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A SURVEY ABOUT THE TRANSITION OF ORGANIZATIONAL CULTURE & BRAND AWARENESS OF THE EMPLOYEES IN A COMPANY THAT HAS RECENTLY BECOME MULTINATIONAL

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ABSTRACT

Although the figures are lower than their competitors worldwide, Turkish companies can become multinational by making investments in different countries. However multinationalism vitally requires quantitatively more financial resources and accessibility, the effective orientation of human resources and the positive change in organizational culture also support the multinationalism process. One of the main factors affecting the motivation and loyalty of human resources is believed to be the image and the reputation of the brand itself.

In this field study, it has been tried to make some inferences by examining the brand culture of the Turkish company which has become multinational since 2016 with investments in USA and China. It is hoped that clues, impression and the results will give insight to other reserchers aswell as other companies planning to become multinational in the future.

Key Words: Organizational Culture, Brand Awareness, Multinational Companies

1. MULTINATIONALISM

1.1 Definition of Multinational Companies, Literature Review

Today, people are no longer defined by what they produce, but by what they consume. In fact, who decide what to consume, what not to consume or how much to consume are often decided by multinational corporations, as decision-makers. (Ritzer, 2000:84) In fact, economically advantageous consumption with popular cultural elements leads consumers to behave in a similar manner and as a result, there is a unity and convergence in the consumption values shared among people. (Nar, 2015)

Globalization has expanded its sphere of influence on societies by increasing its share in global consumption, primarily in technological products. In this way, the multinational companies, whose numbers are limited, have become a power that can reach many parts of the world thanks to the continuation of a large market network with other products starting with technological products. These companies; not only economically, but in the process, the consumption, culture, ethnic

structure and the limits of society, in summary, all decision-making mechanisms have been representative of an understanding.

Breakthroughs made by multinational companies and industrialized countries, especially changes and developments in Far East and European markets it continues to affect its structure. In this change environment rivals companies have begun to focus on brand management practices in order to move to superior position. (Aktuğlu, 2016)

Multinational enterprises are described as; “manufacturing companies having international production power with economic activities in several countries” (Kaymakçı, 2013: 226).

Another definition of a multinational enterprise is "a company which acquires part of its profit from two or more foreign countries that has been operated in, whereas having some of its assets in those countries "(Serinkan & Bağcı, 2012: 93)

The characterization of a company as multinational is shaped by the flexibility of transferring its resources abroad. (Dereli, 2005: 60).

Multinational enterprises is a very special kind of international enterprises. (Tağraf, 2002) Multinational enterprises are highly developed international enterprises, which have intense relations all over the world, and have a global perspective in decision making and management processes.

1.2. Properties of Multinational Enterprises

- ✓ Although there are quite a big number of multinational companies doing business around the world, global opportunities come primarily in the decision-making process.
- ✓ The investment of the assets of the multinational corporation in an acceptable rate is made to the international area. According to an opinion, 20% of the total assets of an enterprise is a multinational enterprise in other countries. According to another opinion, profits and sales from the activities in other countries are considered as a multinational enterprise operating in the global area at least 35% in total sales.
- ✓ Factory-level production of the multinational enterprise covers many countries. These factories can range from assembly plants to fully integrated factories.
- ✓ The decisions taken by multinational management are based on the globe perspective. (Hunger, Wheelen, 1993: 331)

Multinational corporations can establish a brandly new production facility in another country or purchase a business. In particular, it may be preferable to establish a new company in a labor-intensive sector where production logistics does provide competitive advantage besides being too expensive, or where the location of the plant is not sufficient (Başar & Gültekin, 2018). Suedser (field study company) followed a similar path about acquiring the USA based company, Microfibres, in 2016. Although they have acquired the factory and warehouses of the USA firm, because of the heavy expenses related to the labor and other operational costs the production facility moved back to Turkey in order to have competitive cost advantage. Direct foreign investment may provide more competitive advantage as it may require more spending to restructure or modernize local business. (Cahidzade, 2008: 48).

Although the theoretical framework for foreign direct investment motivations of multinational enterprises has been drawn from many different ways, from classical economic arguments based on the rational use of resources, to different theses for macro and micro scale advantage. Nowadays, the most referenced explanation is Dunning (1992) as Eclectic Paradigm is also called OLI Approach. Accordingly, in order for multinational enterprises to make a profit by performing foreign direct investment, the advantages of ownership, location should be combined. On the other hand, as described by Dunning; multinational enterprises are particularly interested in direct foreign capital investment, in order to search for new markets, resources and strategic activities. (Saygın 2018)

Multinational enterprise is an organization that provides production and marketing activities in different countries in order to realize the additional profitability of the investment. According to this definition, the multinational corporation can be defined as a company operating in different countries with sub-companies and dealers and having 20% of the total sales, assets or labor force. (Williams, Dubrin, Sisk, 1985: 534)

The increase in communication facilities and the continuity of technological developments have brought the need for the operational configuration of multinational enterprises. (Tağraf, 2008)

With globalization, cultural interactions between societies have increased and referred to a single type of culture has emerged, named as “popular culture”. The necessity of considering cultural factors, especially cultural differences, from the point of view of businesses, has caused the enterprises to focus on cultural differences. (Helvacioğlu & Özutku, 2010: 197). Therefore, multinational enterprises need multicultural labor. The development of multinational enterprises has accelerated with attempts to turn cultural differences into advantages around all these factors. (Saridoğan, 2016)

The development of multinational enterprises covering the period from its emergence to the present is examined in four periods. These periods are listed as follows (Dereli, 2005: 61-62):

- ✓ Commercial period (between 1500-1850 years)
- ✓ Research period (between 1890-1914 years)
- ✓ Privileged period (between 1914-1945)
- ✓ National/public period (1945 and later)

As a result, multinational enterprises, which are among the important actors of the globalization movement, have developed rapidly in the period following the second world war. The conditions after the World War were suitable for the development of multinational enterprises which were directly affected. Thus, the transfer of resources from developing countries to developed countries has increased greatly through multinational enterprises (Koçtürk & Eker, 2012: 35).

1.3 Characteristics of Multinational Enterprises

The existence of multi decision-making center is one of the important features of multinational enterprises (Serinkan & Bağcı, 2012: 94).

It is one of the main characteristics of multinational enterprises to take an active role in capital and technology transfer process. (Ünsar, 2007: 702) In addition, having a global perspective is one of the characteristics of multinational enterprises. (Tağraf, 2008: 7).

The main characteristics of multinational enterprises are as follows (Özcan, 2011: 11):

- ✓ Having strong financial structure,
- ✓ Having contemporary and superior technological possibilities
- ✓ Transference of management and organizational skills
- ✓ Less affected by national and international instabilities.
- ✓ Sustainability provided by being flexible and dynamic
- ✓ High amount of spendings in research and development facilities,
- ✓ Targeting on business integrity and earnings
- ✓ Based on private capital

It can be said that professional ethic codes prevail in these multinational enterprises. (Zincir & Tunç, 2018) The most important superiority that distinguishes the multinational from the national company is the flexibility of the multinational company to transfer its resources out of the border by creating an organization that will provide global maximization. However, multinational enterprises are not only large enterprises. Small businesses also operate internationally. (Dereli, 2005)

Nowadays, as business life is very diverse and complex there are significant changes in multinational enterprises. The important thing is to maintain the same level of change in industry, growth and assets.

Multinational companies have an important role in influencing the world economy. They can do this in the following ways (Sherman & Bohlander, 1992)

- ✓ Production and distribution have surpassed national boundaries, making multinational companies a very important channel for technology transfer.
- ✓ Multinational companies influence the balance of payments by direct investments in many countries.
- ✓ Multinational corporations have a political influence that breaks the international cooperation and national barriers.

1.4 Characteristics of the Surveyed Company

Suedser Tekstil was established in Turkey in 1980 to produce upholstery fabrics. The founder is an entrepreneur who has determined his business as manufacturing with flock technology, which could be accepted as highly innovative those days. The company has grown with artificial leather and coated textiles and has become one of the world's leading manufacturers in its own time. In the following years, the production of artificial leather was transferred to other partners. Suedser's production facility is in Çerkezköy-Tekirdag Turkey. The company, which has 450 employees, acquired Microfibres USA which was founded in 1926 as one of the biggest and well-established companies in the sector. Another Chinese company, operates in the same sector, was by default acquired by Suedser due to the shares owned by the former US company (Microfibres Inc.) The parent company that looks like a family business manages other companies from the center. 45% of sales revenue is derived from international sales.

2. OTHER FACTORS EFFECTING ON MULTINAIONALS

2.1 Factors Causing Globalization

Factors leading to globalization are mainly focused on major elements. Key elements that accelerate globalization include rapid developments in communication and information technologies, the expansion of hardware and the Internet, expansion of national and international trade networks, besides the development of foreign investments and international companies. (Çalık, Sezgin,2005)

Other factors that cause globalization can be listed as follows (Deniz, 1999: 88):

1. Fiber optics, satellites and computer technology increase global communication
2. Integrating and coordinated product design, manufacturing, sales and services and multinational enterprises around the world,
3. Free trade agreements between countries,
4. The emergence of regulations and standards worldwide for trade, finance, business, products and services,
5. Increasing strength of financial markets,
6. Increasing foreign control over foreign investments and, consequently, on workers, in many countries,
7. The rapid and immersive developments in the field of information, technology and informatics.

2.2 Corelation Between Multinationality, Technology and R & D

Although many authors emphasize that foreign investors are emerging as the main contributors to technology, Pearce (1989) argued that the main function of overseas R & D investments is to adapt to the evolving knowledge and existing technology in order to facilitate production transfer. In contrast, Teng & Jingtao (2014) examined the impact of the ownership structure of 359,874 firms operating in China between 2005 and 2007 on their R & D activities.

As a result of the developed models, they found a negative relationship between the share of foreign investor and R & D expenditures. Similarly, Gassmann & Zedtwitz (1999) stated that international innovation processes are determined by the potential cooperation between the multinational company and the local partner and that, without significant technological assets and cooperation in R & D activities, a multinational company prefers to concentrate R & D in its own country / (Tiryakioğlu & Dogan, 2018)

2.3 Organizational Cultures of Multinational Enterprises, Management of Cultural Differences

The increasing use of information technology, reduction of management levels, restructuring of business processes and globalization have all contributed to the different use of teams (Levi, 2007: 14). Cultural differences can bring new perspectives to traditional problems and offer more creativity and innovation opportunities (Schneider and Barsoux, 1997: 183). For this reason, multinational teams have become an important part of the organizational structure that can respond to the dynamism of globalization. (Gültekin & Ulukan 2012)

In order to provide multinational teams to perform successfully, it is necessary to act consciously from the beginning. For this reason, face-to-face interviews and meetings are very important in the formation of multinational teams, especially in the first phase of the team to develop personal relationships and a shared common understanding. Clearly shared goals, norms, the roles of members and the common acceptance of performance criteria are very important for these teams with high level of differentiation (Earley & Gibson, 2002).

In addition, training programs that explain the organization's strategy and approach to culture are widely applied (Lepak & Snell, 1998). Multicultural team structure that enhances the awareness of cultural differences in business practices and communication also improves teamwork.

Team capabilities; conflict resolution, adaptation capabilities, project management and interpersonal communication should be supported by education. In addition, a strong leadership is extremely important in this team structure (Katzenbach and Smith, 2015) Multinational teams perform much better with a strong leadership approach (Earley & Gibson, 2002; Levi, 2007: 252-254).

Multiculturalism can be considered as a tool to be open to the positive effects of all cultures and to develop new and meaningful interaction methods (Connerley & Pedersen, 2005: 3-5). The most distinctive feature of multiculturalism is that the cultural diversity is perceived positively and the values of those cultures are perceived as an important part of being a human (Ferguson, 2008: 6)

Successful multicultural teams find ways to integrate their members' contributions and add value-based solutions according to the differences (Schneider and Barsoux, 1997: 204). According to Connerley and Pedersen (2005: 3), multiculturalism focuses on being open to the positive aspects of all cultures and using this knowledge to create new and meaningful interactions.

One of the biggest goals of businesses is to ensure that all employees use their skills in the most effective way. However, achieving this goal in a multicultural workforce depends on the management of differentiated workforce through effective strategies. Intercultural management is basically communication and negotiation between different cultures. (Gültekin & Ulukan, 2012)

The managerial practices in multicultural work environments that combine people from different cultures around the same goal include special conditions. According to this, intercultural management practices should be examined at three levels (Chevrier, 2003: 99 from Düren, 2007: 100).

- ✓ Intercultural management is primarily the task of people involved in the intercultural environment.
- ✓ Integration of cultures must be provided within the framework of institutionalization.

- ✓ Partnership and organizational measures and arrangements should be created to ensure intercultural synergy between the parties.

Partnerships such as international collaborations and mergers create environments where cultural differences arise from organizations, and according to Neale and Mindel, such organizations should be open to innovative approaches (Gültekin & Ulukan, 2012).

In order to ensure efficiency in intercultural management practices, it is aimed to unite all employees around concretely defined and shared common institutional norms and values. Thus, the organizational culture desired to be formed becomes the main element that fulfills the functions of reconciliation and coordination and orientation regardless of the cultural origins of the employees (Chevrier, 2003: 108; Düren, 2007: 101-102). For this reason, team members need to establish how to participate, how to cope with conflict and how to learn, as well as how to structure their work, how to make decisions, how to determine roles and responsibilities, and their systematic. The aim is not to neutralize or dissolve cultural differences, but to create a structure upon them. As long as the multicultural team cannot form a unity and solidarity, diversity will be a problem, not a value (Schneider and Barsoux, 1997: 156).

3. BRAND PERCEPTION

Brand is defined as a distinctive symbol or name used to differentiate services or goods within a sales community. (Aaker 1991, s.7). The most obvious skill of marketing professionals are; the ability to create, protect and increase the value of brands. (Kotler 2000, p.404).

Kotler and Keller (2012) has explained *brand perception* as; the ability of consumers to express a brand in their own perceptions in the face of changing situations. Over the past 20 years; In the literature, brand related concepts such as *brand perception* and *brand image* are highlighted (Simms and Trott 2006). The status of the *brand perception* in the consumer has been associated with some brand concepts in the literature. These are: Hess and Story (2005) '*brand trust/reliance*', Sääksjärvi and Samiee (2011), '*brand identity*' Keller (1993) '*brand image*', Ries and Trout (2017), 'the positioning of the brand' Solomon (2006); '*brand personality*' according to Aaker (1996), is the '*brand value*'. Below, some of the concepts related to brand perception will be mentioned.

3.1. Brand Trust

Trust is defined as the integrity and the reliance of an exchange partner (Morgan and Hunt 1994, p.23). According to another definition, trust is defined as the grasp of a purpose and charity (Doney and Cannon 1997, p.36). Before buying a product or service, it is explained by the concept of trust to believe in the brand offering the product / service. Consumers expect a reliable and long-term relationship from a brand. If the expected situation occurs, the consumer is considered to be happy. In addition, trust is important because it helps customers establish a positive relationship with brands (Swaen and Chumpitaz 2008, p.13). The concept of trust minimizes the risk factor in customers' decisions and facilitates decision making (Lewiss and Weigart, 1985, p. 968).

3.2. Brand Identity

The concept of brand identity was first mentioned by Kapferer in 1986 and since then many definitions have been done. (Janonis et al. 2007, p. 70). Janonis et al. (2007) mentioned that brand identity includes everything that makes the brand meaningful and unique. The brand identity indicates how companies are perceived by customers, thus brand identity is a unique group of brand associations in which the companies aim to create or maintain (Sääksjärvi and Samiee 2011), De Chernatony (1999) defined the brand identity as a combination of business-oriented, goals and values that distinguishes the brand. While defining brand identity, De Chernatony and Harris (2001) claimed that brand identity includes value, purpose and moral images that differentiate the brand and constitute the essence of individuality.

3.3. Brand Image

The brand image was first mentioned by advertiser David Mackenzie Ogilvy in 1955. Ogilvy stated that customers purchased the brands not only for their physical properties and functions but also for the meanings they contain (Levy and Rook 1990, p.223). According to Aaker, brand image is a collection of meaningfully arranged associations (Aaker 1991, pp.109-110). According to Keller (1993), the brand image is the sum of the perceptions of a particular brand in the customer's mind. According to many business executives, the concept of brand image today is more critical than the sale of products or qualifications (Ries and Trout 2017, p.42).

According to Riezebos, brand image is formed by an induction process which consists of consumer communication, consumer experiences and social impact (Riezebos, 2003).

3.4. Brand Positioning

In 1982, a book on brand positioning was written by Al Ries and Jack Trout. The name of the relevant book is *Positioning: The Battle for Your Mind* (Ries and Trout 1982). The concept of positioning has shown its existence in the marketing literature. Before this concept, positioning as a word referred to; the positioning of the products and goods at the eye if there were opportunities in the shops. But Ries and Trout have given the term a new quality. Positioning according to this gain: It is a concept that touches the mind of a prospective customer, not just an effect or activity on a product. Marketing people need to position of their brands clearly in the perceptions of their target audience But the brand has a complex structure that includes various meanings. There are five main factors related to the function of the brand. These are; features, benefits, values, culture and personality.

Positioning starts with a product. This product can be a commodity, service, company, institution or person. Perhaps positioning begins with the person himself. But positioning is not a concept that affects products, it is a situation made to the minds of potential customers. In other words, we can also position products in the minds of potential customers (Ries and Trout 2017, p.18). Positioning is crucial for marketing to be successful and is one of the cornerstones of marketing policies. Positioning is a concept more than settling in a certain place, intensively doing promotions or having a brand. In the right place at the right time, ahead of having successful salespeople.

Positioning constitutes a focal point where all transactions covered by marketing will establish relations in the target market area (Levinson and Lautenslager 2008, p.62). This concept is obtained after the provided communication between the brand and the customer and obtained by the value element and brand identity during this process. We can assume that positioning is harmony of value and identity in the market. The positioning of the brand in this compliance, the brand identity in the studies, what part of the interaction with customers to what extent will be examined (Aaker 1996, p.203).

3.5. Brand Value

In 1980s, as a result of the attempts to define the relations between brand owners and customers, brand equity concept has emerged. The concept of brand value is also discussed in both financial and marketing literature and the importance of long-term focus on brand management is underlined. This concept has become very important for companies (Wood 2000, p.662).

The concept of brand value has become one of the most concentrated marketing concepts in this field. According to Walgren and others, the real source of brand value is consumers. The value of a brand is consumers and the value of a brand must be handled by consumers (Walgren et al. 1995, p. 26).

High brand value provides companies with great competitive advantages. The strong brand shows that the brand's awareness and loyalty are high. Marketing costs of companies with high brand value are generally relatively low. Because customers are expected to prefer that brand. Because the brand has high reliability, it can also create easier business environment and brand extensions (Kotler et al., 2005, s.556).

Keller (1998) defines brand value as brand recognition. Brand recognition also has two main elements: brand image and brand awareness. In accordance with this situation, the duty that any manager has to deal with firstly is to ensure and raise the brand awareness, creating an effective brand image with positive impressions by creating brand value with this principle. According to Aaker (1996) components of the brand value consist of; brand loyalty, brand awareness, brand connotations, brand perceived quality and other brand assets.

According to Rios and Riquelme (2008), the essence of brand value is expressed as brand loyalty. The value of a brand, the more customers who want to pay for the cost of the brand is so valuable. According to Kotler high level of brand value can have the following effects:

- a. Marketing costs of the company will be reduced because people know the brand and have loyalty.
- b. Due to the customers wish to see the brand in stores, there will be more options available to the company against distributors and retailers.
- c. As the quality of the brand is high, the company can set a price higher than the prices of its competitors.
- d. When the brand name gives a high degree of trust, companies can easily extend the product line.
- e. The brand offers defense opportunities to companies in the market price competition (Kotler 2000, p.406).

3.6. Brand Personality

Just like in humans consumers see brands as objects with personality. For this reason, consumers prefer the products and brands they deem appropriate to personalize in their own perceptions (Solomon 2006, p. 43).

Personality is a coherent and structured form of relationship that shows the differences of the person from the others (Odabaşı and Barış 2003, 189). The concept of personality can be dispatched on the agenda with the concern of an integrated path in the processes of building and managing brands. (Kapferer 1992, p.42). Consumer gives a meaning to brands, just like in human beings, and move them to a different dimension and the preferences of consumers shapes upon to this situation. (Solomon 2006, s. 43).

According to Aaker (1997), brand personality is the relationship between people and brands and it is seen as a vital concept in making the brand different from its competitors. Brand personality is an important step in building this brand as a whole. Brand personality according to this situation; is a perspective for brand name, orientation and target (Aaker 1996, p.68). According to Kotler (2000), brand personality is a necessary criterion for creating a brand. When building the brand personality, it should be taken into account whether the brand personality is harmonious with the whole brand in order to sustain the development of the brand in the competition area and to make a profitable progress. The reflection of the human characteristics onto the brand defines the personality of the brand (Keller 1993, p.5).

4. METHODOLOGY OF RESEARCH

4.1. Purpose, Scope and Constraints of Research

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.

4.2. Sampling Process

The survey was prepared for pre-testing by interviewing academicians who are experts in the field of research. Both test and survey studies are done in headquarters in Istanbul and in Çerkezköy Tekirdağ where production facilities are located.

The pre-test was conducted with a total of 15 participants, chosen 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. 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. 85 employees participated in the survey, and 83 responded to the questions.

Within the scope of the research, the questionnaire form which was applied by the researchers using face-to-face interview technique, demographic information as well as the 5-point Likert scale and Motivation, Loyalty, Communication and finally Brand Perception scale were asked about Organizational Culture.

The statements that form the basis of the model formed to determine the relationship between the brand perception and the employees' have taken place.

These statements include within 8 questions asked; brand awareness in the literature (Kim et al., 2008a; Yoo and Donthu, 2000), brand image (Kim and Kim, 2005; Uygur, 2008), perceived quality (Kim and Park, 2005; Uygur, 2008; Kim et al., 2003; Parasuman et al., 1988), brand trust (Lassar et al. 1995), brand loyalty (Kim and Park, 2005; Kim et al., 2003; Yoo and Donthu, 2000), purchase (Kim et al. (2008; Kressmann et al., 2006; Yoo and Donthu, 2001), brand attitude (Brexendorf et al., 2009; Yoo and Donthu, 2000) and perceived risk (Jacoby and Kaplan, 1972; Laroche et al., 2004; Stone and Gronhaug, 1993; Yaraş et al., 2009).

The research hypothesis and sub-hypotheses tested according to the main purpose of the study were determined as follows.

H1: In multinational corporations, there is a positive relationship between employees' organizational culture and brand perception.

H2: In multinational corporations, there is a positive relationship between the motivation and brand perception of the employees.

H3: There is a positive relationship between employee loyalty and brand perception in multinational companies.

H4: There is a positive relationship between the personnel communication and brand perception in multinational companies.

H5: In multinational corporations, there is a positive relationship between the willingness of the personnel (being task oriented) and the brand perception.

4.3 Results of the Survey

In this part of the study; The frequency and percentage distributions related to the socio-demographic characteristics of the research sample were analyzed for the reliability and validity of the scales used in the research. In addition, the results of the analysis applied for the purpose of the research are given.

4.3.1. Socio-Demographic Characteristics of Research Sample

The socio-demographic characteristics of the respondents included in the study are presented in Table 1.

Table 1. The socio-demographic characteristics of the respondents

Gender	N	%	Education	N	%	Monthly Income	N	%
Female	28	33,3	High School	18	21,4	2500TL & below	15	17,9
Male	56	66,7	University	52	61,9	2501 – 5000 TL	41	48,8
			Postgraduate	14	16,7	5001TL & above	28	33,3

When the research sample is evaluated by age, 21.4% of the respondents have high school, 61.9% have university degree and 14% have graduate level education. 33.3% of the respondents included in the study were female and 66.7% were male. As it will be seen in Table 1, 17.9% of the research sample stated that although the white collar, the monthly total net income is less than 2500 TL. The number of white-collar employees with a monthly income of TL 2501-5000 is 48,8%. Again, 33.3% of the surveyed workers stated that the income level is 5001 TL and above.

4.3.2. Reliability and Validity Analysis Results for Scales Used in the Scope of the Study

In this study, which was conducted in order to examine the relationship between multinationalism and organizational culture and brand perception of employees, the reliability and validity analyzes of the scales used in the research were carried out.

When the Cronbach's Alpha analysis was performed for a 41-variable scale, the alpha value was 0.859. The scale is determined as reliable because the scale is above 0.70, which is considered to be a reliable lower limit (Hair, Anderson, Tatham and Black, 1998: 118).

Exploratory factor analysis was applied to the scale validity and the following results were obtained. In order to determine the structural validity of the scale, factor analysis was used. First of all, it is necessary to benchmark KMO and Barlett test statistic in order to determine whether the scale (data group) is suitable for factor analysis. The Barlett's test corresponding to 0,812 Kaiser-Meyer-Olkin and 197,790 chi-square values was used to determine the sig. $p \leq 0,01$. In other words, it indicates that the data group tested is suitable for factor analysis. According to the results of the exploratory factor analysis, the total explained variance was 65,125.

4.3.3 Results of Correlation Analysis

Correlation analysis was applied in order to determine the relationship between the organizational culture and brand perception of a multinational company, Suedser Textile Ltd. The outputs obtained as a result of the correlation analysis are as follows.

In this study, the relationship between motivation, loyalty, communication and being task oriented are examined. As shown in Table 2, there is a significant positive correlation between motivation and loyalty of the employees at $p \leq 0.01$ level

Table 2: Corelation of Motivation and Loyalty

		Corelation	
		Motivation	Loyalty
Motivation	Pearson Corelation	1	,664**
	Sig.		,000
	N	84	84
Loyalty	Pearson Corelation	,664**	1
	Sig.	,000	
	N	84	84

** . Correlation is significant at level 0.01.

As shown in Table 3, there is a positive relationship between employees' motivation and communication at $p \leq 0,01$ level.

Table 3: Corelation of Employee Motivation and Communication

		Corelation	
		Motivation	Communication
Motivation	Pearson Corelation	1	,738**
	Sig.		,000
	N	84	84
Communication	Pearson Corelation	,738**	1
	Sig.	,000	
	N	84	84

** . Correlation is significant at level 0.01.

As seen in Table 4, there is a significant positive correlation between the motivation of the employees and the willingness to be task oriented.

Table 4: Corelation of Employee Motivation and being task oriented

		Corelation	
		Motivation	Task oriented
Motivation	Pearson Corelation	1	,529**
	Sig.		,000
	N	84	84
Task Oriented	Pearson Corelation	,529**	1
	Sig.	,000	
	N	84	84

** . Correlation is significant at level 0.01.

As seen in Table 5, there is a significant positive correlation between employees' loyalty and communication at $p \leq 0,01$ level.

Table 5: Corelation of Employee loyalty and Communication

		Corelation	
		Loyalty	Communication
Loyalty	Pearson Corelation	1	,607**
	Sig.		,000
	N	84	84
Communication	Pearson Corelation	,607**	1
	Sig.	,000	
	N	84	84

** . Correlation is significant at level 0.01.

There is a significant positive correlation between loyalty and being task oriented at $p \leq 0,01$ level as it is seen in Table 6.

Table 6: Corelation of Loyalty and being task oriented.

		Loyalty	Task oriented
Loyalty	Pearson Corelation	1	,567**
	Sig.		,000
	N	84	84
Task Oriented	Pearson Corelation	,567**	1
	Sig.	,000	
	N	84	84

** . Correlation is significant at level 0.01.

In Table 7, there is a significant positive correlation between being task oriented and communication at $p \leq 0,01$ level.

Table 7: Relationship Between being Task Oriented and Communication

		Task oriented	Communication
Task oriented	Pearson Corelation	1	,605**
	Sig.		,000
	N	84	84
Communication	Pearson Corelation	,605**	1
	Significance	,000	
	N	84	84

** . Correlation is significant at level 0.01.

Correlation analysis results of Organizational Culture showed that all of them were significantly and positively related. Therefore, in the next step, the correlation between the elements of Organizational Culture and Brand Perception is examined.

As seen in Table 8, there is a positive relationship between employees' motivations and brand perceptions at $p \leq 0,01$ level.

Table 8: Corelation of Employee Motivation and Brand Perception

		Motivation	Brand Perception
Motivation	Pearson Corelation	1	,520**
	Significace		,000
	N	84	84
Brand Perception	Pearson Corelation	,520**	1
	Significace	,000	
	N	84	84

** . Correlation is significant at level 0.01.

H₂ hypothesis was accepted as a result of the table above.

As shown in Table 9, there is a positive positive correlation between employee loyalty and brand perception at $p \leq 0,01$ level.

Table 9: Corelation of Loyalty and Brand Perception

		Loyalty	Brand Perception
Loyalty	Pearson Corelation	1	,520**
	Sig.		,000
	N	84	84
Brand Perception	Pearson Corelation	,520**	1
	Sig.	,000	
	N	84	84

** Correlation is significant at level 0.01.

Based on the above table, our hypothesis H3 was accepted.

As seen in Table 10, there is a relatively weak but positive relationship between employees' communication and brand perception at the level of $p \leq 0.01$.

Table 10: Communication and Brand Perception

		Corelation	
		Communication	Brand Perception
Communication	Pearson Coreleation	1	,378**
	Sig.		,000
	N	84	84
Brand Perception	Pearson Coreleation	,378**	1
	Sig.	,000	
	N	84	84

** Correlation is significant at level 0.01.

H4 hypothesis was accepted from the table above.

As seen in Table 11, there is a relatively weak, positively significant relationship between employees being task oriented and brand perception at $p \leq 0.01$.

Table 11: Relationship between Being Task Oriented and Brand Perception

		Corelation	
		Task oriented	Brand Perception
Task oriented	Pearson Corelation	1	,431**
	Siginificance		,000
	N	84	84
Brand Perception	Pearson Corelation	,431**	1
	Sig.	,000	
	N	84	84

** Correlation is significant at level 0.01.

Due to the results from the table above the H5 hypothesis was accepted.

In the study, the relationship between the organizational culture elements and brand perception was examined and the results were analyzed positively, and the relationship between the organizational culture scale and the brand perception scale was examined.

As seen in Table 12, there is a significant positive correlation between being task oriented and the perception of brand.

Table 12: Relationship between Organizational Culture and Brand Perception

		Corelation	
		Örg. Culture	Brand Perception
Org. Culture	Pearson Corelation	1	,545**
	Sig.		,000
	N	84	84
Brand Perception	Pearson Corelation	,545**	1
	Sig.	,000	
	N	84	84

** Correlation is significant at level 0.01.

Based on the above table, hypothesis H1, which is our primary hypothesis, has been accepted.

5. CONCLUSION

In recent years, the number of companies undergoing multinationalization in Turkey is quite small. However, the number of international companies that have recently come to Turkey by investment is quite high and this number is increasing. Therefore, it is necessary to evaluate the relationship between the organizational culture and brand perception of the companies who are willing to become multinational. In this study, it has been tried to obtain some clues about the contribution of internationalization to the organizational culture, the employees' perception of the brand, and this has been the result of the researchers.

According to the results of the study, it is seen that the employees act together with the organizational culture in companies who have succeeded in multinationalization. However, due to the limitations of the scope of the study as well as the presence of constraints due to the impossibilities, it is not possible to generalize these clues and outcomes.

In later studies, it is recommended to examine more than one internationalized company samples, or to compare Turkey's samples with the ones from abroad in order to make more detailed analyzes.

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