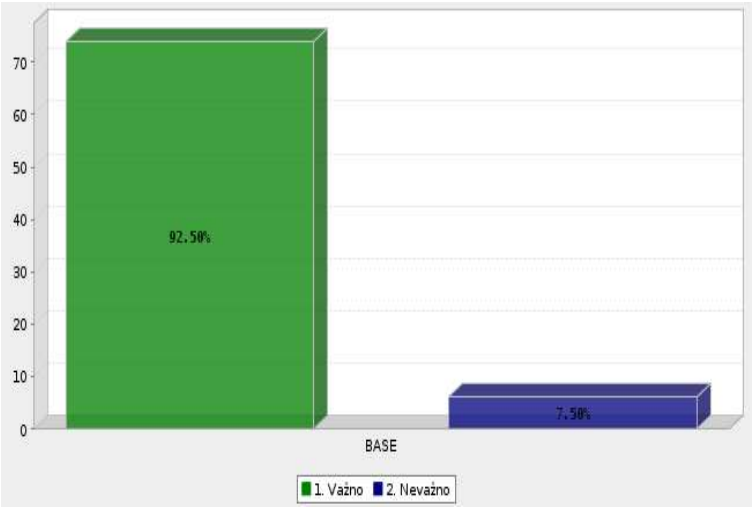
Graph 9. Consumer attitude towards te colour of cheese



1.Important 2. Not necessarily

Graph 10. The attitude of the consumer towards the smell of cheese



1. Important 2. Not necessarily

Observing the attitude of the respondents towards the smell of cheese, 92.5% of respondents answered that the selection of a particular type of cheese is a very important characteristic, while 7.5% of respondents answered that their smell is not an important characteristic. The research showed that a separate taste is a crucial characteristic of consuming Certain types of cheese confirmed by respondents with 100% response.

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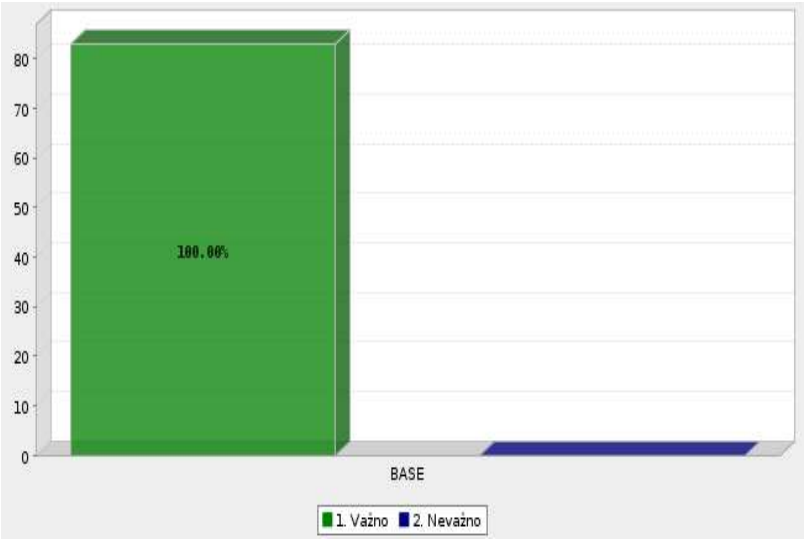
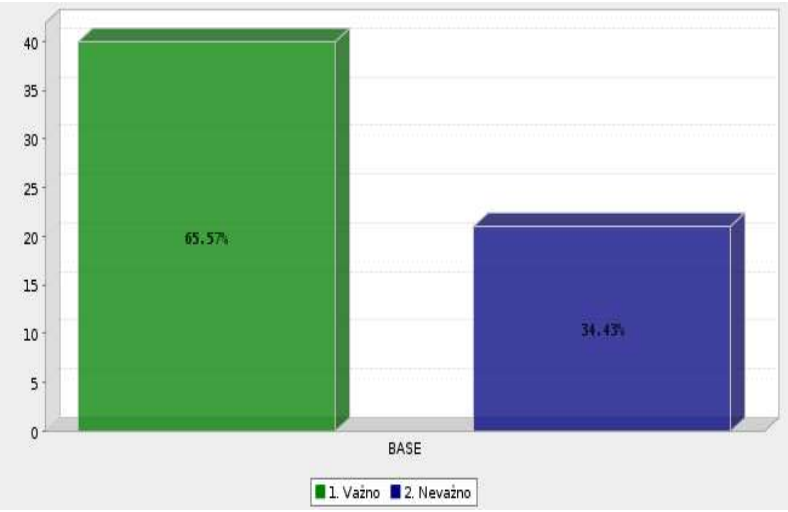
Graph 11. Consumer's attitude towards taste of cheese



1. Important 2. Not necessarily

The structure of the cheese as a characteristic for which the respondents answered that it is least important when selecting a particular type of cheese if it is observed separately, 65.6% of the respondents answered that it is an important characteristic, while 34.4% is an irrelevant characteristic.

Graph 12. Consumer attitude towards cheese structure



1. Important 2. Not necessarily

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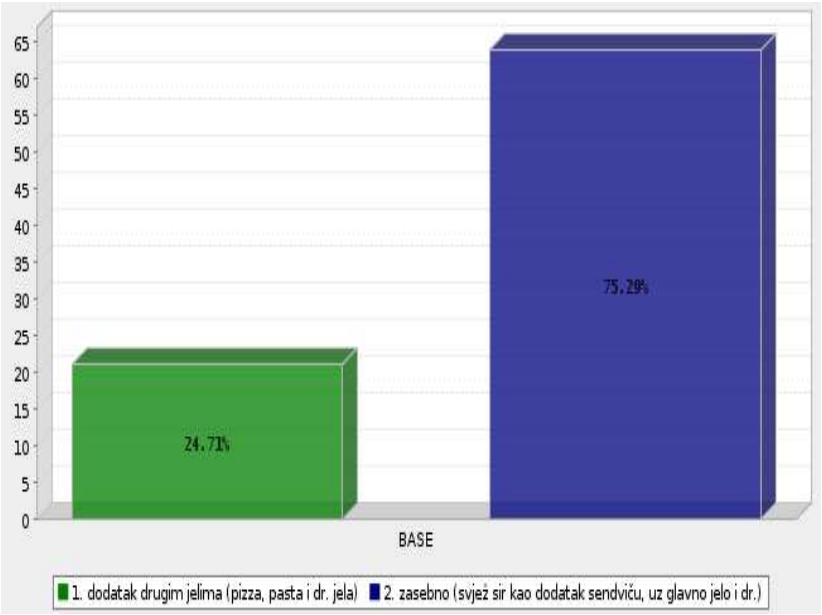
Chart 13. Consumer attitude towards the way cheese is used



1. eating certain foods (pizza, etc.) 2.consuming fresh cheese

	Answer	Count	Percent
1.	Eating certain foods (pizza, etc.)	21	24.71%
2.	Consuming fresh cheese	64	75.29%
	Total	85	100%

Mean: **1.753**	Confidence Interval @ 95%: **[1.661 - 1.845]**	Standard Deviation: **0.434**	Standard Error: **0.047**

When asked about the way cheese was used, respondents answered that 75.3% would consume fresh cheese separately, while 24.7% agreed that cheese is most often consumed as an addition to other foods.

However, if we made a filter above the raw base for those who consumed cheese, the type of traditional cheeses and consume cheese separately, we would get information that these are 49 respondents, or 57% of those surveyed consume traditional cheeses separately. In this way, it confirmed one of the goals of this project that higher demand and consumption of cheese produced on family poljoprivrednimgazdinstvima (traditional cheeses) than industrially produced cheeses.

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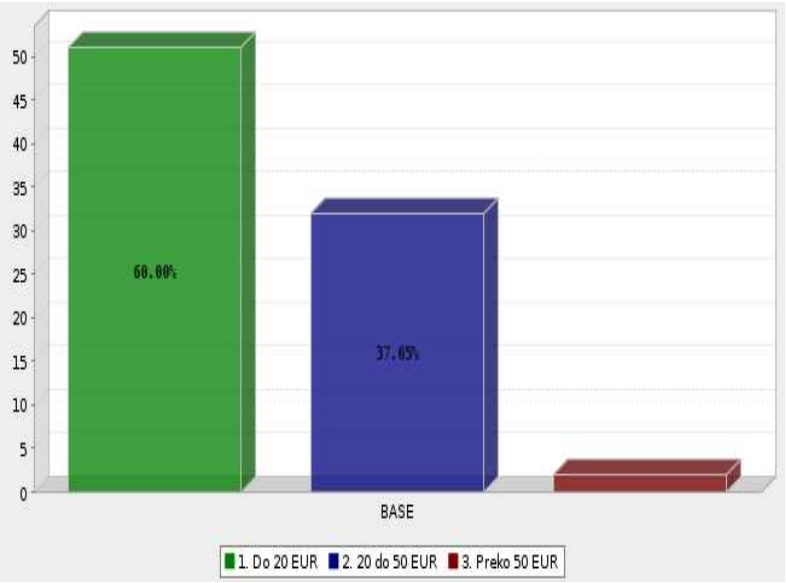
Socio-demographic characteristics of respondents

Graph 14. Consumer position according to the amount of money it allocates on a monthly basis for the purchase of cheese



1. Up to 20 EUR 2. 20-50 EUR 3. Over EUR 50

	Answer	Count	Percent
1.	Up to 20 EUR	51	60.00%
2.	20 - 50 EUR	32	37.65%
3.	Over 50 EUR	2	2.35%
	Total	85	100%

Mean: **1.424**	Confidence Interval @ 95% : **[1.308 - 1.539]**	Standard Deviation: **0.543**	Standard Error: **0.059**

Observing the attitude of consumers towards the amount of money allocated on a monthly basis for the purchase of cheese 60% of the respondents replied that they spend up to 20 EUR per month, 37,7% said they spend 20 to 50 EUR on a monthly basis for purchasing cheese, while 2.4% said that on a monthly basis for the purchase of cheese spend over 50 EUR.

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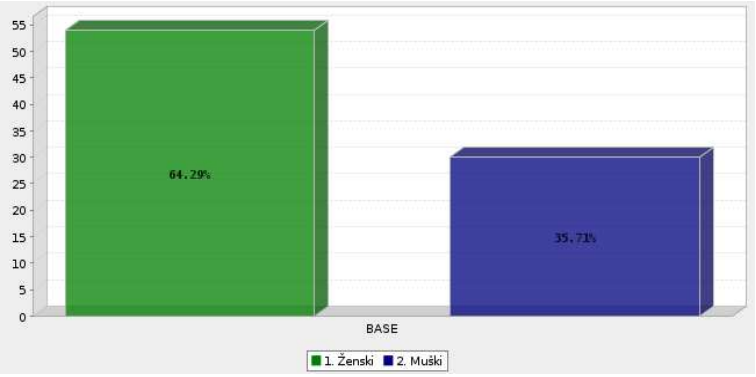
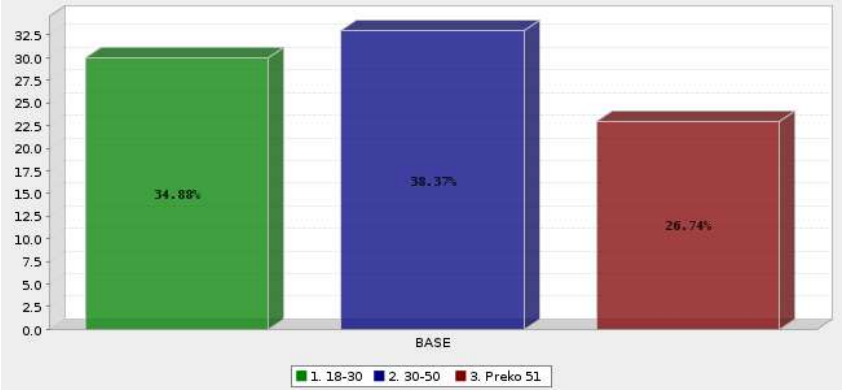
Graph 15. Gender of respondents for cheese research



1. Female 2. Male

Further testing found that out of the total number of respondents, females consumed more cheese than men, or more precisely 64.3% of females consumed cheese, while 35.7% of male respondents consume cheese.

Chart 16. Age of respondents for cheese research



1. 18-30 2. 30-50 3.Over 51

	Answer	Count	Percent
1.	18-30	30	34.88%
2.	30-50	33	38.37%
3.	Preko 51	23	26.74%
	Total	86	100%

Mean: **1.919**	Confidence Interval @ 95%: **[1.753 - 2.085]**	Standard Deviation: **0.785**	Standard Error : **0.085**

If we observe the years of the respondents, there is a small difference between the first group of subjects aged 18-30 and other groups between 30-50 years. Representation in the sample of the first group of respondents is 34.9%, the representation of the second group is 38.4%, and the representation of the third group is 26.7%.

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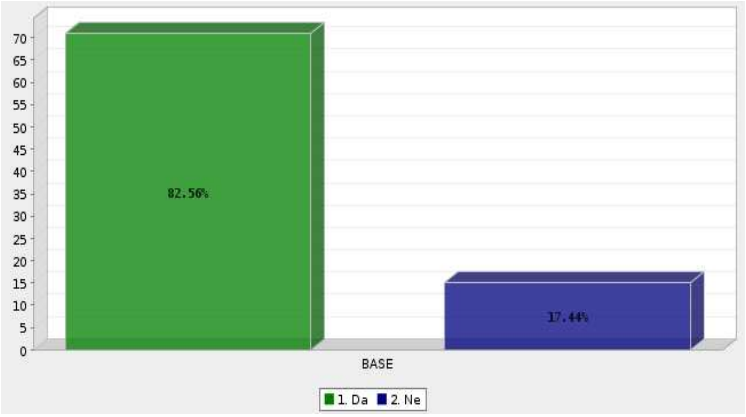
Research has shown that consumption of cheese and dairy products is common in respondents up to 50 years old.

Graph 16. Employment respondents for cheese research



1. Yes 2. No

	Answer	Count	Percent
1.	Da/Yes	71	82.56%
2.	Ne/No	15	17.44%
	Total	86	100%

Mean : **1.174**	Confidence Interval @ 95% : **[1.094 - 1.255]**	Standard Deviation: **0.382**	Standard Error : **0.041**

Of the total number of 71 respondents, the status was employed while 15 respondents had status unemployed. If we were to cross the number of employed subjects with the years of the respondents who spend most of their research on cheese (18-50 years old), we will get data that 44 employed respondents who are in the age from 18 to 50 consume cheese. If we add the condition to consume traditional cheeses to the same subjects, we will get a number of 33 respondents, that is, that most of the employed examinees consume traditional cheeses from 18 to 50 years old.

4. Conclusions

- Demand for recognizable products and products with additional value is constantly increasing. The determination of factors that influence attitudes and consumer preferences is very important for the preparation of such products intended for the market.
- This project presents the results of testing consumers who are the starting point for determining the significant characteristics of the cheese, and especially for marketing product design, sales channels and distribution. The results showed that when choosing a consumer cheese is especially important taste, then smell and color and the least important structure.

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- A significant number of respondents are in the age group of 30 to 50, and of these types of cheeses most often they consume traditional domestic cheeses, which is one of the main goals of this project. Also, research has shown that the purchase of traditional types of cheese affects employment as well as a number of other economic factors.

5. Acknowledgements

The motivation for writing research work is professor PhD Manuela Epure, Spiru Haret University Bucharest-Department of Economic Sciences, a result of the current education and professional training at the University of Donja Gorica (Montenegro), as well as the assistance of the professor in the development of the topic.

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SOCIAL PROTECTION AND CIRCUMSTANCES OF THE POPULATION IN THE REPUBLIC OF KAZAKHSTAN

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Abstract: *The article deals with the problems of social protection and social insurance of the population in the Republic of Kazakhstan in recent years. The influence of the growth of the country's economic development and the implementation of resolutions on social protection indicators of the population is analysed. Thus, it is proved that high indicators of economic development and the results of the proper implementation of social policy led to an increase in the basic indicators of the standard of living of the population. It is the redistribution of public funds that determines the final amount of income that can be directed to use in the social sphere. Despite the importance of the problem of social protection of the population today, social satisfaction is still not developed in our country and has not been thoroughly studied, which led to the need for a more detailed study of this issue using sampling, monographic studies and statistical methods of studying stochastic relations.*

Keywords: social protection, social security, economic development, social assistance, population growth

JEL codes: I30, I39.

1. Introduction

A necessary condition for maintaining social stability in the country is the social security of the population, and their confidence in the future of their children and grandchildren. Social security is due, in the main, to a real increase in the incomes of the population. In turn, the economic growth of the country is the basis for increasing the population's incomes. At the same time, it is known that the real impact of raising incomes on improving the quality of life of the population depends not only on its size, but also on the equitable distribution and use of the results of stable economic growth. The problem of the country's social development covers a wide range of issues - from the primary distribution, conditioned by the ownership structure, to the social protection systems characterizing the state's redistribution policy. It is the redistribution of public funds that determines the final amount of income that can be directed to use in the social sphere. Despite the importance of the problem of social protection of the population today, social

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satisfaction is still not developed in our country and has not been thoroughly studied, which led to the need for a more detailed study of this issue using sampling, monographic studies and statistical methods of studying stochastic relations.

2. Research goal

The purpose of this study is improving a reliable system of social protection of the population, which should maintain social stability in society, contribute to maintaining its stability during periods of accelerated development or transformation from one system to another. To achieve this goal, the following tasks were accomplished: to show the standard of living of the population in the country, socio-demographic indicators of the Republic of Kazakhstan for analysing those segments of the population that need social protection, and to develop proposals for improving the state of protection.

2.1. Research methodology

The methodology of the study is that improving the quality of life of the population depends not only on the amount of income, but also on the equitable distribution and use of the results of stable economic growth. The basis of the research methodology was the principles of dialectical approach to the study of economic phenomena and processes. For this purpose, the authors have applied various methods and techniques at the theoretical level, such as a systematic approach, as well as observation, analysis and comparison. The analysis used traditional statistical and economic methods: averages and tables. The use of a complex system approach and limited information led to the need for selective, monographic and logical methods, in particular, the sociological method.

2.2. Background

The peculiarity of the subject of the theory of social protection is due to the fact that of all possible forms of human behaviour that have socio-economic significance, the phenomenon of social protection, especially in its original unorganized forms, is the most difficult for rational understanding and therefore the least explainable by science. The sources of the theory of social protection are the knowledge accumulated about this and related phenomena in the following Sciences: philosophy, non-economic social Sciences (history, law, sociology, conflictology, demography, anthropology, Ethnology, political science, etc.), non-economic natural Sciences (biology, geography, physiology, psychology, medicine, etc.), General economic theory, special economic Sciences (labour Economics, public sector Economics, social Economics and its branches, social policy, management, etc.). Given the socio-economic content of the scientific category “social protection”, the theory of social protection in the structure of social sciences refers to economic science (institutional direction).

The place of the theory of social protection in the system of economic knowledge is determined by the peculiarity of the subject and the methods of its cognition. Since social protection is one of the fundamental socio-economic functions of human society, the theory of social protection continues a number of theories

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that consider the long-existing phenomena of human behaviour and social interaction from an economic or socio-economic point of view. The elements of the theory of social protection as sufficiently expressed and substantively separate sets of theoretical and practical knowledge are: the theory of risk (limited), the theory of insurance (limited), the history of social protection, the theory of health care, the theory of educational organization, the theory of charity, the theory of social work, the theory of social insurance, the theory of social security, the theory of social assistance, including support and service [1].

This series can be expanded by identifying new sub-subjects of research, for example, the theory of system social protection or the theory of management of the social protection system, etc. Structural elements of the theory of social protection can also be considered various theoretical studies limited to historical or categorical subject-object framework, for example: social protection of pre-industrial and industrial society, social protection in traditional, capitalist and socialist societies, state and non-state social protection, social protection of the employed, disabled, children, women, the elderly, etc.

Social protection is an ever-evolving socio-economic and socio-cultural phenomenon that has existed since the inception of human society. The ever-existing basis of social protection is the biological characteristics of people (the ability to experience feelings, emotions, the ability to think and reason, to have a need for helping behaviour), especially social organization (social rituals and norms, social scientific and practical design), as well as individual and social humanistic Outlook, forming the norms and rules of social and personal behaviour in the field of social protection.

2.3. The main results of the study

A necessary condition for maintaining social stability in the country is the social security of the population, and their confidence in the future of their children and grandchildren. Social security is due, in the main, to a real increase in the incomes of the population. In turn, the economic growth of the country is the basis for increasing the population's incomes.

At the same time, it is known that the real impact of raising incomes on improving the quality of life of the population depends not only on its size, but also on the equitable distribution and use of the results of stable economic growth. The problem of the country's social development covers a wide range of issues - from the primary distribution, conditioned by the ownership structure, to the social protection systems characterizing the state's redistribution policy. It is the redistribution of public funds that determines the final amount of income that can be directed to use in the social sphere. The main indicators reflecting the standard of living of the population of the Republic of Kazakhstan demonstrate a generally stable positive dynamics (Table 1).

Table 1. The standard of living of the population in the Republic of Kazakhstan for 2010-2017

№	Indicators	2010	2015	2016	2017	2018 forecast
1	Average per capita nominal monetary incomes of the population, thousand tenge	39,1	67,2	70,3	75,8	79,7
2	USD	264,8	303,6	210,3	233,5	340,2
3	index of nominal cash income, as a percentage of the previous year	113,8	108,1	107,4	104,4	103,5

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4	the index of nominal monetary incomes, in percentage to 1995.	2266,9	3911,8	4279,7	4425,5	4602,5
5	The index of real money income, as a percentage of the previous year	106,3	101,4	95,5	103,5	103,2
6	Share of the population having incomes below the subsistence level, in percentage terms	6,5	2,7	2,5	2,5	2,5
7	The amount of the subsistence minimum, tenge	13 487	19 647	21 612	24 459	28 284
8	USD	91,53	88,61	63,16	75,3	85,7

Source: table compiled by the authors based on data from the statistics Committee of the Ministry of economy of RK

Indicators of average per capita nominal cash income of the population of Kazakhstan, calculated in national currency, are growing throughout the period under review. The index of real money incomes, calculated taking into account the consumer price index, changes in a similar way. This trend is well illustrated and the share of the population with incomes below the subsistence level: if before the middle of the 2000s its value stably exceeded 30%, then starting with 2006 it began to fall precipitously, reaching in 2015 – 2017, an absolute minimum of 2.7%. At the same time, the value of the subsistence minimum in the national currency continues to grow, reaching 28 284 tenge in 2018.

As a result of measures taken to improve health care and the introduction of a healthy lifestyle program in all regions of the Republic of Kazakhstan, life expectancy in 2016 was 72 years, which is 6 years more than in 2006. (Table 2).

Table 2. Socio-demographic indicators in the Republic of Kazakhstan for 2010-2017

№	Indicators	2010	2015	2016	2017
1	The total fertility rate (per 1000 people)	22,54	22,66	23,03	23,1
2	The overall death rate (per 1000 people)	8,97	7,48	7,44	7,31
3	The infant mortality rate (per 1000 births)	16,58	9,34	8,6	8,05
4	The maternal mortality ratio (per 100,000 births)	22,70	12,50	12,7	7,46
5	Natural increase in population., thousand people.	221,6	266,4	277,6	231,4
6	per 1000 people	13,57	15,18	15,59	14,25

Source: Table compiled by the authors based on data from the statistics Committee of the Ministry of Economy of RK

In the republic, the indicators of maternal mortality also decreased. According to the Committee on Statistics, the maternal mortality rate in 2017 was 7.46 cases per 100,000 births, while in 2010 it was 22.7

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cases per 100,000 births. There is a positive dynamics in infant mortality. In 2017, this indicator was 8.05 cases per 1000 births, which is half the amount compared to 2010.

Social protection of the population is an inalienable function of each state. The main priorities of Kazakhstan's social development, in the early years of independence, were aimed at building a socially-oriented economy. But, reforming the economy on the basis of liberalization of all aspects of social life has led to an aggravation of the situation in the social sphere, and above all, through the social protection of the population. Therefore, the leadership of the country was faced with the task of building a reliable system of social protection, which was supposed to maintain social stability in society, to maintain its stability during periods of accelerated development or transformation from one system to another [6].

The volume of social security depends crucially on the effectiveness of the country's economy. In economically weak countries, the social protection system is able to provide only a relatively low level of social guarantees. With the growth of the economy, it becomes possible to expand the system of state social security in three directions: expanding the sphere of social security; expansion of the composition of socially protected groups; increase the number and increase the level of social security services.

In Kazakhstan, the provision of social protection of the population aims to provide the following guaranteed social services:

1. Social support for families with children;
2. Social security and social insurance.
3. Social help [4].

2.4. Social support for families with children

Within the framework of the implementation of the Kazakhstan Nation's Plan - 100 concrete steps to implement the five institutional reforms, the Law of the Republic of Kazakhstan "On Amendments and Additions to Some Legislative Acts of the Republic of Kazakhstan on Social Protection of the Population" dated October 28, (84 steps), according to which the ideology of targeted social assistance will change. Since January 1, 2018, a single benefit has been introduced - targeted social assistance of a new format, which will combine three existing social payments for low-income families: special rushes to families with four or more children, an allowance for children under 18 and targeted social assistance).

Targeted Social Assistance for the new format will be provided to families with incomes below 50% of the subsistence level in the form of unconditional and conditional cash assistance, taking into account the availability of able-bodied family members in the family, and subject to mandatory participation of the latter in employment promotion measures. This will strengthen the economic independence and personal motivation of citizens to exit from a difficult life situation.

In accordance with the existing legislation, state support was provided to families with children in 2016 as below:

1. the allowance for the birth of a child was received by 438.1 thousand people (which is 9.8% more than 2015) in the amount of 32.3 billion tenge, on June 1, 2017 -122.8 thousand people (which is less by 23.1% of the same period last year) in the amount of 9.8 billion tenge;
2. the allowance for child care until one year covered an average of 143.3 thousand people (which is 0.7 % more than in the same period of 2015) in the amount of 30.9 billion tenge, as of June 1, 2017-an

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average of 148.4 thousand people (which is 6.1 % more than in the same period last year) in the amount of 13.4 billion tenge;

3. the allowance to a person raising a disabled child was received by an average of 73.4 thousand people, totaling 21.7 billion tenge, as of June 1, 2017-an average of 76.1 thousand people, totalling 9.9 billion tenge;

4. allowance for children up to 18 years from low-income families covered by 576,1 thousand children, the sum of assignments amounted to 11.3 billion tenge, on may 1, 2017 - 450,9 thousand children, which is less in comparison with the situation on May 1, 2016 6.4 %, the sum of assignments amounted to 3 514,1 million tenge (http://stat.gov.kz).

For 2016 social payments from the state social insurance fund in case of loss of income, in connection with the care of a child upon reaching the age of one year, paid in the amount of 69 billion tenge 211.5 thousand recipients; for 5 months of 2017 paid 28.7 billion tenge, in may the number of recipients amounted to more than 197 thousand. More than 56.5 billion tenge was allocated for social payments in case of loss of income due to pregnancy and childbirth, adoption of a newborn child (children) from the state social insurance Fund, 25.9 billion tenge for 5 months of 2017 (http://stat.gov.kz).

The comprehensive measures had taken a positive impact on the demographic situation in the country, as evidenced by the annual increase in the number of births. So, if in 2003 year 248 thousand children were born in the country, in 2016 year 400.2 thousand children (statistical yearbook for 2003-2016 years). In pursuance of the order of the Head of State, from July 1, 2017, the amount of a one-time childbirth grant increased by 20%. Thus, its size was 86222 tenge, and at birth in the family of the fourth and more child - 142947 tenge (http://stat.gov.kz) .

2.5. Social security and social insurance

At present, the country has a multi-level model of the social security system that is consistent with the principles of the market economy and provides for the distribution of responsibility for social security between the state, the employer and the employee at the basic, mandatory solidarity and voluntary levels.

The new pension system assumes that, upon retirement, the payer of pension contributions may accumulate funds for his pension provision in amounts significantly exceeding the amount of insurance contributions. In 1998, a new pension system was introduced in the Republic.

In accordance with the Concept of further modernization of the pension system of the Republic of Kazakhstan until 2030 (hereinafter – the Concept) to maintain the size of solidarity pensions at an acceptable level, their size is indexed annually ahead of inflation by two percent.

In this regard, since January 1, 2016 in accordance with the decree of the Government of the Republic of Kazakhstan dated December 10, 2015 № 985 “on increasing the size of pension payments from the authorized organization and pension payments for seniority from January 1, 2016” the size of pension payments increased by 9 % [2].

As a result of rising in 2016, the amount of basic pension payment reached 11 965 tenge, with its view of minimal size of pension payments amounted to 37 789 tenge, the maximum size is 77 186 tenge, the average size was 55 117 tenge. Such pension payments are received by more than 2 million people, in 2016, 1.3

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trillion were sent from the Republican budget for these purposes. The current stage of the pension system development is also characterized by the adoption of additional measures aimed at ensuring adequate pension payments in connection with the curtailment of the solidarity pension.

Thus, one of the conceptual changes is the introduction of the criterion for the basic pension. From 1 July 2018, the basic pension will be granted depending on the length of participation in the pension system and only upon reaching the generally established retirement age (58-63/63).

Its size with the length of participation in the pension system of 10 years or less or its absence will be equal to 54% of the subsistence minimum, for each year over 10 years its size will increase by 2% and with an experience of 33 years or more it will be equal to the subsistence minimum.

Thus, in the medium term, this measure will maintain the replacement rate of 40%, and will lay the Foundation and encourage citizens to regularly participate in the funded pension system.

From 1 January 2017, in accordance with the law on the Republican budget for 2017-2019, the size of pension payments according to age and seniority increased by 9 %. Since July 1, 2017, they have been increased by 11%, and the basic pension-by 13%. As a result, the pension has been increased to 20 percent compared to 2016. Thus, in 2017, the size of the basic pension payment amounted to 12 802 tenge, the average size of pension payments, including 59 554 tenge.

The number of recipients of state social benefits (GSP) on 1 January 2017 was 692.1 million people, including the disabled 517.6 thousand people, the beneficiaries of the survivor 171.1 thousand people by age which is 3.4 thousand people. Their average sizes were formed: 30374, 506 27 and 11 887 tenge, respectively (http://stat.gov.kz).

2.6. Social help

The transition of the Republic to market relations made it necessary to move away from the welfare of the state distributor. If earlier, traditionally, subsidies and control over the prices of basic goods and services were important factors, significant funds from the budget were spent on public transport and subsidies for the production of bread products, now the state has completely eliminated subsidies. Issues of improving the standard of living of the population is carried out by social protection of the population with a high degree of targeting. Social assistance is provided only to those who, for objective reasons, cannot provide for themselves and their families.

To support low-income families, as of January 1, 2017 shows as targeted social assistance (hereinafter – TSA) was assigned to 28.8 thousand people, which is less by 24.7% (compared to the situation as of 1.01.2016), while the amount of appointments amounted to 842.3 million tenge or decreased by 15.8% (compared to 2015).

As of May 1, 2017, targeted social assistance (hereinafter – TSA) was assigned to 17.7 thousand people, which is 20.6% less compared to the same period last year, while the amount of appointments-236.6 million tenge (compared to 2016 decreased by 14.3 %). The average size of the TSA for the period amounted to-336.8 tenge, which is 8% more compared to the same period last year. Housing assistance was provided to 97.1 thousand families, in the amount of 2.4 billion tenge (compared to 2015, the amount decreased by 1.1%), on April 1, 2017 - 55.9 thousand families were provided, in the amount of 914.5 million tenge (compared to the same period in 2016 increased by 1.4 %). The average size of housing assistance in 2016

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amounted to 2 083.1 tenge, as of April 1, 2017 - 5 452.8 tenge, which is more by 7.6 % compared to the same period of 2016.

The years of independence turned out to be an important historical milestone for Kazakhstan for the construction of an independent sovereign state, as well as a period of difficult and ambiguous search for new forms of socio – economic and political development, optimal ways of entering the world community. There was a need to address issues related to the supply of labour, its qualification characteristics, the level of employment, social security, demographic situation, reproductive behaviour of the population. The problem of developing a new social and cultural policy of the state has become one of the urgent tasks. It was necessary to achieve a certain level of balance in all spheres of public life, to resolve social contradictions, to maintain or restore the balance of strategic and tactical social contradictions.

Despite the economic difficulties in the crisis, 2014-15 years in the country were actively seeking to combat unemployment, reforms of pensions and health care, education and culture. Therefore, further improvement of social and cultural policy remains the most important and urgent task of the state. The Constitution of Kazakhstan laid the foundation for the construction of a social state. The construction of the state, which could be rightly called social, is a task that cannot be solved in one day. The transition from a country of "developed socialism" with a low standard of living to a rich and prosperous social state is very difficult. However, Kazakhstan is moving forward more confidently, choosing its own path of economic and social development.

3. Conclusions

According to the existing social protection system in the Republic of Kazakhstan, it shows the stage of improvement, reconstruction and development. It is very important to understand that the directions and effectiveness of social protection depend on many factors, among which the economic and social resources of the state take a prominent place in order to monitor the social situation and quickly respond to urgent questions of members of society, taking into account the demographic situation in the country.

In the context of the economic and financial crisis, the limited financial resources in the Republic of Kazakhstan necessitated the creation of an integrated system of social protection of the population, which is based on new criteria and approaches - targeting social policies for a particular family, ensuring rights and social guarantees that provide for the family as the main unit of society. The main direction of this system is the deepening of targeted social support for the unprotected strata of the population, on the basis of taking into account the financial situation of each family.

The mechanism for reforming the social security system involves the availability of resources, the creation of administrative structures and the adoption of appropriate decisions by the state. But we must add that the social policy of our state today highlights the tasks of ensuring its basic principle, that is, in a market economy, the social protection system of the population should act in such a way as to provide those people who can and want to work and those, who is insolvent - social protection. Finally, it should be noted that from what we are today and what we will be tomorrow depends the fate of Kazakhstan and its future.

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Working life and job satisfaction amongst teachers: an empirical study of public universities in Bangladesh

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Abstract. *Teachers are amongst the key pillars of society and they play an important role in the development of new generations and, by extension, in the shaping of nations. Consequently, they deserve and desire a good working life. In the absence of decent working conditions their academic performance may be negatively affected. Thus, the aim of this study is to explore the relationship between teachers' working life, job satisfaction and academic performance in the public universities of Bangladesh as an insufficient research in this area. A self-administered questionnaire survey was distributed to collect primary data for this research. The data were collected from 200 faculties within three leading public universities in the capital city of Dhaka, Bangladesh. Primary data were analysed using quantitative statistical tools. The empirical findings of the research find that: first, the quality of the working lives of teachers is positively correlated with job satisfaction and academic performance; second, there exists a relationship between the working lives of teachers and job satisfaction; and finally, working life conditions and job satisfaction have a direct bearing on the academic performance of teachers. However, these relationships vary by academic position, levels of responsibility, seniority and research and higher education opportunities at home and abroad. Hence, the findings of this research will impact on the impartial practice and application to the further and higher education sector globally.*

Keywords: teachers' working life, teachers' job satisfaction, teachers' academic performance, working life, job satisfaction

JEL Codes: I21, I23.

1. Introduction

Teachers' Working Life (TWL), Teachers' Job Satisfaction (TJS) and Teachers' Academic Performance (TAP) are integral parts of the overall success of universities. Indeed, a healthy and convenient working environment is indispensable for the teachers. Basak and Govender (2015) indicate that a decent working condition can increase TWL and TJS. Such an environment depends on a variety of factors, for example, the working environment, relationships that exist between colleagues, research opportunities, pay and benefits, and promotion opportunities. It is universally recognised that universities are at the heart of knowledge

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production. They are spaces in which scholars and students across different fields come together to gain and generate knowledge, and to establish careers in their chosen disciplines (Khalid et al., 2012).

Some theories that explore aspects of Working Life (WL) and Job Satisfaction (JS) in various professional contexts have been developed. Examples include Truss et al (2006) WL theory, Herzberg's (1959) two-factor theory of motivation and Maslow's (1970) hierarchy of needs. These are all well established. However, there few studies have been undertaken to explore TWL, TJS and TAP in the context of the public universities sector, particularly in Bangladesh. A handful of studies have been undertaken on TJS in public and private universities in Bangladesh. Examples include Sonia et al (2014); Ali and Akhter (2009); Rahman and Parveen (2008) and Alam et al (2005). However, in terms of the relationship between TWL, TJS and TAP in the Public Universities of Bangladesh (PUB), there remains a great deal of potential for research. As such, this study investigates the relationship between TWL, TJS and TAP in PUB. The findings of the study will have relevance for other universities, colleges and academic institutions in Bangladesh and abroad.

2. Literature review

WL is an integral part of any organisation, whether it is small, medium or large. A consistent WL encourages employees to have higher JS and performance. This clearly has an impact on the performance of the organisation overall, in both financial (i.e. extrinsic) terms and non-financial (i.e. intrinsic) terms. This review of literature highlights three key areas, TWL, TJS and TAP in the context of PUB. Although a decent amount of research on the WL of staff in academic institutions globally is available, there has been insufficient research undertaken on TWL, TJS and TAP in PUB. This, therefore, is the main focus of the present research into PUB.

2.1. Teachers' working life

WL comprises of employee occupations, workplaces, hours of work, annual leave allowances, job flexibility, pay, and other fringe benefits (Truss et al., 2006). Nowadays, most employees expect to be more autonomous and self-governing in going about their work (Vliet and Hellgren, 2002). It is widely recognised that teachers are the pillars of society and they help students to reach their full potential and contribute to the growth and prosperity of their communities. They desire job security, recognition, opportunities and independence. However, these aspirations are seldom fulfilled, resulting in WL tensions (Sharma and Jyoti, 2009).

The Quality of Working Life (QWL) is essential for a safe working environment, as it facilitates employee working conditions, JS and opportunities for further career development. However, the reality of WL today is that employees are constantly trying to strike a balance between their work and personal lives (Bell et al., 2012). Pugalendhi et al (2010) suggests that a strong Work Life Balance (WLB) improves the growth of employees, as well as their performance. QWL is associated with career satisfaction, well-being, stress at work, control at work and working conditions (Mahbub 2013); Laar et al., 2007). The teaching profession is no exception to this situation because there is an association between QWL and quality of life in the educational environment (Bharathi et al., 2010). However, in China, teachers have poorer health levels than the general population. In addition, the QWL of female faculty members is worse than that of male teachers, and this

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situation deteriorates with age (Yang et al., 2009). Rao et al (2013) highlighted that women play multiple roles within the home and at their place of work. Thus, women face challenges both at home and at work and these stems from and maintain work-life imbalances.

Rehan and Arora (2014) emphasized several dimensions of QWL in academic institutions, such as remuneration, economic benefits, fringe benefits, teaching and research-related arrangements and personal growth. However, Storey et al (2010) argue that WL varies between small and large organisations. They suggest that larger organisations provide more extrinsic benefits, while small organisations have greater intrinsic benefits.

Based on the above literature review on TWL; it can be concluded that lack of research, specifically on TWL in PUBs. The literature review could not find any publications on PUB with the exception of contribution from Mahbub (2013). Clearly, a research gap exists, which can be filled through an investigation of PUB. Thus, we develop our first research hypothesis as follows:

H1: TWL is correlated to TJS and TAP in PUB.

2.2. Teachers' job satisfaction

JS is one of the most dominant factors in the WL of employees. JS is the combination of feelings and beliefs that workers hold about their jobs (Jones et al., 2008). JS is viewed as a multi-dimensional notion (Brief and Weiss, 2002; Locke, 1969). The source of JS lies in the job itself, but also in other factors such as the working environment, relationships with supervisors and peers, organisational cultures and management styles (Sonia and Arfin, 2014). Bonner (1997) argues that JS reflects the benefits of bonuses, transport and medical allowances and these helps build a positive relationship with employees. A positive emotional state reflects a person's appreciation of their job or experience (Demirtas, 2010). Moreover, Sonia and Arfin (2014) explain that JS is an individual emotional reaction to the job, which occurs when a person's job seems to provide them with a sense of fulfilment. Nekouei et al (2014) indicate that the QWL significantly influences JS.

The JS varies among teachers, researchers and general employees in higher education institutions. Machado-Taylor et al (2016) identify that satisfied and motivated teacher can build a national as well as international reputation for themselves and their institutions. Khany and Tazik (2015) indicated that psychological empowerment was directly related to JS, however, trust was indirectly related to JS through psychological authorisation. Toker (2011) indicates that professors have higher levels of JS compared to tutors and research assistants. Bozeman and Gaughan (2011) indicate that JS is related to higher pay incentives. However, JS amongst teachers may also be affected by both university management and public policy. Liu and Ramsey (2006) argue that teachers have the lowest levels of satisfaction with their work conditions and remuneration. On the other hand, Alam et al (2005) indicate that teachers' JS varies according to gender, experience, and career position. Awang et al (2010) find that female teachers are more satisfied than their male counterparts as they are more satisfied with promotions and fringe benefits. Moreover, Okpara et al (2005) highlight gender differences in the levels of JS among university teachers, and find that female teachers are more satisfied with their work and co-workers, while male teachers are satisfied with pay, promotions and supervision. In addition, Oshagbemi (2000) highlight those female academics of higher rank, specifically senior lecturers, readers and professors, were more satisfied with their jobs than their male counterparts. In

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contrast, however, Ali and Akhter (2009) found that there is no significant difference between male and female faculty members regarding JS. Rehan and Arora (2014) also found no significant difference in the level of QWL of university teachers according to gender. Toker (2011) associates employee JS with age, length of service and level of higher education. However, the author concludes that marital status and gender have no bearing on JS. Bochel at al (2015) and Rehan and Arora (2014) also found that older teachers reported higher QWL than their younger counterparts.

On the other hand, Leung et al (2010) indicated that there are several faculty 'stressors' which influence JS, such as recognition, perceived organisational practices, factors intrinsic to teaching, financial inadequacy, work interface, and new challenges. Oshagbemi (1997) found that JS and dissatisfaction amongst teachers are related to multiple factors such as teaching and research-related activities. Ssesanga and Garrett (2005) identified several factors that contribute to JS and these include co-worker behaviour and the nature of supervision. However, poor remuneration, governance, research, promotion, and working environments contribute to job dissatisfaction.

The literature shows that there has been considerable work on TJS related to TWL and TAP in higher education institutions. However, there is a lack of research on TJS in PUB with the exception of contributions from Ali and Akhter (2009) and Alam et al (2005). Hence, clearly, another research gap exists in this field of study which underpins the second research hypothesis:

H2: There exists a positive correlation relationship between TWL and TJS in PUB.

2.3 Teachers' academic performance

Studies have found several factors, which are related to TAP. For example, Ololube (2006) highlights that teaching satisfaction has an impact on TAP. Machado-Taylor et al (2016) indicate that teachers' well performance impacts learners learning and development. Malik et al (2010) find that teaching performance is related to several indicators such as teaching satisfaction, supervision and pay. They suggest that committed employees are more likely to become high performers, and their productivity is also likely to be high (Narimawati, 2007; Tella et al., 2007). Ostroff (1992) indicates that JS has a direct impact on the performance of employees in different levels of professions. Moreover, Santhapparaj and Alam (2005) and Baloch (2009) evidence that a positive climate in universities increases JS as well as academic performance. Kola and Sunday (2015) highlight that teacher performance is related to their education, experience, subject knowledge, pedagogical training, and achievement of various certificates in professional development. They further posit that a teacher's personal quality is more important than their certification.

Effective teachers produce better performing students in academic institutions (Akiri and Ugborugbo, 2009). Caprara et al (2006) indicate that teachers' self-efficacy beliefs, JS and students' academic achievement are the determinants of faculty performance. According to Cambell and Cambell (1997), university faculty mentoring programs impact on academic performance and retention. Bean and Kuh (1984) state that faculty contact is closely related to student performance. Park and Kerr (1990) indicate that learners' attitudes toward instructors are related to academic performance. Moreover, Ramsden (1991) argued that a decent way can determine the perceived teaching quality of academic units. On the other hand, Pan et al (2015) indicate that perceived levels of organisational support might increase the level of JS and performance for university

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teachers. However, Bell et al (2012) state that job stress in universities, globally has been increasing over recent decades, and this has important implications for academic staff performance.

Based on the above literature review, it can be concluded that the literature on TAP in PUB whilst important, is insufficient and in its infancy. Clearly, a research gap exists around TAP in PUB. Therefore, the third hypothesis is as follows:

H3: There is a direct impact of TWL and TJS on TAP in PUB.

Based on the above literature review, the key factors that are related to TWL, TJS and TAP are summarised in Table 1 Key factors related to TWL, TJS and TAP.

Table 1: Key factors and related factors of TWL, TJS and TAP

Authors	**Key Factors**	**Related Factors**
Sharma and Jyoti (2009)	**TWL**	security, recognition, new experience, independence
Rehan and Arora (2014)		salary, fringe benefits, research, work environment, interpersonal relations, personal growth
Toker (2011); Rehan and Arora (2014); Bochel at al., (2015)	**TJS**	age, the length of service, higher education
Ssesanga and Garrett (2005)		co-worker behaviour, supervision, intrinsic facets of teaching
Malik et al., (2010)	**TAP**	teaching satisfaction, supervision, pay
Kola and Sunday (2015)		education, experience, subject knowledge, pedagogy studies, training, professional development

(Source: Secondary data)

3. Research methods

After reviewing the literature on TWL, TJS and TAP, we hypothesize that there is a positive correlation between TWL, TJS and TAP. These factors are dependent to each other. Thus, we can develop a conceptual framework that depicts the relationship between TWL, TJS and TAP as shown in [Figure 1 near here] Conceptual framework.

Teachers' working life: TWL includes such factors as teaching hours, annual leave, salary, fringe benefits, research, work environment, interpersonal relations, and personal growth. The presence of these factors is correlated with TJS and TAP.

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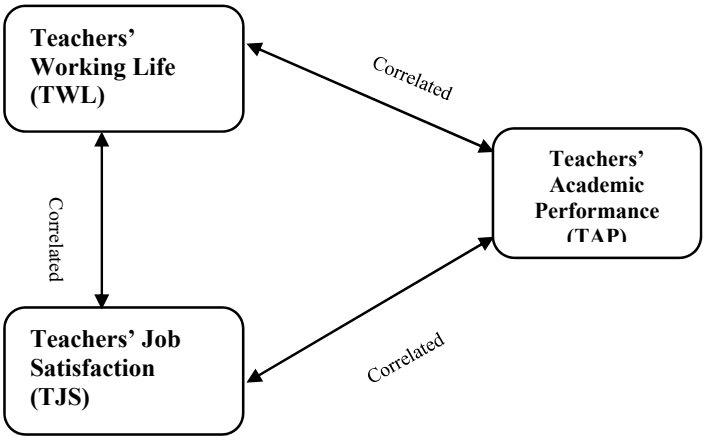

Fig. 1: Conceptual framework

Source: Secondary data

Teachers' job satisfaction: TJS refers to the behaviour of co-workers, supervision levels, the intrinsic facets of teaching and length of service. These satisfaction factors are correlated with TWL and TAP. However, the absence of these factors is poorly correlated.

Teachers' academic performance: TAP is influenced by education, experience, subject knowledge, levels of pedagogical studies, training and professional development. However, poor TWL and TJS impact on poor TAP.

3.1 Sampling and sample size

The study adopted a purposive sampling method for convenience. The sample was selected from three leading public universities in the capital city of Dhaka. One hundred faculty members from each university were approached and supplied with a self-administered questionnaire through e-mail correspondence. A total of 200 respondents including Professors (30), Associate Professors (40), Assistant Professors (55) and Lecturers (75) returned questionnaires. These 200 responses were entered into Statistical Package for the Social Sciences (SPSS) for analysis.

3.2 Questionnaire design

The questionnaire consists of three sections covering TWL, TJS and TAP. The first section of TWL comprised of 22 questions related to TWL in the university. The second section, TJS, comprised of 20 questions about TJS related issues. The final section, TAP, consisted of 18 questions linked to TWL and TJS. The questionnaire was developed based on the following research objectives:

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a) To identify the major factors that affect TWL of public Universities;

b) To explore the relationship between TWL, TJS and TAP and,

c) To measure the impact of TWL, TJS on TAP.

3.3 Technique used for data analysis

A seven-point Likert scale was used to measure TWL, TJS and TAP in the PUB. Primary data were analysed using SPSS. The scale was plotted from 1 to 7, where a value of 1 indicates 'Strongly disagree' and a value of 7 indicates 'Strongly agree'. The outcomes of the data are presented in terms of Factor Analysis (FA), Karl Pearson's correlations, regression, and Karl Pearson's coefficients of correlation. The FA shows that the statistics are reliable overall as the value of Cronbach's Alpha is .945.

4. Findings and discussion

The key findings discussed below comprise of first, a factor analysis of TWL; second, an analysis of the relationship between TWL, TJS and TAP through correlation, and third, an analysis of the impact of TWL and TJS on TAP through regression model and coefficients.

4.1 Factors analysis of TWL

FA takes a large set of variables and looks for ways in which the data may be reduced or summarised using a smaller set of factors or components (Pallant, 2010). Field (2011) indicates that FA has two purposes which are to: a) reduce a large set of data to a smaller subset of measurement variables, and b) overcome collinearity problems in regression. Furthermore, Pallant (2010) shows that the two main issues to consider in determining whether a dataset is suitable for FA are sample size and the strength of the relationship between the variables. Tabachnick and Fidell (2007, p. 613) explain that 'sample sizes of 50 as very poor, 100 as poor, 200 as fair, 300 as good, 500 as very good and 1000 as excellent'. Field (2011, p. 647) explains that 'the most important factors in determining reliable factor solutions was the absolute sample size and the absolute magnitude of factor loading'. He further argues that if a factor has 4 or more loadings greater than 0.60 then it is reliable. Moreover, Hair et al (2010) indicate that the researcher generally would not factor analyse a sample of fewer than 50 observations and a perfect sample size should be 100 or larger. However, this research met the criteria for a safe sample size since 200 responses were counted.

4.1.1 KMO and Bartlett's Test

FA helps to identify the key variables which contribute most to describe the model. However, prior to FA, KMO testing is required to ensure that the number of data is sufficient to run the analysis. Ideally, the KMO value should be greater than 0.5 (Malhotra et al., 2007). Table 2 represents the result of KMO and Bartlett's Test.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.897
Bartlett's Test of Sphericity	Approx. Chi-Square	4922.313
	Df	231
	Sig.	.000

Source: Primary data (Constructed through SPSS)

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The KMO value of the research is .897, which is greater than 0.5. Field (2011, p. 647), shows that 'values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb'. Hence, we can state that the data are appropriate for FA as the KMO measurement value is .897. Barlett's test of sig value is .000. According to Pallant (2010), Barlett's Test of Sphericity should be significant ($p<.05$) for FA. Thus, Barlett's Test of Sphericity as a means of analysing the data in this study is appropriate because the sig value is 0.000. This indicates that the number of data collected for this research is enough to run FA.

4.1.2 Communalities, initial Eigen values and extraction sums of squared loadings

In Table 3 the 'Initial' column of 'Communalities' shows that the communality for each variable is 1.0 as unities are inserted in the diagonal of the correlation matrix. The second column (Extraction) gives relevant information after the desired number of factors has been extracted. The communalities for the variables under 'Extraction' are different to those under the 'Initial' column because all of the variances associated with the variables are not explained unless all of the factors are retained. The eigen values for a factor indicate the total variance attributed to that factor. Here, the first three factors combined account for 79.863% of the total variance. The 'Extraction Sums of Squared Loadings' show the variances associated with the factors that are retained. These are as the same as under 'Initial Eigenvalues'.

Table 3: Communalities, initial Eigen values

			Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Initial	Extraction		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
V1	1.000	.783	1	10.815	49.160	49.160	10.815	49.160	49.160
V2	1.000	.813	2	4.005	18.204	67.364	4.005	18.204	67.364
V3	**1.000**	**.786**	**3**	**2.750**	**12.499**	**79.863**	**2.750**	**12.499**	**79.863**
V4	1.000	.804	4	.442	2.011	81.874			
V5	1.000	.777	5	.429	1.948	83.822			
V6	1.000	.809	6	.379	1.723	85.545			
V7	1.000	.821	7	.352	1.599	87.144			
V8	1.000	.860	8	.319	1.449	88.592			
V9	1.000	.813	9	.313	1.421	90.013			
V10	1.000	.782	10	.294	1.336	91.349			
V11	1.000	.783	11	.258	1.174	92.524			
V12	1.000	.811	12	.247	1.124	93.648			
V13	1.000	.811	13	.223	1.011	94.659			
V14	1.000	.802	14	.216	.983	95.642			
V15	1.000	.805	15	.178	.811	96.454			

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V16	1.000	.827	16	.172	.781	97.235			
V17	1.000	.783	17	.152	.691	97.925			
V18	1.000	.802	18	.131	.594	98.519			
V19	1.000	.774	19	.115	.525	99.044			
V20	1.000	.749	20	.082	.374	99.418			
V21	1.000	.790	21	.074	.336	99.754			
V22	1.000	.786	22	.054	.246	100.000			
Extraction Method: Principal Component Analysis.									

Source: Primary data (Constructed through SPSS)

By observing the Rotated Component Matrix (Table 4), this study finds three factors of TWL which are university working life, teaching satisfaction and teaching methods.

Table 4: Rotated Component Matrix[a]

	Component		
	1	2	3
q1	.235	**.818**	.243
q2	.242	**.866**	.071
q3	**.840**	.256	.120
q4	.260	**.852**	.103
q5	.277	**.833**	.071
q6	.238	**.858**	.125
q7	.217	**.869**	.139
q8	**.880**	.229	.183
q9	**.857**	.258	.106
q10	**.824**	.256	.191
q11	**.826**	.258	.185
q12	.256	**.850**	.153
q13	.313	.088	**.840**
q14	**.872**	.168	.117
q15	**.847**	.250	.159
q16	**.840**	.272	.219
q17	.098	.136	**.869**
q18	.107	.184	**.870**
q19	.170	.085	**.859**
q20	.149	.066	**.850**
q21	.135	.138	**.868**
q22	.113	.129	**.870**

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Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Source: Primary data (Constructed through SPSS)

4.2 Relationship between TWL, TJS and TJP

In Table 5, correlation results demonstrate Pearson's correlation among TWL, TJS and TAP. It shows that there is a positive correlation between TWL, TJS and TAP. First, TWL (1) is correlated with TJS (.149) and TAP (.645). Second, TJS (1) is correlated with TWL (.149) and TAP (.280). Finally, TAP (1) is correlated with TWL (.645) and TJS (.280). The results show that there is a correlation between these variables. Accordingly, the correlation is significant at the 0.01 level (2-tailed).

Table 5: Correlation results

Correlations				
		TWL	TJS	TAP
TWL	Pearson Correlation	1	.149*	.645**
	Sig. (2-tailed)		.035	.000
	N	200	200	200
TJS	Pearson Correlation	.149*	1	.280**
	Sig. (2-tailed)	.035		.000
	N	200	200	200
TAP	Pearson Correlation	.645**	.280**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

Source: Primary data (Constructed through SPSS)

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4.3 Impact of TWL and TJS on TJP

a) Regression model

The researcher attempted to develop the best fit model of regression by using multiple regressions. According to Field (2011), multiple regressions are an extension of simple regressions in which an outcome is predicted by a linear combination of two or more predictor variables. In Table 6, the regression model summarises the regression model results. The table shows the assumptions and estimation problems of the model. It is assumed the level of significance is 5%.

Table 6: Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671[a]	.450	.445	.34673
a. Predictors: (Constant): TJS, TWL b. Dependent variable: TAP				

Source: Primary data (Constructed through SPSS)

The model shows that the R value is 67.1% and there are two predictors (i.e. TJS and TWL). The value represents a relationship between the dependent variable (TAP) and those predictors. The value of R^2 is .450, which tells us that the TJS and TWL can account for 67.1% of the variation of TAP. The value of the adjusted R- square (a measure of loss of the predictive power in regression) is .445, which is close to the R^2 value of .450, thus, it shows that there is no concern regarding over fitting.

b) Coefficient

Table 7 Coefficients, the value of b tells us about the relationship between TAP and predictors (i.e. TWL, TJS). When the value is positive, we can say that there is a positive correlation between the predictors and the outcomes, while a negative coefficient represents a negative relationship.

Table 7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.428	.235		10.347	.000		
	TWL	.422	.037	.617	11.545	.000	.978	1.023
	TJS	.142	.040	.188	3.527	.001	.978	1.023
a. Dependent Variable: TAP b. Predictors: (Constant): TJS, TWL								

Source: Primary data (Constructed through SPSS)

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The standardized beta values are all measured in standard deviation units and so they are directly comparable. Hence, the analysis provides a better insight into the importance of a predictor in the model. However, the standardized beta values for TWL and TJS are .617, and .188, which means they are significantly different from each other, implying that they do not have a comparable degree of importance in the model.

From the Coefficients (Table 7), we can now measure the aspects of multicollinearity through Variance Inflation Factors (VIF). As per Myers (1990), a VIF value of 10 brings is cause for concern, while Bowerman and O'Connell (1990) suggest that if average VIF is greater than 1, then multicollinearity may bias the regression model. Since the average VIF of all two predictor variables is 1.023, higher than the Bowerman and O'Connell threshold, we cannot rule out that the model is free from multicollinearity problem. While the VIF implies that the model may be biased with multicollinearity, the tolerance measure, which is the reciprocal of VIF indicators, implies that the model does not have any concern for multicollinearity as the tolerance values TWL and TJS are estimated at .978 and .978 respectively; far beyond the threshold (less than 0.2) of concern suggested by Menard (1995). Hence, the VIF and tolerance measures seem to be contradictory.

The findings and discussions above show that: First, the Rotated Component Matrix (Table 4) finds three key factors related of TWL which are university working life, teaching satisfaction and teaching methods. Second, a positive correlation between TWL, TJS and TAP. TWL (1) is correlated with TJS (.149) and TAP (.645); TJS (1) is correlated with TWL (.149) and TAP (.280) and TAP (1) is correlated with TWL (.645) and TJS (.280). Accordingly, the correlation is significant at the 0.01 level (2-tailed). Third, the value of R^2 is .450, which tells us that the TJS and TWL can account for 67.1% of the variation of the TAP. Hence, it expects that the present study responded to the research gaps (i.e. identified in the literature above) through this investigation of PUB. These findings add value to the existing body of knowledge. Therefore, overall it contributes to the academic institutions at home and abroad.

5. Conclusions

TWL, TJS and TAP are the key success factors of the universities that are the subject of this paper. These factors are integrated to the growth and development of these academic institutions. This is true not only in the academic environment, but also in terms of the impact the factors have on the overall community, as teachers are seen as the key pillars of society to develop new generations of graduates. The present research evidence shows that while TWL is not at a satisfactory level in the workplace, it has a negative impact on TJS and TAP. It consequently produces poor performance and poor WL outcomes. The findings suggest that previously teachers were scarcely satisfied with intrinsic rewards. However, nowadays, in order to meet their social needs and expectations they also needed extrinsic rewards with a competitive package. This finds a positive correlation between TWL, TJS and TAP. Finally, it is expected that the findings of this study will be of benefit to academics' organisations at home and abroad. So, this investigation into TWL, TJS and TAP adds to the existing body of knowledge in this area.

Future research could explore the connections between TWL, TJS and learners' career success in the PUB.

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Book Review- *The role of language and symbols in promotional strategies and marketing schemes*. Eds. Manuela Epure & Lorena Clara Mihăeş, IGI Global, 2018

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Abstract. *Brand new and exceptionally topical for the contemporary world, The Role of Language and Symbols in Promotional Strategies and Marketing Schemes is edited by two Romanian scholars who come from different fields and who take full advantage of this difference in academic backgrounds. As such, instead of a splintered collection of self-standing articles, the volume takes shape as a fluid and cohesive perspective on a vast and difficult topic, which is most of the times hard to pinpoint. In short, the editors propose a kaleidoscopic investigation into the ever-evolving field of marketing and receive well-argued answers and pertinent examples from myriad perspectives and from researchers on four continents.*

Keywords: marketing, advertising, applied linguistics, interdisciplinarity.

JEL Codes: Y30.

1. Introduction

When the floods hit Italy in late November of this year, media outlets broadcast daily news about the situation, with hundreds of reports and pictures letting the world know what was happening in cities from the northern part of the country. As this has been happening with some regularity in Italy over the past years, the internet and the ever-important social media have naturally been 'flooded', if the phrasing is allowed, with images of people braving the torrents or looking dismayed, with some of their possessions about them. These are all powerful images, each advertised with a certain purpose in mind, but, in my opinion, one of the most striking symbols to come out of Italy's repeated troubles with floods was an edited image which circulated on social media this year. Against the backdrop of sophisticated shops, the two women depicted in this image were struggling to move against the current, a task made especially difficult by the white designer bags they were desperately clutching above the waters. And if this were not telling enough, the image also read that it would be easier to imagine the end of the world than the end of consumerism.

Without much commentary on the message it conveys, I would like to underline that this image is particularly relevant in the present context, not only because it combines different modalities to deliver a strong point- an interdependence which *The Role of Language and Symbols in Promotional Strategies and Marketing Schemes* investigates in depth in its chapters, but also because it reflects one of the realities which

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made this volume vital and necessary. We are not witnessing the decline or end of consumerism. It is still soaring, and, as such, it is also constantly fuelling the adjacent fields of advertising and marketing, which are able to support it and make it grow.

2. Contents and importance

2.1. Originality of the volume

Starting from the undeniable truth that the circulation of capital from buyer to seller is one of the pillars of contemporary society, it is easy to understand how making products known to a wider public would be a central focal point in business models. The advertising and marketing of products have already become stand-alone fields, which both absorb and generate large sums of money. Consequently, companies spend impressive amounts on the branding of their products, a process which usually includes studies and surveys regarding a wide array of aspects. But these studies are mainly useful to the practitioners of the field, and, as such, they somehow disregard the broader implications of the phenomenon, namely the fact that the effects of branding, marketing and advertising have been steadily seeping into the social and cultural sphere.

Such a shift explains why researchers with various academic interests are now focusing on topics related to marketing or advertising; they independently try to shed light on something that is ubiquitous, which is a difficult endeavour to say the least. But it is precisely this which constitutes one of the greatest merits of the volume, in my opinion. *The Role of Language and Symbols in Promotional Strategies and Marketing Schemes* brings together under the banner of academic inquiry chapters and case studies which can be useful not only in the closed circles of university research, but which can also be used by practitioners working in this field.

Moreover, because the abovementioned areas of interest are so rich in material, the issues that they raise are complex and diverse: from the ethical to the semantical or the cultural. In consequence, as the two editors of the volume point out themselves in the preface, the interest advertising and marketing have garnered recently comes from fields as different as psychology, semiotics, marketing or linguistics. So, it is only natural that studies undertaken on the topic be just as diverse. And, with its multitude of complementary perspectives, this volume addresses and embraces the heterogeneity inherent in the study of advertising schemes.

This is, from my point of view, one of the most important and, at the same time, refreshing aspects of the study: the great variety in the views and approaches of the chapters. The multimodality advertising thrives on is reflected in the structure of the book. For me, the idea is novel and well executed. It would be quite easy to lose one's grip on the essence of the topic amid so many perspectives, yet the ideatic flow of the chapters converges in many instances: studies which starts from starkly different theoretical points sometimes lead to the same conclusions.

2.2. Structure and contents

This volume comprises fifteen original chapters, collated into four well-defined sections. Although most of the chapters contain both a theoretical framework and concrete examples, the sections seem to shift gradually from the more theoretically laden articles in the first half of the volume, to the very specific examples, in the fourth and final section of what the editors call 'case studies'.

Starting off with a part dedicated to The Marketing Communication Process, this volume begins the discussion about marketing by focusing on both language and visual communication, as well as the ethics of the messages encompassed in advertisements. Within this section, the first chapter establishes some basic notions of marketing communication and the stages of this process, while the second chapter embeds the

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focus of the same type of communication in cultural environments, emphasizing what is considered appropriate or inappropriate according to the intended target audience of an ad.

With these notions firm in mind, the third chapter delves into a realm characteristic for the twenty-first century, namely the online language of emojis and the power which they hold in today's advertising. On the other hand, the fourth chapter discusses the negative perpetuation of gender stereotypes communicated in commercials. Although the article references Indian realities, to my mind, much of the mechanisms described by the authors could be extrapolated to Occidental adverts, which have only recently and timidly started breaking away from preconceived gender norms in advertising

The second section shifts the attention to the customer and the important role he or he plays in the marketing game; this section is about Understanding the Customer's Behaviour and Speaking the Customer's Language. And in order to do so, this part of the volume begins with a quite well-documented neuroscientific chapter on the manner in which the brain processes the information from adverts. After this, in the sixth chapter, the next logical steps are to understand what happens if the consumer is given contradictory information using different media of communication, and to investigate the role of (foreign) language shifts in the translatabilty of advertising slogans, which is the focus of the seventh chapter. The last study of this section also has the consumer as the main point of interest, but this time it is a question of how customers' choices are influenced by companies whose product adverts are banned in India.

The ensuing section of the volume tries to put Words in Context with another four chapters centred around the idea of language and metaphor, as well as how these are used in order to aid an advertising campaign. The ninth chapter explores the factors which influence the translation of phrases or figures of speech present in audiovisual advertising, from one language to another. The tenth chapter approaches advertising in a humorous fashion by analysing the exaggerated but compelling discourse of a Romanian chocolate bar's commercials, while the next study sheds light on the link between how society sees an individual at a given moment and the advertisements it produces in consequence. The last article in this section investigates the success of Monster High Dolls by focusing on the recurring popular Gothic motifs which still exist in contemporary society.

And finally, the last section of this volume is made up by three distinct case studies of advertising, written by authors from three different continents. Starting from the premise that an advertising mascot needs to embody a certain set of positive attributes, the authors of the thirteenth article discuss the implications of popular cartoons and spokes-persons in the marketing of Taiwanese convenience stores.

With a shift from Asia to Africa comes also a shift in topic, as the author of the fourteenth chapter deals with the advertising discourse of churches in Nigeria. The local process of marketing Christianity, the author contends, relies on both religious symbols or metaphors, as well as on non-Christian imagery, which is deeply rooted in the Nigerian socio-political and cultural environment.

The fifth and final chapter of the present volume may have Turkish authors, but it seems to express a more universal and contemporary tendency than other chapters. This work deals with the concept of 'lifestyle advertising', which is gaining ground rapidly through applications such as Pinterest, and which describes an idealized online image of almost all aspects of life. In this sense, I find it a perfect conclusion to the book, since it reminds the reader one final time that advertising is a global phenomenon which has taken over most social and mass media.

In the end, if one were to state a single universal and unifying conclusion which needs to be drawn from such a variety of perspectives, that would probably be that advertising, branding, marketing and all the

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strategies which have the goal of persuading someone to 'purchase' an item or an idea rely on a complex interconnection of language and image and are propagated or aided by the digital advantages of the age we are currently living in.

3. Relevance of the Volume

This may not seem an entirely novel conclusion to a volume in the field of advertising, but *The Role of Language and Symbols in Promotional Strategies and Marketing Schemes* brings something truly unique to the discussion of advertising. In a world ruled by the global and the local, but permanently united through the great thread of the digital world, this volume features a variety of researchers from different corners of the world, adding to this field of interest their own pertinent and poignant studies based on personal research and experience.

Although perhaps disconcerting at first glance, the wide thematic range of the volume is, to my mind, one of its greatest strengths. The interdisciplinary approach is indispensable in this particular field of research, and the more perspectives present within the discussion, the richer the implications for the topic at hand. The key is to have the perspectives complement each other, which is something I believe this book has fully achieved. With chapters that echo and build on one another, *The Role of Language and Symbols in Promotional Strategies and Marketing Schemes* is a genuinely important contribution in the area of modern-day marketing and advertising.

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