

CHANGE IN THE ORGANIZATIONAL CULTURE OF ENTERPRISES THAT BECOME MULTINATIONAL AND EFFECTS OF INTERNATIONALIZATION: A RESEARCH IN TEXTILE INDUSTRY¹

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ABSTRACT

Although growth of a business is always perceived as a ‘no doubt concept’ that must inevitably occur, planned and controlled growth often gives more useful and efficient results. All enterprises aim to create added value, mostly by providing growth, to be sustainable and to benefit society.

In simple terms, it may be considered that there is no other option to growth and the inevitability that every business grows beyond its limits. But, in addition to managerial problems related to the organizational culture that may be caused by uncontrolled growth, quantitative problems that international growth might bring should also be manageable. Otherwise, it is possible to lose current resources or use them inefficiently. Instead of superficial growth, talking about the functionality and deeper involvement in the foreign country may be more preferable. Many multinational companies exist in the global world, and Turkish companies are becoming multinational in this globalization trend even though their numbers are relatively small.

The Turkish textile upholstery fabric company, founded in 1980 when we conducted field work, began its multinationalization process with the acquisition of the biggest competitor in the U.S.A and China³. The process of multinationalization was examined as a case study and the effects of becoming a multinational on the organizational culture were investigated.

Keywords; Multinationalization, Organizational Culture, Corporate Culture, Loyalty, Communication.

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³<http://www.furnituretoday.com/article/538423-turkish-company-makes-offer-microfibres>

1. Literature Review

1.1 The Definition of Multinationalization and Internationalization

Internationalization, international diversification, international expansion or geographic diversification, while internationalization (Lopez-Morales et al., 2015) is defined as the most general sense of the activity of firms outside the borders of their country of origin. (Göker-Uysal, 2017)

Multinational companies are enterprises that carry out their production and marketing activities in two or more countries by applying their own business strategies in all of their subsidiaries and branches. (Can, 2015)

Multinational companies are interested in foreign direct investment, have assets that generate income in more than one country or control them and thus produce goods and services outside the main country. However, it does not mean a company is a multinational company only when it is used as a foreign trade or as an intermediary for foreign firms. There are many ways to assess the degree of multinationality of a business.

According to Dunning & Lundan (2008), if a business:

- has many foreign subsidiaries or affiliates in foreign countries,
- is operating in many different countries around the world,
- has total assets, income and profits related to the assets, income and profit rates from the operations abroad,
- has employees, stakeholders, owners and managers from a variety of countries abroad,
- is much more ambitious in terms of production, research and development, not only in sales offices but also in overseas activities

it can be said that the level of multinationalism of the enterprise in question has increased.

Multinational companies are a whole of central and subsidiary enterprises. (Dunning, Lundan 2008). According to the features listed above; multinational enterprises carry out their production and marketing strategies wholly or partially in their own businesses in more than one country, and thus gain active returns from more than one country. (Can-Utlu, 2017)

This definition is not directly proportional to the size of the enterprise in the country of direct investment; the operation in the foreign country, defined as the “sister company”, can sometimes be the largest in the sector.

In today's business world, the bigger company not necessarily always buy smaller ones, and sometimes it is vice-versa. Such a situation has taken place in the case of the Turkish textile company

surveyed here⁴. The Turkish company, which was smaller in scale, acquired the American company, which was in a much stronger position in the past but lost power.

Especially in acquisition of competitors, we believe that it is more appropriate to define the younger company as the “company abroad” which is supposed to have the same culture as the parent company to be formed within years.

Internationalization theory refers to the limit of internationalization for firms as the profit margin, in which revenues obtained as a result of activities outside the borders of the country meet the costs to be incurred. (Casson et. al, 2009). This definition explains the general logic of enterprises to increase their international activities, in other words, the internationalization of businesses and why businesses are interested in this issue.

In the light of this definition, it is stated that enterprises enter into difficulties as well as the costs of internationalization, but in the case that the profits obtained meet the new costs, they are profitable from this operation.

1.2 Measurement of Multinationalization Levels of Enterprises

Undoubtedly, there are differences between the concepts of multinationalism and internationalization. The concept of internationalization means that the enterprise should increase its relations with countries outside its own country and the enterprises in these countries, while multinationalization is considered to be the physical presence of the enterprise by direct or indirect investment in foreign countries, mostly expressed by buildings, facilities warehouses or sub-companies.

The DOIINT scale developed by Sullivan (1994) is used to find the degree of internationalization. According to this scale, the degree of internationalization of an enterprise consists of five elements. These elements are as follows:

1. FSTS: Percentage of foreign sales in total sales
2. FATA: Percentage of foreign assets within total assets
3. OSTs: Percentage of foreign branches within total branches
4. TMIE: International experience of top management
5. PDIO: Physical distribution of international activities (within export countries)

$$DOI_{INT} = FSTS + FATA + OSTs + TMIE + PDIO.$$

⁴<https://odatv.com/90-yillik-abdli-sirketin-kaderi-turk-sirketin-elinde-1912161200.html> (The fate of the 90 year old US company is in the hands of the Turkish company.)

The DOI ratio was calculated as 2.13 for SUEDSER based on the information received from the company authorities. The performance of SUEDSER is in the middle and below group within the rates reported to range between 0.0 and 5.0. (Sullivan,1994)

1.3 Impact of Internationalization Level on Business Performance

Akben and Yeşil (2015) investigated the impact of internationalization on business performance. In this study, the DOI_{INT} scale developed by Sullivan (1994) was used to determine the level of internationalization. The parameters were used to determine the level of internationalization of firms according to this scale; foreign sales / total sales, total foreign assets / total assets, number of foreign branches / total number of branches, international experience of top management / total experience of all managers, total number of countries exported to/ total number of countries in the market.

In addition, they determined the performance of the business according to both objective and subjective criterias besides the objective financial indicators, and evaluated the situation for both indicators. The results of the survey conducted to reveal the characteristics of the enterprises, such as the duration of activity, sector, number of employees, physical distribution of international activities, are each considered as subjective performance indicators of enterprises. (Akben & Yeşil, 2015)

Today, there are virtual enterprises who spread their nonphysical (virtual) assets rather than their physical assets to the country in which they exist.

Google is an example of the company operating in many countries worldwide. Google has more than 70 offices in 50 countries⁵. Even locating this information via Google search is an indication that Google service may be used in any country that has the internet, regardless of whether the product and company are intertwined or not. While the US-based company (Google) operates in many countries as a requirement of internationalization, it is localized in many countries, as well as being subject to the laws and other legislation of that country and supporting the product content with local concepts while using the human resources of that country⁶.

1.4 The Relationship Between Multinationalization and Business Performance and Firm Size

In the literature, the effects of internationalization on the general performance of the companies were examined, but no studies were conducted specifically for the effect of becoming multinational on the operational performance.

⁵<https://www.google.com/intl/tr/about/locations/>

⁶<http://www.hurriyet.com.tr/ekonomi/google-turkiyede-ofis-acti-4614505> (Google has opened an office in Turkey)

Studies that suggest the level of internationalization and the firm performance are in a linear and positive relationship (Delios and Beamis, 1999; Loncan and Nique, 2010) stated that a unit increase in the level of internationalization would also lead to a unit increase in firm performance.

Studies that suggest a negative linear relationship between the level of internationalization and firm performance (Gomes and Ramaswamy, 1999; Genthon, 2008) argue that the internationalization of the activities of the firms will remain below the cost of the benefits of this situation, and even internationalization will damage the firm performance. The results of studies suggesting a nonlinear relationship between these variables generally indicated that the relationship had a U-shaped slope, an inverted U-shaped slope, a horizontal S-shaped slope, and a W-shaped slope.

In the first stages of internationalization, the performance of the company has decreased but afterwards has slightly increased while the company has adapted itself to foreign market conditions. In the first stages of internationalization, the performance of the company has decreased but afterwards has moderately increased while the company has adapted itself to the foreign market conditions. (Ruigrok and Wagner, 2003) According to this study, organizational culture is accepted as a subjective criterion.

Olmos et al. (2016) examined the relationship between the level of internationalization and firm performance in family businesses by emphasizing that the organizational structure in Spain is predominantly composed of family companies and that internationalization has become a necessity for them to maintain their presence in the globalized and increasingly complex markets.

Vithessonthi and Racela (2016) investigated the effects of internationalization levels and R & D intensity on firm performance. In this study, the data of the 1990-2013 period of non-financial companies traded in American stock exchanges were used. Within the scope of the study, Tobin's Q and market-based financial performance criterion were used besides the performance profitability and return on sales, which is an accounting performance criterion.

Although R & D studies express a quantitative concept in terms of magnitude, the importance of R & D studies for the development of research and those studies can be considered as a part of the organizational culture.

Osorio et al. (2016) investigated whether the relationship between the level of internationalization and firm performance varies depending on the size of the firms. During the period of 1994-2008, they used some variables as indicators of internationalization level in their studies on production enterprises and large production enterprises operating in Spain. These variables consist of; the ratio of foreign sales to total sales and the company's profitability as an indicator of firm performance. As control variables; growth in sales, company age, company asset size, advertising intensity, R & D intensity, productivity and debt levels are used.

They found that the relationship between internationalization level and firm performance is in the form of an horizontal S-curve in large firms, in the form of U-curve in medium-sized firms and in linear and negative-slope form in small firms. Therefore, they concluded that the relationship between the level of internationalization and firm performance is a magnitude. (Osorino et. al., 2016)

The physical and qualitative size of the company is closely related to the organizational culture as well. A relatively small size firm may have developed organizational culture characteristics as well as a very large company. In other words, issues related to organizational culture, such as institutionalization, may be relatively advanced in smaller firms.

However, due to the administrative difficulties of business, there is a need for institutionalization and the organizational culture changes as the enterprise becomes institutionalized. As organizational culture changes, business methods and trends of business change. In other words, organizational culture evolves towards institutionalization.

2. Change in the Organizational Culture of Multinational Companies.

2.1 Definition of Culture

Culture is related to the historical background of human communities, development characteristics, forms of production and social relations. (Berberoğlu, 1990). According to Eliot T.S, culture concept varies according to the development of an individual, a group, or class or the whole community. Eliot T.S argues that the culture of a group or class depends on the culture of the whole community to which that group or class belongs.

Culture is defined as the norms, behavior patterns, beliefs, attitudes and habits system that direct the attitudes and behaviors of the individual (Kutaniş, 2006). Encyclopedia Britannica (1989) defines culture as all kinds of material and spiritual products such as language, thought, tradition, sign systems, institutions, laws, instruments, techniques and artworks of social life.

Culture is the living expression of a society and is the product of a combination of learned behavior and the consequences of these behaviors. In this respect, it is not wrong to say that culture is a whole of learned behavior. Culture is a social product, since man lives in a society from birth to death.

For example, a child learns his language, his religion, his food and drink, his environment, his social life, and his values and norms in a cultural frame. From this point of view, culture is a concept that includes all that people in society learn and share; and almost everything examined by the sciences is shaped by culture. Therefore, culture consists not only of inherited traits, but of later learned properties. Every new member joins the community by learning. (Özkan, 2006)

It is not wrong to say that, as in individuals and societies, there is already a community, and companies are formed through similar evolutions.

2.2 The Concept of Organizational Culture

In the context of organizational theory as well as in management practices, organizational culture is one of the main topics of interest in academic research and educational studies. This is because culture has a central role in all areas of organizational life. (Alvesson, 2002)

In the literature, concepts such as organizational culture, corporate culture, business culture, company culture, corporate culture and organizational culture are frequently encountered. However, it is a fact that these concepts are often used as synonymous with each other. (Şahin, 2010)

Organizational culture can be defined as; organization of individuals in the organization that they accept, believe and share, thoughts, emotions, attitudes and behaviors of the organization, characterizing the organization and separating it from other organizations. Definition also consist of; the internal and external relations and communication of the organization, directing, providing harmony with them, provides unity and solidarity within the organization it can be defined as the sum of the basic assumptions, stories, myths, symbols and practices. Organization culture determines the way individuals do business and transfer them between individuals, beliefs, values, behaviors and habits. (Avcı, 2016).

This interaction with the environment seems inevitable in order to become the living organizations or institutions of the future. Organizations have to work within the framework of values that will adapt to the ever-changing and evolving internal and external environment in order to establish, maintain and develop their structural integrity. (Özdevecioğlu, 1995).

Organizational culture is a paradigm for us to see the realities behind the organizational structure. This paradigm guides the members concerning how to look at the structure and how they behave within the organization. The culture is a set of assumptions that is believed to be a group and accepted without questioning its accuracy. Norms are the reflection of these assumptions. Organization culture is the pattern of conduct, traditions, beliefs and values of the organization that regulates the relations of the members of the organization with each other and the environment of the enterprise. (Mert and Yılmaz 2018; Deal and Kennedy, 1982; Güçlü, 2003; Schein, 1996).

According to Robbins and Judge (2012), in organizations which have strong organizational culture, the core values of organizations are highly internalized, owned and shared widely. The degree of intensity the members of the organization accept and value their core values, is related to how much the organizational culture influences and shapes the behavior of the employees. (Robbins et. al. 2012)

The most difficult asset to imitate firms is its culture. Companies with strong culture, with the effect of providing effective human resources, protection and development; provide positive interaction with internal and external counterparts, and an environment of trust. Provides competitive advantage to

enterprises with effective communication, operational capability, qualified and low cost production. (Barney, 1986; Yılmaz and Karahan, 2010; Yolcu, 2016)

It is clear that organizational culture is a control system that shows the attitudes, beliefs, assumptions and expectations of the employees in the same institution and how the behaviors that determine the individuals and inter-individual relations are conducted (Erengül, 1997) and how internal compliance and consensus are provided. (Şahin,2010).

2.3 Relationship Between Organizational Culture and Organization Size

In the literature, the effects of multinationalization or internationalization on the overall performance of companies have been investigated, but no studies have been found on the effect on organizational culture.

The increase in organizational culture research was influential in the success of Japanese companies in the late 1970s and early 1980s. (Ouchi et. al., 1985) One of the reasons underlying international success as well as work discipline, stability and hard work is that Japanese society culture can be transformed into a similar organizational culture within enterprises.

As companies grow, besides their needs also their cultures change. The increase in investments of international firms in different countries and the fact that people with different cultures work in these companies are among the factors that increase the importance of culture. (Dursun, 2013)

Organizational culture may vary according to the size of the enterprise. The value judgments, habits, opportunities, and even symbols and images of a small-scale company may differ from those of a larger scale. This natural flow results in the acceptance of the size of the enterprise as a variable parameter in terms of organizational culture. In other words, enterprise size is thought to be a factor that affects and changes organizational culture.

On the other hand, it is not possible to perceive of organizational culture independently from national culture. Because organizational culture is a sub-system of national culture.

In this context, organizational culture is defined as a phenomenon that is the result of the interaction of organizational and non-organizational factors in the national cultural texture, and exhibits complex relations with each other (Uyguç, 2000). Even if the norms and values remain the same as the size of the enterprise increases, it is possible to mention the increase of organizational rules and regulation practices.

2.4 Factors Affecting and Changing the Organizational Culture

Factors that may affect the organizational culture in multinational enterprises can be summarized as follows.

- Internationalization Degree
- Centralization Degree
- The size of the foreign investment and the size of the production capacity, if any

- Human resources approaches
- Geographical Differentiation
- Overseas Experience of Enterprises
- Type of Internationalization (procurement, partnership, joint-venture e.g.)
- Ownership Structure of Foreign Subsidiaries
- The size of the main enterprises
- Product differentiation
- Organizational Structure (matrix, lean organizational structure e.g .).

A significant portion of these elements consists of quantitative values. Abstract concepts such as values, norms, ways of doing business and habits undoubtedly affect organizational culture.

Factors requiring the change of corporate culture are explained by R.Kilmann as follows (Vural, 2009),

If;

- Organizational culture does not support the organization's goal,
- Organizational culture cannot act as a driving force for the success of the organization,
- Organizational culture, where the interest groups of the organization do not provide conciliatory works in the direction of the business interests and cannot accommodate interest groups in the organization,

• Change in organizational culture is inevitable if organizational culture does not provide a participatory environment for the members of the organization to address the complex and difficult questions of the organization,

• The quality of R & D studies, the methods followed are not satisfactory, it means change of the organizational culture is required.

Companies that adopt a strategy of investing in foreign countries should choose one or more of the methods of joint cost analysis, joint investment with other enterprises abroad, purchase or all of the shares of an existing enterprise or form its own subsidiary.

Whichever of these strategic methods is adopted, businesses that wish to carry out their activities abroad successfully must build an appropriate structure. (Yıldırım and Çolak, 2009)

2.5 Types of Organizational Structure

Classifications related to organizational cultures differ according to the theoretical models chosen by the researchers working in this field on the basis of their emphasis and work. It is worth mentioning briefly about the organizational control approach that forms the basis for the classification in this study. The control function is one of the organisation's main ambitions and is concerned with

how to direct all the activities that an organization carries out to achieve its predetermined objectives. (Erdem, 2007)

The above mentioned organizational control approach of Ouchi (1980) has been taken as reference in the classification of organizational culture.

Cameron and Quinn's model of competitive values consists of four types of organizational culture, which occur on an axis with internal orientation at one end and with external orientation at the other, flexibility and dynamism on one side, and another axis with stability and control on the other side. (Bendixen and Burger, 1998; Dastmalchian et. al., 2000; Dosoglu and Guner, 2001; Berrio, 2003; Pennington et.al., 2003; Stoica et. al., 2004; Daft, 2004; Jones et. al., 2005; Erdem, 2007)

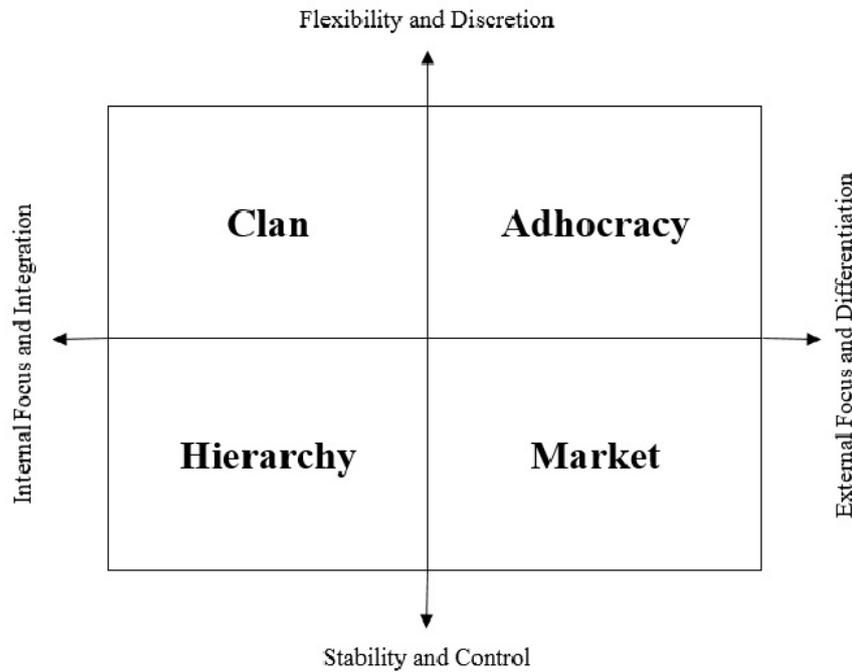


Table 1. Competing Values Framework (Cameron & Quinn, 2011)

Clan culture refers to organizations whose inward, unity and solidarity are important, organizational commitment is prominent and informal control processes are dominant. Such organizations are like a family. Organizational managers play a parent-like role. (Dosoglu and Guner, 2001; Berrio, 2003; Dwyer vd., 2003)

Hierarchy culture is shaped among the dimensions of internal organization and stability / control. These represent mechanical and bureaucratic organizations. Order and rules are important in these cultures. It is obvious who will do what. These standards are not required to be exceeded. According to Ouchi (1987), the bureaucratic mechanisms tell the person: “don’t do what you want, do what we tell you to do, because we are paying you for it”.

Market culture refers to organizational environments that emphasize external focus, competitiveness and efficiency, but also have a stable and controlled direction. (Berrio, 2003; Pennington vd., 2003) In organizations with a market culture, each individual has to pursue his personal interests. The functioning market mechanism in the organization will measure the contribution of each employee to common interests and everyone will be rewarded for their personal contribution. If a person does not contribute at all, he will not receive any reward so that equality will be ensured (Ouchi, 1987). It is important to have a competitive advantage and market advantage in this type of culture. The success of the organization is evaluated by the increase in market share, profit and tangible outcomes.

Adhocracy culture refers to an organic, entrepreneurial, flexible, innovative and creative organizational cultural environment (Stoica et al., 2004). There is a highly organic structure in the culture of culture, where organizational status and positions are not considered or are considered temporary. The tendency of centralization in the organization is uncommon. Within this structure, employees are encouraged to take the initiative, take risks and make new inventions and freedoms. (Dastmalchian et. al., 2000; Ataman, 2001)

In the field study, it is aimed to understand the dynamics of organization culture of the Turkish company (SUEDSER) and how this culture evolves in the stage of growth and multinationalization.

When international business literature is examined, subjects such as internationalization process, organizational structures, human resources management, marketing strategy and strategy development processes of international companies are discussed in various studies. In this context, the organizational structure used by international enterprises to be successful in their international activities occur as an important factor. (Yıldırım and Çolak, 2009)

The reason for using different types of organization in the literature is examined in different dimensions. These dimensions; The number of countries where the organization operates, the age of the organization, the variety of the organization, the share of the foreign affiliates in the total sales of the enterprise, the size of the organization, the share of R & D and technology investments in the total were grouped under various headings. (Stopford and Wels, 1971; Egelhoff, 1982, 1988; Daniels et. al., 1984, 1985; Wolf and Egelhoff, 2001, 2002; Chi et. al, 2004)

The staffing (human resources) approaches applied by international enterprises were added to the model and their relations with the selected macro structures were tested. Staffing approaches are assigned in the literature as follows: from the main country (Ethnocentric), from the host country where the foreign investment takes place (Polisentric), and from third countries as (Geocentric). (Perlmutter and Heenan, 1979; Özalp, 1986)

The ethnocentric approach from these approaches is an appropriate form of staffing in the first years when the enterprises start their activities abroad. (Tung, 1981; Robock and Simmonds, 1989) In

terms of the complexity of the organization, while there is a lean organizational structure in the affiliated organizations, there is a complex one in main center.

The authority and control are gathered in the center, and the communication and information flow between the affiliated organizations is in the form of the right orders, comments and advice from central to affiliated organizations. Subsidiaries are wholly owned by the headquarters if there are no restrictive factors, and the key positions of affiliates are to appoint and train managers from the main country. (Perlmutter and Heenan,1979).

The host-based (polycentric) approach is a form of staffing that is applied with the assumption that the economic, social and cultural structure of the country of operation of the host country can be best known to the managers elected from this country, together with the increase in the overseas activities of the enterprises. Although the operation tends to appoint managers from the parent company in the first years of operation abroad, the tendency to appoint managers from the host country for the reasons mentioned in these years is also high. This type of staffing approach is a suitable approach for businesses operating abroad with a narrower product line. (Phatak et al., 2005)

It is known that in the first years when international enterprises invested abroad, they have been operating with an international department structure and used this structure which can work together with both product and geographical structure. The functional structure and product structure used with a limited number of geographic units are the structures used by the enterprises which are known as “mixed structures” and operate abroad with relatively more product types and number of regions. As the product variety increases in the summer, it is stated that when the number of the geographic areas that operate is increased according to the product, a geographical or regional section structure is used. (Stopford and Wells, 1972; Egelhoff, 1982, 1988; Daniels et. al.,1984; Wolf and Egelhoff, 2001, 2002; Chi et. al., 2004)

3. Field Survey

3.1 Aim of the study

SUEDSER (known by the Sertex brand) was established in 1980 as a technical textile company to manufacture and market upholstery fabrics. SUEDESER has made its claim stronger in the technical textile sector as a matter of being global with its international procurement by acquiring Microfibrés-Hp Fabrics (est.1926), one of the most well-known and experienced companies of the global sector.

Along with this change and metamorphosis, there have been significant changes in the company's management staff, and the necessity to effectively manage the facilities and offices both in the USA and China.

The management is carried out by the head office, and the center-environment approach has been adopted as the management approach in the relations with the company in the USA. It is observed that the factory located in China is less dependent on the center than the one in the USA.

The total number of employees of the company is approximately 450. The number of white-collar employees is around 100 people.

3.2 Hypothesis of research

In this study, the effects of becoming multinational on organizational culture were examined together with factors related to organizational commitment, employee motivation, communication and business culture. In this context, the following hypotheses related to field survey have been formed.

H1. Multinationalism has contributed positively to employee motivation.

H2. Multinationalism has contributed positively to the increase of organizational commitment and loyalty.

H3. Multinationalization has contributed positively to the effectiveness of internal communication.

H4. Multinationalization has contributed positively to the way the organization does business.

H1. T test was applied as hypothesis test and it was accepted as = 005 significance level.

H2. T test was applied as hypothesis test and it was accepted as = 005 significance level.

H3. T test was applied as hypothesis test and it was accepted as = 005 significance level.

H4. T test was applied as hypothesis test and it was accepted as = 005 significance level.

3.3 Method of the Survey

The opinions of the white-collar employees on the impact of the multinational company on the organizational culture were collected via survey. The reason why blue-collar employees are not included in the survey is that sufficient information has not been given yet about the new the company that has been acquired abroad. White-collar employees naturally have a higher awareness of acquisition because of their common tasks, such as purchasing, sales, reporting, e.g for both new and existing companies. Therefore, the survey was limited to white-collar workers.

Both qualitative and quantitative research methods were used. The aim of the qualitative research was supported by a detailed literature review. Numerous scales have been developed to understand and explain organizational culture through quantitative methods. A similar study (Kaya 2010), which compares the organizational cultures of public and private sector institutions, has been found to have logical similarities and hence useful scales. In the aforementioned study (Danışmanand Özgen 2003, Meyer and Allen 1991, Wasti, 2000; 2002; Yalçın and İplik, 1995; Boylu et al., 2007), the related sections of the various scales used in this research were also used.

The survey was prepared for pre-testing by interviewing academicians who are experts in the field of research. Suedser has 3 locaitions in Turkey. Çerkezköy Tekirdağ where production facilities

are located, Maslak Istanbul where the head office is located and Masko / İkitelli İstanbul locations where showroom and Carpet Division are located in general are used for both test and survey studies.

The pre-test was conducted with a total of 15 participants, 5 from each location. After the pre-test, some corrections and revisions were made to the questionnaire. There was no significant difference between the mean and correlation of pre-test and post-test. This suggests that test-retest reliability of the scales is high.

Within the scope of the study, 3 questions were asked to determine gender, education and income levels of the individuals who completed the questionnaire.

In order to measure the opinions of the survey participants, 33 questions were asked with the 5-point Likert Scale as “Strongly Agree” ’Agree“, ”Neither Agree Nor Disagree”, “Disagree” and “Strongly Disagree”.

The survey participants were selected from among the white collar workers who have been employed in the Company for at least 3 years. The purpose of this is to enable employees to evaluate the survey better who have already started to work in the enterprise before the multinationalization process and have also experienced the purchasing process abroad.

In the application of the questionnaire, face-to-face interview method was chosen in order to provide necessary explanations and to provide full feedback about the questions that could not be understood or misunderstood by the participants. The survey was carried out anonymously to prevent participants from worrying about problems because of the sharing of results or the emergence of their identities. Data obtained between 23-30 October 2018 were entered into SPSS program and hypotheses were tested.

4 Field Research Results, Findings and Analysis

85 employees participated in the survey, and 83 responded to the questions. As a result the following results were obtained. Cronbach's Alpha analysis was used for the reliability of the study. In the Cronbach's Alpha analysis, the alpha coefficient is expected to be greater than 0.7.

Source: <http://www.ekonomianaliz.com/guvenilirlik-analizi-reliability-analysis/>

The Cronbach's Alpha coefficient of the research scale was found to be **0.89**, which is considerably higher than the acceptable rate of 0.7. This shows that the study is homogeneous, consistent and reliable.

Reliability Statistics

Cronbach's Alpha	N of Items
,891	33

One Sample T Test analysis was performed for research hypotheses. All of the T Test results were significant and all 4 hypotheses were accepted.

One-Sample Test

	Test Value = 0					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Motivation	46,655	82	,000	2,30873	2,2103	2,4072

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Loyalty	33,136	81	,000	1,94919	1,8321	2,0662

One-Sample Test

	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Doing Business	52,497	82	,000	2,43133	2,3392	2,5235

One-Sample Test

	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Communi-cations	38,870	82	,000	2,51635	2,3876	2,6451

These results cannot be generalized due to the fact that the survey is not implemented in more than one company and is performed on a limited sample of 83 persons. Although there are mentioned limits, this study is a preliminary study for other future studies. The study contains significant clues about how multinationalism changes positively in the way that the employees of the company are subject to Loyalty, Motivation, Doing Business and In-house communication.

In the future, if a similar study will be applied in more than one company with more staff the differences between the perspectives of both white and blue-collar personnel in the multinational process can be examined, and it may be possible to examine the results in a specific area / sector in more detail.

Moreover, it is believed that by adding other criterias in the fields of Business Management and Marketing, the issue can be enriched and contributed to the literature.

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