

A Study on the Planning and Targeting Applications in Forest Products Industry Enterprises (Case of Istanbul Province)^[*]

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Abstract: Planning and targeting is the first step of business management function. The success of management activities in each business is achieved through effective planning and targeting. Managers can allocate more time to planning and targeting than other functions. Priorities should be defined when determining processes in a business. The first step in planning and targeting is to determine where you want to be reached. Also, procurement and selection of all kinds of sources which will achieve these targets are included in planning and targeting. In this study, it was tried to determine how much the managers in the different forest industry enterprises operating in İstanbul have an important role in achieving the success of the enterprise in terms of planning and targeting function. In the study, a scale consisting of 31 questions was set up for the planning and targeting to the employees in the enterprises. The number of surveys evaluated was 271. The results obtained from managers and other employees in different forest products sectors were tested in SPSS statistical program with some other factors and the results were presented in detail.

Keywords: Forest products industry, planning, targeting.

Orman Ürünleri Sanayi İşletmelerinde Planlama ve Hedefleme Uygulamaları Üzerine Bir Araştırma (İstanbul İli Örneği)

Öz: Planlama ve hedefleme, işletmedeki yönetim fonksiyonunda ilk adımdır. Her işletmedeki yönetim faaliyetlerinin başarısı, etkili planlama ve hedeflemeden geçer. Bir işletmedeki üst düzey yöneticiler için planlama ve hedefleme diğer fonksiyonlardan daha fazla zaman alabilir. Alt kademe yöneticiler içinde, daha fazla zaman alabilir. Bir işletmedeki süreçleri belirlerken öncelikler tanımlanmalıdır. Planlama ve hedeflemede ilk adım, nereye ulaşmak istediğinizi belirlemektir. Ayrıca, bu hedeflere ulaşacak her türlü kaynağın alımı ve seçimi planlama ve hedeflemeye dahil edilir. Bu çalışmada, İstanbul'da faaliyet gösteren orman endüstrisi işletmelerinin yönetim aşamalarındaki yöneticilerin, işletmelerin planlama ve hedefleme işlevi açısından başarısını sağlamada ne kadar önemli bir rol oynadıklarının belirlenmesi amaçlanmıştır. Çalışmada, işletmelerdeki çalışanların planlanması ve hedeflenmesi için 31 sorudan oluşan bir ölçek oluşturulmuştur. 271 anket değerlendirmeye alınmıştır. Farklı orman ürünleri sektörlerindeki yöneticilerden ve diğer çalışanlardan elde edilen sonuçlar SPSS istatistik programında bazı faktörler ile test edilmiş ve sonuçlar ayrıntılı bir şekilde sunulmuştur.

Anahtar sözcükler: Hedefleme, orman ürünleri sanayi, planlama.

INTRODUCTION

As in any industry, enterprises operating in forest products industry should attach importance to "management" concept to increase their profits, maximize their sales and survive in a competitive environment. A good management is the most important element in the success of a business.

It is relatively new that management emerged as a scientific discipline even though management event is based on as old as human history. But concepts related to management science have not been fully clarified and a common management definition has not yet been reached among the authors (Şimşek, 2010). Therefore, management can be understood as a process, elements of this process are that people and groups, a certain information society, and decision-making and leadership activities (Saltürk, 2008).

According to thinkers who tend to perceive management as a process, management can be expressed as a process involving the whole of the efforts of directing a group of people towards designated targets and coordinating them with cooperation. It should not be forgotten that the management is not achieved by using only human resources. Because, in the concept of management, it is mentioned that all production factors, including the firstly human element, are used effectively and efficiently in accordance with the targets determined at the planning stage (Şimşek, 2010).

As a process, the functions need to be handled one by one for management to review as required. In traditional sense, these management functions are divided into five. These are planning, organizing, directing, coordinating, and controlling (Şimşek & Çelik, 2014). In this study, it is informed only about planning in those functions.

In a simple sense, the planning is the first and most important of the management functions which is a bridge between the present situation and the future. If in a general sense, it is a conscious process that has the qualities of choosing and developing the best course of action to achieve an target. At this stage, answers to the following questions seek; "What?", "When?", "How?", "Where?", "Why? ", "By whom? ", "What cost? " (Bakan et al., 2013; Can & Güney, 2018; Tengilimoğlu et al., 2012).

Planning is done for a variety of reasons. The most important of these reasons is that scarce resources are used efficiently and profitably. Beside this, there are any other reasons for planning (Özevren, 2009). These (Özevren, 2009);

- To determination of the criteria for effective control,
- To guide the enterprise,
- To predict the future of the business more accurately,
- To direct other functions of the management,
- To prevent repetition of activities in enterprise,
- To respond more quickly to sudden changes for enterprise,
- To increase efficiency and effectiveness.

It should not be forgotten that some important points should be taken into consideration when making the planning which is important for enterprise. These: "who made the planning", "time dimension", "resource need", "alternative cost of the plan", "making alternative plans", "basing planning on real events and scientific predictions", and "the effect of environmental factors" (Özevren, 2009).

It is collected a number of pieces of information by planning function in order to determine what the targets and strategies of the enterprises will be. Accordingly, the planning activities involves a number of stages until the plan is clear, starting with the collection of information. One of these stages is to determine the targets (Tutar, 2005).

In the targeting stage of the planning process, it is determined where the enterprise wants to be in the future. The uncertain targets make practitioners unsuccessful. The targets may also be comprehensive enough to cover all enterprise. Main (general) targets are determined at the upper levels of the organization. In order to the targets to be carried out effectively and efficiently, everyone should be aware of the basic and special targets and adopt these targets. (Tengilimoğlu et al., 2012; Şimşek & Çelik, 2013; Şimşek & Çelik, 2015).

In this study, the perceptions of participants related to questions regarding targeting and planning were investigated. It was determined by using one-way variance analysis (ANOVA) that whether there was a significant difference between the positions of employees and questions regarding targeting and planning or not.

MATERIAL and METHODS

The scope of our study constitutes forest products enterprises operating in the Anatolian side of Istanbul. The survey form was planned to be applied to the employees of large and/or small scale enterprises in the Forest Products Industry. The survey form contains questions regarding the demographic characteristics and targeting and planning. 31 questions were prepared in accordance with a 5-point Likert-type scale (never:1, very little:2, undecided:3, normal level:4, high level:5) for questions regarding targeting and planning. The questions prepared regarding targeting and planning were given in Table 1. The surveys were applied by performing face to face interviews with people.

Table 1. Questions regarding objective setting and planning.

Questions
1 The objectives in our enterprise are clear.
2 Awareness of the objectives and plans increases the motivation of employees in the enterprise.
3 The objectives and plans in our business form a guide for the activities.
4 The objectives and plans in our enterprise form the basis for the decisions of the managers.
5 The objectives and plans in our enterprise are the success standard.
6 The market share to will be owned in our objectives and plans in our enterprise is investigated.
7 In our enterprise, new methods and product innovations are included in the objectives and plans.
8 Profitability is the forefront in objectives and plans in our enterprise.

9	In our enterprise, the cash flow in determining objective and plan is important.
10	In our enterprise, physical and financial resources are important in objectives and plans.
11	In our enterprise, importance is given to productivity performance in objectives and plans.
12	In our enterprise, managerial and organizational growth is prioritized in objectives and plans.
13	In our enterprise, social responsibilities towards customers and society are in the forefront in objectives and plans.
14	The objectives in our enterprise were often digitized.
15	The objectives and plans in our enterprise are carried out on the main activities.
16	The objectives in our enterprise are very real.
17	The objectives and plans in our enterprise are realized within a certain period of time.
18	Planning is a financial burden for enterprise.
19	Planning is necessary for the sector we are in.
20	Planning increases the number of staff.
21	Planning limits the freedom of movement of managers.
22	Planning contributes to regular communication.
23	With the planning, the hierarchical system works properly from top to bottom.
24	Planning in our enterprise facilitates the transfer of authority.
25	Our enterprise has policies.
26	The methods available in our enterprise are used.
27	The rules and bases are obeyed in our enterprise.
28	There are always the desires for planning in our enterprise.
29	Alternative plans in our enterprise are constantly being developed.
30	The flexibility principle in planning in our enterprise is implemented.
31	Teamwork is fully implemented in our enterprise.

The following sample determination formula was used to determine the total number of the participants to whom the surveys would be applied (Naing et al., 2006):

$$n = \frac{N \cdot Z^2 \cdot p \cdot q}{(N - 1) \cdot d^2 + Z^2 \cdot p \cdot q} \quad (1)$$

In formula;

n: sample size;

N: universe size;

p: p-value (0.5) ;

q: q- value (0.5);

Z: Z-score at 95 % confidence interval (1.96);

d: margin of error (0.05).

According to the Istanbul Chamber of Commerce, there are 1750 enterprises in the Forest Products Industry operating in the Istanbul. The “p” and “q” values were taken as 0.5 in a way that would enable the sample size to be more in our study. The error margin was accepted as 5%. As a result, the sample size was determined to be 315. However, 271 surveys were achieved. The survey forms were numbered and they were entered into the SPSS for Windows package program. One-way variance (ANOVA) analysis was used to determine whether there was a significant difference between the positions of employees and expressions about targeting and planning or not. Abbreviations of the positions of the employees used in the analyzes were given in Table 2.

Table 2. The positions of employees and abbreviations.

The positions of employees in enterprises	Abbreviations
Senior managers	SM
Middle-level managers	MLM
Lower-level managers	LLM
Labor-officer employees	LOE

RESULTS

Results regarding demographic characteristics:

According to Table 3, 77.9% of personnel who participated in the survey were male, 22.1% were female. Majority of the participants (42.1%) were between 26-33 years of age. Majority of the participants (80.8%) worked at the same enterprise less than 10 years. More than half of them (57.2%) worked in the manufacture department. While 61.6% of enterprises operated in the furniture sector, other enterprises operated in the lumber (19.9%) and corrugated board sector (18.5%). Majority of the enterprises were limited liability companies. A great majority of the enterprises were small and medium-sized. 4.1% of participants who participated in the survey were senior manager, 16.2% were middle-level manager, 8.5% were lower-level manager and 71.2% were labor-officer employee

Table 3. The demographic characteristics of participants.

Demographic characteristics	Frequency	Percentage (%)
Gender	Male	211
	Female	60
Age	18-25	42
	26-33	114
	34-41	80
	42 and over	35
	Senior manager	11
Position	Middle-level manager	44
	Lower-level manager	23
	Worker, officer	193
Legal structure	Limited company	195
	Joint stock company	35
	Others	41
Total working time in enterprise	0-5 year	128
	6-10 year	91
	11-15 year	38
	16 year and over	14
Total number of employees in enterprise	0-9 people	111
	10-49 people	94
	50-99 people	30
	100 people and over	36
Department where the participants work	Manufacture	155
	Sales & Marketing	76
	Financial and administrative affairs	35
	Enterprise owner	5
The sector in which the enterprise is located	Furniture	167
	Timber	54
	Corrugated cardboard	50

Statistical analysis results: It was determined that whether there was a significant different between questions regarding targeting and planning and manager types or not. For this, one-way variance (ANOVA) analysis was used and the results were given in Table 4.

Table 4. Results regarding planning and targeting.

Question	Manager type	Mean	F	p
Question 1	SM	4.18	0.971	0.407
	MLM	3.98		
	LLM	4.00		
	LOE	4.19		
	Total	4.09		
Question 2	SM	4.36	0.509	0.676
	MLM	4.05		
	LLM	4.13		
	LOE	4.17		
	Total	4.18		

Question	Manager type	Mean	F	p
Question 3	SM	4.36	1.205	0.308

Question 4	MLM	3.95	0.923	0.430	LLM	4.39	1.349	0.259	
	LLM	4.09				LOE			4.20
	LOE	4.20				Total			4.13
	Total	4.15				SM			4.18
	SM	4.55				MLM			3.75
Question 5	MLM	4.09	0.727	0.537	LLM	4.13	1.426	0.236	
	LLM	4.22				LOE			3.98
	LOE	4.17				Total			4.01
	Total	4.26				SM			4.18
	SM	4.45				MLM			3.64
Question 6	MLM	3.82	2.252	0.083	LLM	3.83	1.274	0.284	
	LLM	4.30				LOE			3.98
	LOE	4.11				Total			3.91
	Total	4.13				SM			3.91
	SM	4.27				MLM			3.80
Question 7	MLM	4.07	0.767	0.513	LLM	4.09	8.473	0.000***	
	LLM	4.22				LOE			4.11
	LOE	4.19				Total			4.13
	Total	4.23				SM			4.00
	SM	4.45				MLM			3.86
Question 8	MLM	3.86	3.737	0.012*	LLM	4.13	1.236	0.297	
	LLM	4.26				LOE			4.12
	LOE	4.25				Total			4.03
	Total	4.21				SM			4.73
	SM	4.45				MLM			3.93
Question 9	MLM	3.86	3.206	0.024*	LLM	3.96	3.048	0.029*	
	LLM	4.17				LOE			4.13
	LOE	4.24				Total			4.19
	Total	4.18				SM			4.64
	SM	4.45				MLM			3.89
Question 10	MLM	3.95	1.851	0.138	LLM	4.00	3.200	0.024*	
	LLM	4.13				LOE			4.16
	LOE	4.17				Total			4.17
	Total	4.22				SM			4.45
	SM	4.27				MLM			3.93
Question 11	MLM	3.86	1.468	0.224	LLM	4.13	2.165	0.093	
	LLM	3.91				LOE			4.23
	LOE	4.12				Total			4.19
	Total	4.04				SM			4.36
	SM	4.27				MLM			3.77
Question 12	MLM	3.73	4.065	0.008**	LLM	3.87	3.005	0.031*	
	LLM	4.35				LOE			4.15
	LOE	4.16				Total			4.04
	Total	4.15				SM			4.09
	SM	4.18				MLM			3.70
Question 13	MLM	3.82	1.761	0.155	LLM	4.22	2.561	0.055	
	LLM	4.26				LOE			4.11
	LOE	4.12				Total			4.03
	Total	4.10				SM			4.18
	SM	4.09				MLM			3.70
Question 14	MLM	3.66	2.004	0.114	LLM	3.87	2.167	0.092	
	LLM	4.13				LOE			4.09
	LOE	3.98				Total			3.96
	Total	3.97				SM			4.36
	SM	4.36				MLM			3.68
Question 15	MLM	4.05	0.528	0.663	LLM	4.13	4.808	0.003**	
	LLM	4.09				LOE			4.25
	LOE	4.16				Total			4.11
	Total	4.17				SM			4.11
	SM	4.45				MLM			3.98
Question 16	MLM	3.98	0.855	0.465	LLM	4.04	0.855	0.465	
	LLM	4.04				LOE			4.09
	LOE	4.09				Total			4.14
	Total	4.14				SM			4.55
	SM	4.55				MLM			3.86
Question 17	MLM	3.86	1.824	0.143	LLM	3.91	1.824	0.143	
	LLM	3.91				LOE			3.99
	LOE	3.99				Total			4.08
	Total	4.08				SM			3.82
	SM	3.82				MLM			3.52
Question 18	MLM	3.52	2.308	0.077	LLM	3.96	2.308	0.077	
	LLM	3.96				LOE			3.96
	LOE	3.96				Total			3.82
	Total	3.82				SM			3.82
	SM	3.82				MLM			3.52
Question 19	SM	4.00	1.916	0.127					
	MLM	3.93							

*, p<0.05; **p<0.01; ***, p<0.001

According to one-way variance analysis, it was found that there was significant different between the eight questions regarding targeting and planning and the opinions of managers. The questions which were found significant differences were 8, 9, 12, 23, 25, 26, 28 and 31. Senior managers said that more attend to the questions, which were found significant differences,. At the same time, when the Table 4 was examined, majority of the senior managers who participated in the survey said that the enterprise has policies (question 25). Majority of the middle-level managers who participated in the survey said that the enterprise does not attach much importance to targeting and planning. Because a great of majority of the questions were under 4. The lower-level managers who participated in the survey said that

planning is necessary for the sector (question 19). The officer-workers said that profitability is the forefront in targets and plans in enterprise (question 8) and teamwork is fully implemented in enterprise (question 31). When the results examined in general, majority of the respondents said that the targets and plans form the basis for the decisions of the managers and the targets and plans are the success standard.

CONCLUSION

In this study, the perceptions of the employees related to questions regarding targeting and planning were investigated. Also, it was determined that whether there was a significant difference between the positions of the employees and questions regarding targeting and planning or not. In this study, the following results were obtained:

- (1) A great of majority of the participants were male.
- (2) Majority of the participants were under the age of 42.
- (3) Majority of the participants were the worker or officer.
- (4) Majority of the participants worked in small-scale enterprises and majority of the enterprises were in the status of limited liability company.
- (5) Majority of the employees participating in the study were employed by enterprises operating in the furniture sector. Because there were the most furniture sectors in the forest products industry in the Anatolian side of Istanbul.
- (6) Majority of the employees worked in manufacturing departments of enterprises.
- (7) According to opinion of managers, it was found that some questions related to the planning and targeting have significant differences. These questions were 8, 9, 12, 23, 25, 26, 28 and 31. In other words, the answers given varied according to the manager type.
- (8) Majority of the participants said that the enterprises pay attention to planning and targeting.

In order to ensure the continuity of the enterprises and to keep the enterprises standing, they are necessary to give importance to targeting and planning. Therefore, more extensive researches can be done for future studies.

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