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A RESEARCH ON THE EFFECT OF SOME MANAGEMENT VARIABLES ON PERFORMANCE IN TEXTILE BUSINESSES WHICH HAVE ABROAD PRODUCTION FACILITIES

Abstract

One of the strategies that the textile sector, one of the locomotives of Turkey's economy, has developed to gain competitive advantage in the regional and global level is the international market entry strategy. One method that finds place in this strategy is to reduce the current unit product cost by establishing an abroad production facility and to compete under more favourable conditions. Businesses that implement this strategy apply various managerial variables for the established production facility and aim to improve their performance.

The main purpose of the study is to determine the affection level of managerial variables to the performance model determined within the scope of the study, in the Turkey based textile businesses which implement the strategy of establishing abroad production facilities. Within the scope of the study, management style, organization structure, and business culture, which are among the management and organizational elements of the business are used as independent managerial variables. To determine performance, the improvement in quality, efficiency, and profitability performance after establishing abroad facilities has been integrated and a performance model consisting of these components has been created. The survey about managerial variables and the performance of businesses within the

scope of the research was applied online to the managers of 144 textile enterprises which determined to have abroad production facilities. The data obtained from the survey were analysed by correlation and multiple regression methods. The equation obtained as a result of the analysis enables the company performance to be predicted by using managerial variables. In addition, it has been revealed that the management style and business culture have no effect on the performance model, while the organization structure affects the performance model. Organization structure in research states the abroad facility must not be autonomous in terms of organizational structure and to be kept under control constantly refers to the centre in Turkey. In this context, it is recommended to those who established or who want to use the strategy of establishing abroad production facilities; not to left production facility independent as a completely separate unit, to keep under observation and to monitor its activities with reports continuously.

Keywords: Abroad Production Facility, Managerial Variables, Quality, Productivity, Profitability

YURTDIŞINDA ÜRETİM TESİSİ BULUNAN TEKSTİL İŞLETMELERİNDE BAZI YÖNETSEL DEĞİŞKENLERİN PERFORMANSA ETKİSİNE YÖNELİK BİR ARAŞTIRMA

Özet

Türkiye ekonomisinin lokomotiflerinden biri olan tekstil sektörünün bölgesel ve küresel anlamda rekabet avantajı sağlamak amacıyla geliştirdiği stratejilerden biri uluslararası pazara giriş stratejisidir. Bu stratejinin uygulama alanı bulan bir yöntemi yurtdışında üretim tesisi kurarak mevcut birim ürün maliyetini düşürmek ve daha uygun şartlarda rekabet edebilmektir. Bu stratejiyi hayata geçiren işletmeler, kurulan üretim tesisi için çeşitli yönetsel değişkenleri uygulamakta ve performanslarını iyileştirmeyi amaçlamaktadırlar.

Çalışmanın temel amacı, yurtdışında üretim tesisi kurma stratejisini uygulayan Türkiye merkezli tekstil işletmelerinde yönetsel değişkenlerin çalışma kapsamında belirlenen performans modelini ne ölçüde etkilediğini belirlemektir. Çalışma kapsamında bağımsız yönetsel değişken olarak işletmenin yönetim ve organizasyon unsurlarından olan yönetim tarzı, yapısal durum ve işletme kültürü kullanılmıştır. Performansı belirlemek için işletmelerin yurtdışı tesisini kurduktan sonra kalite, verimlilik ve kârlılık performansındaki gelişim bütünleştirilmiş ve bu bileşenlerden oluşan bir performans modeli oluşturulmuştur. Yurtdışında üretim tesisi bulunduğu belirlenen 144 tekstil işletmesinin yöneticilerine araştırma kapsamındaki yönetsel değişkenler ve işletmelerinin performansı ile ilgili anket online uygulanmıştır. Anketlerden elde edilen veriler korelasyon ve çoklu regresyon yöntemleri ile analiz edilmiştir. Analizler sonucunda elde edilen denklem, yönetsel değişkenler kullanılarak işletme performansının tahmin edilmesine olanak sağlamıştır. Ayrıca yönetim tarzı ve işletme kültürünün performans modeline etkisinin olmadığı, yapısal durumun ise performans modelini etkilediği ortaya çıkmıştır. Araştırmada yapısal durum; yurtdışındaki işletmenin örgüt yapısı açısından özerk olmamasını ve sürekli Türkiye'deki merkez tarafından kontrol altında tutulmasını ifade

etmektedir. Bu kapsamda, yurtdışında üretim tesisi kuran veya kurma stratejisini uygulamak isteyen işletmelere üretim tesisinin tamamen ayrı bir birim gibi bağımsız bırakılmaması, gözlem altında tutması ve faaliyetlerini sürekli olarak raporlarla takip etmesi önerilmektedir.

Anahtar kelimeler: Yurtdışı Üretim Tesisi, Yönetsel Değişkenler, Kalite, Verimlilik, Kârlılık.

1. INTRODUCTION

All businesses are affected by today's economic developments and this change forces businesses to take effective decisions in order to gain competitive advantage. In a constantly changing competitive environment primary goals of businesses are minimizing uncertainties arising from variable factors, to ensure that the activities of the business are at a level that can be controlled, and avoid negative effects caused by changes. Businesses must establish a relationship with the relevant variables in order to provide them. Businesses must make a decision about variable factor type, time, method, and must carry out its activities within the framework of a strategy.

The textile sector providing employment for nearly 2 million people in Turkey, when unregistered employment added. Textile sector considered as one of the locomotives of Turkey's economy due to contribution to the fall in the unemployment rate by its labour-intensive features. For the textile sector, in order to survive it is necessary to develop strategies, to continue to develop by providing regionally and globally competitive advantage in the light of the strategies developed, and to make effective decisions in the most efficient way. One of the applications that finds place in current situation within the scope of strategy development studies of textile businesses is to enter the international market. A strategy that can be used with the aim of eliminating the disadvantages of increased costs in Turkey is to establish a production facility in another suitable country. With the protection of facilities in Turkey, customer satisfaction will be provided by preserving quality, short term, and geographical advantage.

Although it considered as the abroad production facility will not contribute to Turkey's economy, it can be said that there is a risk of not receiving orders and closing completely due to increased costs. Indeed, many Turkish textile businesses established abroad production facilities and maintain its activities in Turkey by providing the equilibrium price with low cost in abroad facility.

After the practice of establishing abroad production facilities, which many businesses have experienced for the first time, each business applies managerial variables within the scope of their own strategies and tries to achieve the best results. One of the methods of measuring the effectiveness of the decisions taken in this context is the evaluation of performance criteria. It is seen in the literature that there are studies on the effects of various criteria on business performance. Yıldırım, dealt with the Turkey based companies which have invested abroad. In the study change of international organisation type under various dimensions and in the light of this change, problems arising during international studies have been addressed. It is aimed to determine the status of senior managers, global processes, globalization levels, strategic structure of the business, perceptual performance situation, and cultural situations in the businesses, that is subject to the study (Yıldırım, 2007:10). Zerenler, aimed to be determine the

effects of the production process flexibility in Turkey businesses to the performance and lifespan of businesses, in times of crisis. In this context, it has determined how the business activities are affected during the crisis periods, the plans, and policies that can be applied, the level of influence of the production activities and the flexibility of the production process. In addition, he investigated whether production process flexibility has effects on business performance and lifetimes. In the study, perception was used as a performance measure and suggestions were made with the obtained data (Zerenler, 2003:3). Demirtaş investigated the effect of forecasting and planning cooperation on competitiveness in supply chain management with a questionnaire method in the textile sector. It has concluded that it is more meaningful for supply chain management to cooperate in the field of planning in terms of competitiveness (Demirtaş, 2008:3). Özcan and Ayvaz examined the effect of supply chain performance and degree of implementation on business profitability. As a result of the study, it was stated that the development of supply chain management systems is one of the important potentials in increasing the competitiveness of the business. They also stated that supply chain practices have a direct relationship with customer satisfaction, business performance, and business profitability (Özcan and Ayvaz: 2015:11). Ada measured the effectiveness of businesses in procurement management and total quality management practices. She evaluated the effects of the events on performance indicators such as product innovation, financial performance, market performance, and organizational performance. In the study where the survey method was applied, it was concluded that there is a positive and significant relationship between customer relations, continuity of information exchange, and quality with product innovation (Ada, 2010:4).

In this study the data obtained from Turkish businesses which are established abroad production facility and continued production in Turkey. Survey study was used to obtain the data and data were evaluated by the method of multiple regression analysis. With the survey, it was investigated how decisions related to three managerial variables (management style, organization structure, business culture) changed the performance model created by the integration of quality, efficiency, and profitability criteria in businesses with abroad production facilities. With the evaluation of the data, the effect of the managerial decisions taken for the abroad production facility on the business performance model was revealed and recommendations were made.

2. MATERIAL and METHOD

In this section, the methods applied to determine the effects of managerial variables on performance are described. In the first stage, the research model and hypotheses were created. Then, the analysis method of the obtained data is explained by giving information about the universe, sample, and tools used to obtain data.

2.1. Research Model and Hypotheses

In scientific studies, collecting and analysing data in the most economical way in accordance with the purpose is called research model (Karasar, 2008: 76). Therefore, the correlational survey model was used in this study. Correlational survey model is a research model that includes describing the characteristics of variables that are thought to have a possible relationship with each other within the framework of any phenomenon (Büyüköztürk et al., 2010: 17; Ulus et al., 2010: 44). The independent variables in the research are the managerial variables of the textile companies (management style, organization structure, business culture) and the dependent variable is the performance model created by combining quality,

productivity, and profitability criteria. While determining the managerial variables, factors related to the management and organization processes of the businesses were used. Therefore, in the study, the answer to the question of "Do some managerial variables in textile businesses that have abroad production facilities affect the performance model of the business within the scope of the study?" was sought. In this context, the following hypotheses have been tested:

- **H₁:** Decisions about managerial variables affect the performance model consisting of quality, efficiency, and profitability in the Turkey-based textile businesses which have abroad production facilities.
- **H_{1a}:** Decisions about management style affect the performance model.
- **H_{1b}:** Decisions about the organization structure affect the performance model.
- **H_{1c}:** Business culture decisions affect the performance model.

2.2. Universe and Sample of Research

The universe of research is the Turkey-based textile businesses that directly or indirectly invested abroad production facilities. In field research Turkey-based businesses which have established abroad production facilities was determined by examining reliable news sites, country reports, newsletters, business web pages, and formal industry reports. In this context, it has been revealed that 144 textile companies from Turkey have established abroad production facility. Due to the working conditions of the target group and by considering the response rate, cost, time, and data collection tool to be used in the research, the method of determining a sample from the universe was used (Altunışık, et al., 2005: 128). Among the non-random sampling techniques, convenience sampling was preferred. Convenience sampling is the type of sampling in which the selection of units is largely left to the interviewers (Nakip, 2013: 204). The sample calculation formula below was used to calculate the sample size. In the formula, "N" is the community subject to research, "n" is the sampling number, "P" is the community ratio or estimate, "q" means 1-P; "B" is the tolerable error rate, and "Z" is the desired confidence interval (Arikan, 2005: 87; Ryan, 1995: 36; Sekaran, 2003: 119).

$$n = \frac{N.P.q}{\frac{(N-1).B^2 + P.q}{Z^2}}$$

In a universe of 144 businesses, the number of samples needed according to $\alpha = 0,05$ significance and $\pm 5\%$ margin of error is 103 businesses (Baş, 2010: 41; Davis and Cosenza, 1998: 28; Yamane, 2001: 116-117). In the study, 108 businesses from which data can be obtained were used. Among the company employees participating in the study, 14,8% are 35 years old and under, 31,5% are 36-40 years old, 29,6% are 41-45 years old, and 24,1% are over 45 years old. When the educational status of the participants in the study was examined, it was determined that 4,6% of 108 people were associate degree, 76,9% undergraduate, and 18,5% graduate. It has been determined that 61,1% of the participants are general managers, 20,4% are planning department managers, 5,6% are marketing department managers, 10,2% are production department managers, and 2,8% are logistics department managers.

2.3. Data Collection Tools

In the research, survey technique was used to collect data. Business representatives were requested to fill in the survey online by the telephone conversation. The survey form used in the study consists of three parts. In the first part, there are closed-ended statements about the company representatives participating in the survey. In the second part, a total of 20 statements about the managerial variables of the businesses (8 for management style, 6 for organization structure, 6 for business culture) are included. The expressions about the managerial variables such as management style, organization structure, and business culture were scored with a five-point Likert. In the third part, there are 3 statements about the performance model created by combining quality, efficiency, and profitability criteria. Statements about the performance model are also scored with a five-point Likert.

2.4. Analysis of Research Data

The data received from textile businesses with abroad production facilities were analysed by using the SPSS 20 statistical package program. First, the reliability of the research data was examined. The widely accepted Cronbach Alpha test was used for the reliability of the data (Erkuş, 2009: 132; Özdamar, 2004: 623). In the second stage, descriptive analyses were made to determine the managerial variables and performance levels of the businesses. In the next stage, Pearson correlation test was used to determine the possible relationship between the managerial variables of the businesses and their performances. In correlation analysis, “0,00-0,25 = very poor, 0,26-0,49 = poor, 0,50-0,69 = medium, 0,70-0,89 = high, 0,90-1,00 = very high” value ranges have been taken into consideration (Kalaycı, 2010: 116). In the last stage simple and multiple regression analyses were performed and the results obtained were evaluated in the section of findings.

3. FINDINGS

Within the scope of the findings of the research, the results obtained by analysing the data obtained from textile businesses with abroad production facilities were examined in detail. In this context, reliability results regarding the managerial variables and performances of the businesses are shown in Table 1.

Table 1. Reliability Results Regarding Managerial Variables and Performance Model of Businesses

Variables	Statement Quantity	Cronbach-Alpha
Management Variables	20	0,854
Management Style	8	0,766
Organization Structure	6	0,731
Business Culture	6	0,728
Business Performance Model	3	0,768

As seen in Table 1; Cronbach-Alpha coefficients related to the managerial variables and performances of the businesses within the scope of the study were determined as $\alpha = 0,854$ and $\alpha = 0,768$ respectively. Based on the alpha coefficients, it can be said that the data related to the managerial variables and performances of the businesses are reliable (Akgül and Çevik, 2003: 436).

Managerial variables and performance levels of textile businesses with abroad production facilities are shown in Table 2.

Table 2. Findings Regarding Some Managerial Variables and Performance of Businesses

Variables	N	Min.	Max.	$\bar{X}$	σ
Management Variables	108	1,40	4,60	3,607	0,561
Management Style	108	1,00	4,88	3,629	0,684
Organization Structure	108	1,67	5,00	3,671	0,645
Business Culture	108	1,17	4,83	3,515	0,679
Business Performance Model	108	1,00	5,00	3,885	0,821

It can be said that the management style ($\bar{X} = 3,607$) is positive, the firm organization structure is solid ($\bar{X} = 3,671$), and the business culture ($\bar{X} = 3,515$) is positive in the textile businesses with abroad production facilities. Accordingly, it has been revealed that the performance of the businesses within the scope of the applied model is high ($\bar{X} = 3,885$).

The results of the correlation analysis made to determine the relationship between some managerial variables and performance levels of textile businesses with abroad production facilities are shown in Table 3.

Table 3. Relationship of Business Managerial Variables with Business Performance

Variables	Management Variables	Management Style	Organization Structure	Business Culture	Business Performance Model
Management Variables	r	1	0,852**	0,840**	0,812**
	p		0,000	0,000	0,000
	N	108	108	108	108
Management Style	r	0,852**	1	0,551**	0,480**
	p	0,000		0,000	0,000
	N	108	108	108	108
Organization Structure	r	0,840**	0,551**	1	0,625**
	p	0,000	0,000		0,000
	N	108	108	108	108
Business Culture	r	0,812**	0,480**	0,625**	1
	p	0,000	0,000	0,000	
	N	108	108	108	108
Business Performance Model	r	0,561**	0,416**	0,549**	0,464**
	p	0,000	0,000	0,000	
	N	108	108	108	108

Note: **p<0,01; *p<0,05

As seen in Table 3; a positive and medium-level relationship was found between some managerial variables and business performance model of the textile businesses with abroad production facilities ($r = 0,561$, $p < 0,01$). When the data viewed on the basis of sub-dimensions; the relation between business performance model and management style is poor ($r = 0,416$, $p < 0,01$), the relation between business performance model and organization structure is middle ($r = 0,549$, $p < 0,01$), the relation between business performance model and business culture is poor ($r = 0,464$, $p < 0,01$).

The results of the simple regression analysis made to determine whether some managerial variables in textile businesses with abroad production facilities affect the determined performance model are shown in Table 4.

Table 4. The Effect of Business Managerial Variables on the Performance Model (Simple Regression Analysis)

Model	Non-Standardized Coefficients		Standardized Coefficients	t	p
	B	Standard Error	Beta		
Constant	0,925	0,430		2,152	0,034*
Managerial Variables	0,821	0,118	0,561	6,968	0,000*
R			0,561		
R ²			0,314		
Corrected R ²			0,308		
Standard Error			0,683		
F			48,557		0,000*

*p<0,05

Some general managerial variables of textile businesses with abroad production facilities explain 30,8% of the variance. This situation indicates that managerial variables affect the firm performance model by 30,8%. The model established for the managerial variables and performances of the businesses with abroad production facilities was found to be significant [F = 48,557; p <0,05]. When the significant results in the model are examined, it is seen that the managerial variables of the businesses affect their performance by 0,821 units. According to this result "**H₁**: Decisions about managerial variables affect the performance model consisting of quality, efficiency, and profitability in the Turkey-based textile businesses which have abroad production facilities" hypothesis was accepted.

The results of the multiple regression analysis made to determine whether the management style, organization structure, and business culture, which are the managerial variables of textile businesses with abroad production facilities, affect the performance model are shown in Table 5.

Table 5. The Effect of Business Managerial Variables on the Performance Model (Multiple Regression Analysis)

Model	Non-Standardized Coefficients		Standardized Coefficients	t	p
	B	Standard Error	Beta		
Constant	0,862	0,428		2,013	0,047*
Management Style	0,156	0,118	0,130	1,326	0,188
Organization Structure	0,474	0,140	0,372	3,384	0,001*
Business Culture	0,205	0,126	0,169	1,617	0,109
R			0,580		
R ²			0,337		
Corrected R ²			0,318		
Standard Error			0,678		
F			17,594		0,000*

*p<0,05

The equation obtained as a result of multiple regression analysis is given below. With this formula, it will be able to predict the performance model of the business by using management style, organization structure, and business culture, which are administrative variables.

Performance Model = 0,862 + 0,156 Management Style + 0,474 Organization Structure + 0,205 Business Culture

Management style, organization structure, and business culture, which are managerial variables in foreign textile businesses, explain 31,8% of the variance. This means that the management style, organization structure, and business culture affect the business performance by 31,8%. The model established for the managerial variables and performances of the businesses with abroad production facilities on the basis of dimensions have been found to be significant [$F = 17,594$, $p < 0,05$]. When the significant results in the model are examined, it is found that only the organization structure affects the performance of the business (0,474 units). Therefore, " **H_{1a}**: Decisions about management style affect the performance model" and " **H_{1c}**: Business culture decisions affect the performance model " hypotheses were not accepted. It was determined that only the hypothesis " **H_{1b}**: Business culture decisions affect the performance model" is accepted.

4. DISCUSSION and RESULTS

Businesses should develop new strategies in order to survive and profit in increasingly fierce competition conditions. Structural changes to the extent created by changes occur with various factors and the importance of new models that will improve business performance are increasing. There is also a harmony between managerial variables and business performance. The contribution of this harmony increases the ability of the business to withstand the competition. Thus, businesses can make predictions about the future and adapt to continuous development.

Improving business performance by adopting, implementing, and improving various managerial variables is one of the important potentials in increasing the competitiveness of the business. Within the scope of the study, it has been observed that the managerial variables put forward in textile businesses with abroad production facilities are directly related to the performance model consisting of quality, efficiency, and profitability. As a result of the multiple regression analysis of the data, it was found that the management style and business culture did not affect the business performance, while the organization structure affected the performance. When the decisions within the scope of the business organization structure is evaluated; it was concluded that the abroad production facility should not be left independent as a completely separate unit, be kept under constant observation, and continuously monitor its activities with reports.

This study, which is applied only to Turkey-based businesses with abroad production facilities, can be applied to future studies by changing the method, sector, and criterion parameters. With globalization, businesses that care about the future and determine their strategies in this direction will be able to survive more. Strategy to open production facilities in other low-cost countries will provide convenience for both businesses to survive and to compete. Although it seems to be an element that does not benefit the home country of business, by lower costs they will be able to take orders, retain control, and consequently reduce the total

operating cost. In this context, the study will be useful in terms of seeing the current situation of the businesses and determining their future strategies.

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