

Research Article

The Impact of Globalization on Export Behavior of Firms: The Construction Machinery Industry Example

Küreselleşmenin Firmaların İhracat Kararına Etkisi: İnşaat Makinaları Sektör Örneği

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Abstract

The aim of this study is to examine export behaviors of the companies producing in the construction machinery sector, to reveal the performance determinants that affect export behaviors and to create a new export decision-making model based on Pak's (1991) model. The literature on the export behavior of the firm has been reviewed and it has been seen that the international orientation of the decision maker, the distinctive advantages of the companies, the internal and external environment are possible factors of the export performance of the firm. When the decision-making models in the literature are examined, it is stated that export decisions depend only on the internal and external environmental factors of the company. The effects of globalization are also included in the study. Information was collected through the questionnaire sent to the manufacturers and exporters of Construction Machinery. Data analysis methods used to analyze the obtained data and test hypotheses; exploratory factor analysis, confirmatory factor analysis and structural equation modeling (SEM). As a result of the research, it has been seen that global opportunities and risks affect the export behavior and decisions of companies and play a very important role in this process.

Keywords: Export decision, globalization, global risks, global opportunities.

Öz

Bu çalışmanın amacı iş makineleri sektöründe üretim yapan firmaların ihracat davranışlarını incelemek, ihracat davranışlarını etkileyen performans belirleyicilerini ortaya koymak ve Pak'ın (1991) modeline dayalı yeni bir ihracat karar verme modeli oluşturmaktır. Firmanın ihracat davranışı ile ilgili literatür taranmış ve karar vericinin uluslararası yönelimi, firmaların ayırt edici avantajları, iç ve dış çevre firmanın ihracat performansının olası faktörleri olduğu görülmüştür. Literatürdeki karar verme modelleri incelendiğinde ihracat kararlarının sadece işletmenin iç ve dış çevre faktörlerine bağlı olduğu belirtilmektedir. Küreselleşmenin etkileri de çalışmada yer almaktadır. Çalışmada bilgi, İş Makinaları imalatçıları ve ihracatçılarına gönderilen anket yoluyla toplanmıştır. Elde edilen verileri analiz etmek ve hipotezleri test etmek için açıklayıcı faktör analizi, doğrulayıcı faktör analizi ve yapısal eşitlik modellemesi yöntemleri kullanılmıştır. Araştırma sonucunda küresel fırsat ve risklerin firmaların ihracat davranışlarını ve kararlarını etkilediği ve bu süreçte çok önemli rol oynadığı görülmüştür.

Anahtar Kelimeler: İhracat Kararı, Küreselleşme, Küresel Riskler, Küresel Fırsatlar

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1. Introduction

Exporting is the traditional way for firms to access foreign markets (Navarro et al., 2016) and an important form of international marketing (Culpan, 1989). Despite increasing foreign direct investment, firms in many developing countries continue to rely on exports to invest in foreign markets (Singh, 2009). As a result of the increasing trend towards a global economy and the trade deficit pressures of many countries, firm behavior and performance in export markets has been the subject of significant research and attention (Katsikeas et al., 1996). Export performance is defined as the degree to which a firm achieves both its economic and strategic goals through the planning and execution of its export marketing strategy (Çavuşgil and Zou, 1994).

Export behavior models try to explain “why and how the individual firm takes part in export marketing activities and how the dynamic nature and participation of such activities can be conceptualized” (as cited in Güner, 1997). Among these models, Wiedersheim-Paul et al. (1978)'s model emphasizes the role of "pre-export" activities in a firm's export initiation, Reid (1980)'s model focuses on the behavioral aspects of the export decision process and Cavusgil and Nevin (1981) is an export decision model that includes four main management expectations and managerial goals explanatory variables and interactions. Kolhede (1984) proposed the 'export orientation model' in which management's export orientation or attitude towards export marketing is an intermediate variable that determines how the firm will respond to its proposed change to increase exports. Jaffe et al. (1989) assume that export behavior is determined by 'perceived export potential' and management's perceived 'export risk'. Moon and Lee (1990) discussed the strength of a set of internal business characteristics in their study, which aimed to identify the internal factors that cause a firm to move to a higher export stage and to explain the distribution of firms in developmental stages. The study of Lim et al. (1991) tests export behavior as a decision to 'adopt innovation'. The model developed by Koçak (1997) considers the export decision process as the process of adopting innovation in terms of business and entrepreneur. Pak's (1991) examined the impact of internal and external factors on the ongoing export decision process and created a model by combining the key variables involved in the export decision-making process: (1) manager-specific characteristics, (2) firm-specific characteristics, and (3) environmental factors. When the decision making models in the literature are analyzed; the variables considered in general appear to be the characteristics of the decision maker, management expectations, the organization's level of commitment to export marketing, different advantages of the firm, internal and external environmental conditions, and possible factors of the firm's export performance.

The similarity of demand characteristics between countries and regions, the increase in R&D costs, increasing economies of scale and cost pressure, the roles of government policies, the change in factor costs around the world, the emergence of new distribution channels, and the reduction in transportation, communication and storage costs have increased the globalization process. It is stated that globalization at the industrial level may be one of the reasons for the change in the export behavior of small and medium-sized firms in the last decade (Moen and Servais, 2002). In this direction; The aim of the study is to examine export behaviors of the companies engaged in production in the construction and construction machinery sector, to reveal the performance determinants that affect export behaviors, and to investigate the effects of globalization with risks and opportunities on export decisions by developing a new export decision-making model based on Pak's (1991) model. The second part discusses the conceptual framework and hypotheses. The third section is methodology and research, the fourth section is the findings section, while the last section is the discussion and conclusion section.

2. Conceptual framework and hypotheses

The increase in factors such as the tendency of interdependence between countries and the increase in international trade and capital flows, the growth of multinational activities, and the spread of international joint investments have led to various changes in the business environment, and the business 2341how2341 has inevitably been affected by this change process (Kutlu, 1988; Eden and Lenway, 2001; Thourmrunroje, 2004). These changes reveal the significant impact of globalization on businesses and therefore there is a need to examine this issue. The argument put forward by this model is that the risks and opportunities brought by globalization are effective in the export decision of companies. The model was created based on Pak's model.

The management of exporting firms is likely to have an international orientation (Abdel-Malek, 1978; Cunningham and Spigel, 1971). By arguing that international orientation is a characteristic of the individual, Reid (1981) implies both the existence of the ability to differentiate between particular markets and the tendency to reduce the distinctions made between domestic and foreign markets. In order to be successful internationally, it seems that senior managers may also need high levels of what can be termed “international orientation” to effectively identify and exploit a wider range of market opportunities (Nguyen, 2000). Weaver and Pak (1990) showed that there is a significant difference between exporting and non-exporting firms in terms of their international orientation. Generalized attitudes towards export activities; It shows the extent to which the decision maker perceives what is happening outside his own country and finds it interesting in distinguishing his approach to foreign markets (Wiedersheim-Paul & Olson, 1978). Some studies have shown that individual background (eg, age, type and level of education, foreign language proficiency, international experience, and scope of travel abroad) is associated with firm involvement in exports (Reid, 1982; Dichtl et al., 1984). In the work of Holzmiiller and Kasper (1991); They contributed to the establishment of a basic theory of successful export performance based on organizational and personal determinants. A general willingness among decision makers to devote adequate resources to export-related activities is critical because it involves a commitment of financial and managerial resources. Some of these tasks are collecting foreign market information, evaluating foreign market potentials, establishing basic policies for export marketing and marketing planning (Çavuşgil and Nevin, 1981). In the light of the information obtained from the studies in the 2342how23422342türe, the first hypothesis was developed as follows;

H1: Top Management’s international orientation is positively associated with organizational commitment to export marketing.

In many studies, a significant relationship was found between the intensity of the technological effort applied by an industry and the rate of exported products (Gruber, Mehta and Vernon, 1967; Baldwin, 1971; C. Lowinger, 1975; Çavuşgil and Nevin, 1981; McGuinness and Little, 1981). Bilkey (1978) suggested in his study four groups of factors (companies’ distinctive advantages) as possible internal determinants of whether firms participate in export marketing. These advantages result from the 2342how23422342 of the firm’s products, technological orientation and resources. Examples are competitively priced products, technically superior products, and the technological intensity of the firm’s production (Çavuşgil and Nevin, 1981). Yang et al. (2004), the technological capability embodied in firms measured by R&D, technology import and training investment; 2342how an increase in export potential. Exporting firms have unique advantages in terms of management expertise in marketing planning and financing compared 2342how23422342-exporting firms (Çavuşgil and Naor, 1987). Companies can expect better results in export markets by considering possible changes in the product, providing sales and technical training to the foreign 2342how23422342türe2342 subsidiary, and allocating financial and managerial resources to the venture (Çavuşgil and Zou, 1994). In the light of these evaluations, the following hypothesis has been developed.

H2: There is a positive relationship between the Difference-Making Advantages of the Companies and the organizational commitment to export marketing.

The domestic market environment encourages or hinders an individual firm from continuing or expanding its export activity (Pak, 1991). Various studies 2342how that current domestic market conditions may encourage managers to initiate export activities to overcome some adverse domestic market conditions or to take full advantage of current trends in their competitive environment (Bilkey, 1978; Olson and Wiedersheim-Paul, 1978; Karafakioğlu, 1986). With the policies implemented by governments to help exporters, exports encourage domestic competition, innovation and economic growth (Gourlay et al., 2005). Salomon and Shaver (2005) revealed that firms’ domestic sales affect their export sales because export and domestic sales are complementary, but the factors affecting their domestic sales are changes in the growth of the economy and changes in advertising expenditures. In a study conducted with 104 manufacturing companies in Georgia, it was determined that exporters’ attitudes towards exports vary according to the perceived profitability for direct exports and, conversely, the perceived intensity of their domestic competition (Bilkey, 1978). In this context, the following hypothesis was formed.

H3: There is a positive relationship between the Local Market Environment and organizational commitment to export marketing.

Johanson and Vahlne (1977) state that when firms learn about foreign markets, they tend to increase their resource commitment and this leads to the initiation of the internationalization process. Many studies show that unexpected orders from foreign customers are key stimulators of export activities (Bilkey and Tesar, 1977; Wiedersheim-Paul, Welch, and Olson, 1978; Cavusgil, 1984; Karafakioglu, 1986). Foreign market conditions are related to the extent of competition and market barriers in foreign markets (Pak, 1991). In studies on US companies; the most frequently encountered serious obstacles to export; inadequate financing, foreign government restrictions, insufficient knowledge about foreign sales opportunities, inadequate product distribution abroad and lack of foreign market connections (Bilkey, 1978). In the light of the discussions in the 2343how23432343türe, the hypothesis was constructed as follows:

H4: There is a positive relationship between the Foreign Market Environment and organizational commitment to export marketing.

With the globalization of markets and competition, foreign markets have become increasingly suitable and natural opportunities for growth-oriented domestic companies (Çavuşgil and Zou, 1994). Globalization presents opportunities to companies, but also poses a threat (Greenaway et al., 2008). The opportunities and threats created by globalization have caused companies to adapt their organizational structures and strategies accordingly (Knight, 2000). The common problem of low and middle income countries is low physical and human capital stocks. In these countries, the diffusion effects of the technology are also quite slow. Therefore, aspects of economic globalization and diversification of exports can positively affect economic growth. In other words, economic globalization and export diversification can become important tools for overcoming such problems in low- and middle-income countries (Kellman and Shachmurove, 2011). Shoham and Albaum (1994) state that in a firm's quest for globalization, the lure of economies of scale puts pressure on top management to "impose central strategies transferred from other markets onto the firm's export operations." Responding to these opportunities and challenges requires an increasingly radical restructuring of organizational strategy and processes (Kraemer et al., 2005). Business, management, workers and governments are increasingly responding to global imperatives (Chan, 1992). Globalization and market liberalization processes largely determine the behavior of companies in both domestic and international markets (Leko and Horvat, 2006). From global risks; COVID-19 has severely affected national and global economies (Shafi, Liu & Ren, 2020). The global crisis due to the COVID-19 outbreak; Due to great uncertainties and weak information, it has caused negative changes in material, organizational, financial, political and cultural aspects in all countries (Aven and Zio, 2021). The COVID-19 pandemic has significantly weakened 2343how2343 trade and hit exports in all economies (Baldwin and Mauro, 2020). According to Karacal (2016), the impact of the global financial crisis on the real economy should not be ignored. In the light of these discussions, the hypothesis was formed as follows:

H:5 Global Risks and Opportunities positively correlated with organizational commitment to export marketing.

Many studies show that there is a positive relationship between organizational commitment to export marketing and export decision (Kirpalani and Macintosh, 1980; Cavusgil, 1984). According to these studies, firms where management is willing to explore international markets and consider the feasibility of exporting are more likely to maintain or expand exports than firms that are not willing to allocate resources to exports (Pak, 1991). According to a study by Simpson and Kujawa (1974), it was found that the perception of risk, profit and cost for export marketing is important in determining the export decision of the firm. Çavuşgil and Nevin (1981) concluded that a manager's willingness to allocate a firm's resources to research exports and create foreign export departments followed export marketing behavior. Therefore, the commitment of managers to allocate resources for exports is expected to influence the export decision.

H6: The level of organizational commitment to export marketing is positively related to the export decision.

3. Methodology

As a data collection method in the research, an online survey method was determined to be applied to manufacturers and exporters in the Construction Machinery sector. Table 1 includes the articles from which the questions were taken, dimensions and variables.

Table 1: Scales Development

| Dimension | Variable | Article |
|--|---|--|
| International Orientation of Senior Management | Age Education level Travel abroad Foreign language | Dicth et al., (1984), Holzmüller and Kasper (1991) Reid (1981) |
| The Company's Distinctive Advantages | Technology intensity Product uniqueness | Cavusgil and Nevin (1981), McGuinness and Little (1981), Çavuşgil and Naor (1987) |
| Local Market Area | Local market area State export aid | Bilkey (1978), Reid (1983), Culpan (1989) |
| Foreign Market Area | Foreign Market area Market barriers | Aaby and Slater (1988), Bilkey and Tesar (1977) Pak (1991) |
| Globalization Impact (risks and opportunities) | Economic Globalization Political Globalization Digital Transformation Global Epidemics | Alli, Winter and May (2007) Scholte (2008) WEF (2020) Ganiev (2014) Sandler and Enders (2008) Abadiea, Javier Gardeazabalb (2008) Donthu and Gustafsson (2020) Friedrichs and Friedrichs (2002) Held et al., (2000) Rüßmann et al., (2015) Saravanakumar and SuganthaLakshmi (2012) Kotler et.al., (2010) Pereira and Romero (2017) Kagerman (2013) |
| Organizational Commitment to Export Marketing | | Cavusgil and Nevin (1981), Weinrauch, and Rao (1974), Pak (1991) |
| Export Decision | | Reid (1983) |

As of October 2020, the questionnaires were sent to all manufacturers via e-mail. The main body of this research consists of the manufacturers and exporters serving in the Construction and Construction

Machinery sector in Ankara. The number of companies engaged in production in this sector in Ankara was stated as 1012 according to TUIK data. It has been reached that only 50% of the manufacturing companies export. The number of enterprises responding to the survey is 203. Population consists of 1012 enterprises operating in the construction and construction machinery sector in Ankara. The probability of occurrence of the investigated event was determined as 0.80, the probability of not occurring as 0.20, and the margin of error was determined as 0.05. When the population size is 1000, a sample size of 198 is sufficient to generalize (Yazıcıoğlu and Erdoğan, 2004).

Table 2: Demographic characteristics of the research participants

| Demographic Profile | | n | % |
|---------------------------|-----------------|---------|-------|
| Age | [18-28] | 20 | 9,90 |
| | [29-39] | 96 | 47,30 |
| | [40-49] | 64 | 31, |
| | [50-59] | 12 | 5,90 |
| | 60 and above | 11 | 5,40 |
| Education Level | High school | 32 | 15,80 |
| | College | 13 | 6,40 |
| | University | 13 3 | 65,50 |
| | Degree | 21 | 10,30 |
| | Doctorate | 4 | 2,00 |
| Department he 2345orks in | Management | 97 | 47,80 |
| | Production | 17 | 8,40 |
| | Marketing | 46 | 22,70 |
| | R&D | 5 | 2,50 |
| | Other | 38 | 18,70 |
| Service time | [1-3] years | 35 | 17,20 |
| | [4-6] years | 46 | 22,70 |
| | [7-10] years | 29 | 14,30 |
| | [10-15] years | 30 | 14,80 |
| | 15 and above | 63 | 31,00 |
| Foreign Language Level | Very Bad Level | 9 | 4,4 |
| | Bad Level | 15 | 7,4 |
| | Intermediate | 30 | 14,8 |
| | Good Level | 75 | 36,9 |
| | Very Good Level | 74 | 36,5 |
| Firm size | Small Scale | 80 | 39,4 |
| | Medium Scale | 10 8 | 53,2 |

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|------------------------------|--|---------|------|
| | Large Scale | 15 | 7,4 |
| Time Taken to Develop Sales | [11-20] hours | 27 | 13,3 |
| | [21-40] hours | 48 | 23,6 |
| | [41-60] hours | 27 | 13,3 |
| | [61-100] hours | 12 | 5,9 |
| | 101- | 33 | 16,3 |
| Frequency of Travel Abroad | Never | 15 | 7,4 |
| | [1-2] | 52 | 25,6 |
| | [3-5] | 72 | 35,5 |
| | [6-10] | 27 | 13,3 |
| | [10-] | 37 | 18,2 |
| Country of Export | Europe | 87 | 42,9 |
| | Asia | 80 | 39,4 |
| | America | 9 | 4,4 |
| | Africa | 25 | 12,3 |
| | Australia | 2 | 1,0 |
| Foreign Market Profitability | Very Little Profitable | 2 | 1,0 |
| | Less Profitable | 6 | 3,0 |
| | At the Same Level | 36 | 17,7 |
| | Snowy | 12 5 | 61,6 |
| | Very Profitable | 34 | 16,7 |
| How to Find the Customer | Attending International Fairs | 82 | 40,4 |
| | By Doing Market Research (Via Commercial Intelligence Sites) | 25 | 12,3 |
| | From Online Sales Sites | 28 | 13,8 |
| | By Visiting Sectoral Fairs Abroad | 9 | 4,4 |
| | Via Reference Customers | 50 | 24,6 |
| | Via Linkedin, Facebook, Instagram Etc. Social Media Sites | 6 | 3,0 |
| | Making One-to-One Customer Visits | 1 | ,5 |
| | Other | 2 | 1,0 |

Confirmatory factor analysis (CFA) was used to determine the factors affecting export behavior and to measure the effects of these factors on the export behavior of enterprises, and Structural equation modeling (SEM) was used to test the modeling of the relationships between dependent and independent variables.

4. Findings

Table 3: Results of Explanatory Factor Analysis

| FACTORS | CRON. ALFA | Fact. sco. | EİGEN val. |
|--|-----------------------|-----------------------|-----------------------|
| International Orientation of Senior Management (ustorg) | 0,784 | | 2,143 |
| Age (F1.1) | | ,819 | |
| Education Level (F1.2) | | ,772 | |
| Frequency of Travel Abroad (F1.3) | | ,660 | |
| The company's Distinctive Advantages | 0,745 | | 1,652 |
| The manufacturing techniques used in the manufacture of our products are one of the most advanced in the industry (F2.1) | | ,818 | |
| The technology of our product is superior (F2.2) | | ,794 | |
| Local Market | 0,479 | | 1,239 |
| Domestic Market has contracted (F3.1) | | ,703 | |
| Internal Market is competitive (F3.2) | | ,658 | |
| Turkey's export training programs helped our exports (F3.3) | | ,528 | |
| Public financial services assisted firms involved in exports (F3.4) | | ,457 | |
| Foreign Market Area | 0,767 | | 1,382 |
| Foreign Market is profitable (F4.1) | | ,769 | |
| Foreign regulations and import restrictions (F4.2) | | ,736 | |
| Global Risks and Opportunities (globalization) | 0,836 | | 6,597 |
| Economic globalization has allowed the expansion of economic relations between countries and the convergence of countries (F5.1) | | ,800 | |
| Developments in communication and computer technology have increased the speed of transactions in money, capital and derivatives markets (F5.2) | | ,765 | |
| Globalization; It has opened the doors of a new era where national borders are abolished, regional integrations are seen, capital is stateless and having knowledge is an advantage (F5.3) | | ,695 | |
| Technological advances strengthen inter-market interaction and increase world trade (F5.4) | | ,591 | |

| | | | |
|--|-------|------|-------|
| Technological innovations affect firms and market structure (F5.5) | | ,591 | |
| The pandemic has reduced our export sales (F5.6) | | ,588 | |
| The perpetration of terrorism on a global scale rather than originating in a specific geographical region as it used to be; affects international trade (F5.7) | | ,576 | |
| Pandemic led to contraction of global economy (F5.8) | | ,567 | |
| Organizational Commitment | 0,651 | | 1,446 |
| Product design (F6.1) | | ,829 | |
| Export marketing planning (F6.2) | | ,705 | |
| Export Decision | 0,679 | | 1,115 |
| Our company is likely to export to new foreign markets (F7.1) | | ,852 | |
| Our company is likely to introduce new products to existing foreign markets (F7.2) | | ,841 | |

Three tests were carried out to test the reliability of the scale. Combined Reliability and Subtracted Mean Variance tests by Fornell and Larcker (1981) and Cronbach's (1951) Cronbach Alpha test were applied. When the Mean Variance Subtracted test was performed, the Mean Variance Subtracted value was found above the desired value (>0.50) in the explanation of the ustorg, advantages, foreign market, loyalty and decision variables in the scale. When the results of the Combined Reliability test are evaluated, it is seen that all values are higher than the desired value (>0.70) except for the foreign market variable. When the explanatory factor analysis was performed, the KMO value of the sample was calculated as 0.78 (>0.60). With this result, it was revealed that there was sufficient sample size (Field, 2009). In addition, as a result of the Bartlett test, $\chi^2(276) = 2145$ and the P value was calculated as .000. This means that factor analysis can be performed with the existing data set. When the items in the questionnaire are analyzed, the items with an Eigen Value above 1 are determined as the main factors (Yong & Pierce, 2013). It was determined that the scale consisting of 24 items consisted of 7 sub-dimensions. The explanatory power of these factors is 64%. Factor 1, which consists of variables including the items "Globalization effect (risks and opportunities)", explains 27.48% of the total variance. Factor 2, which consists of "international orientation of top management" variables, explains 8.929% of the total variance. Factor 3, which consists of variables that include "the company's distinctive advantages", explains 6.884% of the total variance. Factor 4, which consists of variables including "organizational commitment to export marketing", explains 6.025% of the total variance. Factor 5, which consists of variables including "foreign market environment", explains 5.757% of the total variance. Factor 6, which includes "local market environment" variables, explains 5.164% of the variance. Fakötr 7, which consists of "Export Decision" variables, explains 4.644% of the variance.

The theoretical model ($X^2/df=1,836$) shows that the model is acceptable for the fit measurement ($X^2/df<2$). In the analysis, it was observed that all confirmatory factor analysis elements were above 0.5 (Chi-Square=1.836, RMSEA=0.064, CFI=0.90, NFI=0.81, IFI=0.90). These results show that the 3D structural model is acceptable (Bentler, 1990; Browne and Cudeck, 1993; Hair et al., 2010). In particular, CFI and IFI values above 0.9 indicate that the model is in an acceptable range. As a result, the proposed model is theoretically suitable.

Figure 1: Path Analysis

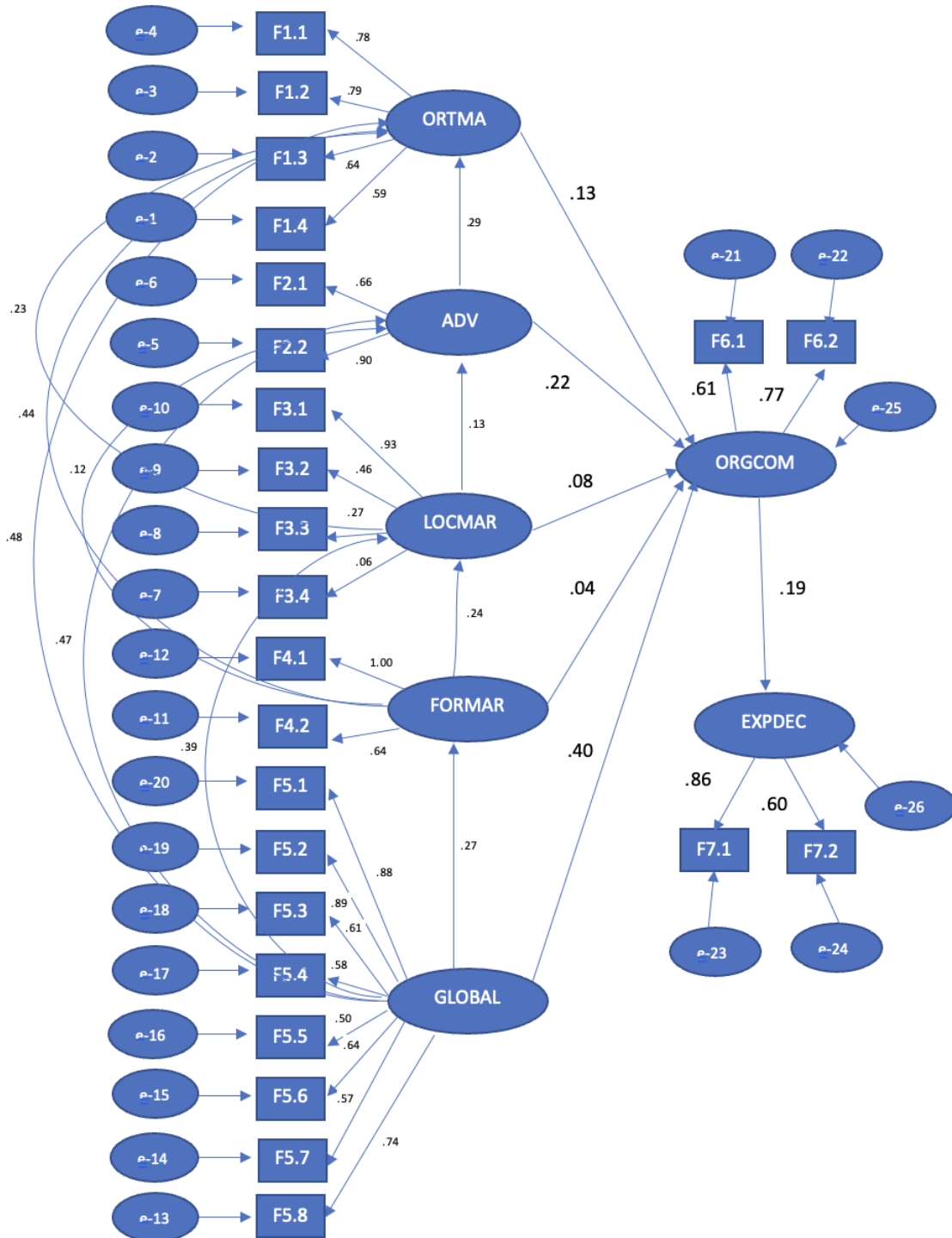


Table 4: The corelation coefficients between the variables

| Variable | Corelation power |
|---|-------------------------|
| International Orientation of Senior Management _ (F1.1) | 0,78 |
| International Orientation of Senior Management _ (F1.2) | 0,79 |
| International Orientation of Senior Management _ (F1.3) | 0,64 |
| International Orientation of Senior Management _ (F1.4) | 0,59 |
| Company's Distinctive Advantages _ (F2.1) | 0,66 |
| Company's Distinctive Advantages _ (F2.2) | 0,90 |
| Local Market _ (F3.1) | 0,46 |
| Local Market _ (F3.2) | 0,27 |
| Local Market _ (F3.3) | 0,06 |
| Local Market _ (F3.4) | 0,24 |
| Foreign Market Environment _ (F4.1) | 1 |
| Foreign Market Environment _ (F4.2) | 0,64 |
| Global Risks and Opportunities _ (F5.1) | 0,88 |
| Global Risks and Opportunities _ (F5.2) | 0,89 |
| Global Risks and Opportunities _ (F5.3) | 0,61 |
| Global Risks and Opportunities _ (F5.4) | 0,69 |
| Global Risks and Opportunities _ (F5.5) | 0,50 |
| Global Risks and Opportunities _ (F5.6) | 0,64 |
| Global Risks and Opportunities _ (F5.7) | 0,67 |
| Global Risks and Opportunities _ (F5.8) | 0,74 |
| organizational commitment _ (F6.1) | 0,61 |
| organizational commitment _ (F6.2) | 0,77 |
| Export Decision _ (F7.1) | 0,86 |
| Export decision _ F7.2) | 0,60 |
| International orientation of top management_company's distinctive advantages | 0,29 |
| International orientation of top management_local market | 0,23 |
| International orientation of top management_foreign market environment | 0,44 |
| International orientation of senior management_global risks and opportunities | 0,48 |
| Company's distinctive advantages_local market | 0,13 |
| Company's distinctive advantages_foreign market environment | 0,12 |
| The firm's distinctive advantages_global risks and opportunities | 0,47 |

| | |
|---|------|
| Local Market_outside market environment | 0,24 |
| Local Market_global risks and opportunities | 0,39 |
| Foreign market environment_global risks and opportunities | 0,27 |
| International orientation of top management_organizational commitment | 0,13 |
| Distinctive advantages of the firm_organizational commitment | 0,22 |
| local market _organizational commitmen | 0,08 |
| External market environment organizational commitment | 0,04 |
| Global risks and opportunities organizational commitment | 0,40 |
| Organizational commitment_export decision | 0,19 |

Subtracted Mean Variance and Combined Reliability are tests used to measure concordance validity. For the value to be acceptable, it should be around 0.70 (Hair et al, 2010). The extracted Mean Variance and Combined Reliability results are shown in Table 5.

Table 5: Confirmatory Factor Analysis

| Variables | Prediction Value | Mean Variance Subtracted | Combined Reliability |
|--|------------------|--------------------------|----------------------|
| International orientation of Senior Management | | | |
| F1.1 | 0,782 | | |
| F1.2 | 0,787 | | |
| F1.3 | 0,637 | | |
| F1.4 | 0,588 | 0,500 | 0,800 |
| Company's Distinctive Advantages | | | |
| F2.1 | 0,717 | | |
| F2.2 | 0,823 | 0,600 | 0,700 |
| Local Market | | | |
| F3.1 | 1,039 | | |
| F3.2 | 0,412 | | |
| F3.3 | 0,241 | | |
| F3.4 | 0,024 | 0,300 | 0,500 |
| Outside Market Area | | | |
| F4.1 | 0,975 | | |
| F4.2 | 0,657 | 0,700 | 0,800 |
| Global Risks and opportunities | | | |
| F5.1 | 0,761 | | |
| F5.2 | 0,769 | | |
| F5.3 | 0,640 | | |

| | | | |
|---------------------------|-------|--------------|--------------|
| F5.4 | 0,598 | | |
| F5.5 | 0,466 | | |
| F5.6 | 0,635 | | |
| F5.7 | 0,600 | | |
| F5.8 | 0,808 | 0,400 | 0,900 |
| Organizational Commitment | | | |
| F6.1 | 0,608 | | |
| F6.2 | 0,780 | 0,500 | 0,700 |
| Export Decision | | | |
| F7.1 | 0,878 | | |
| F7.2 | 0,586 | 0,600 | 0,700 |

In the table above, the correlation strength of the factors with the data used in the model is shown. Values below 0.40 according to the sample size were excluded from the table (Yong & Pierce, 2013; Field, 2009). With the value below 0.40 in the analysis, it shows that the effect of each variable is not distributed to another factor. It is seen that the 3rd and 4th variables of the globalization variables are also distributed to the 2nd factor.

Table 6: Hypothesis Results

| Suggested Research Model | Hypotheses | Standardized Analysis Values β | t Values | p Values | Control |
|---|---|--|-----------------|-----------------|-----------------|
| International Orientation of Top Management → Organizational Commitment | Top Management's international orientation is positively associated with organizational commitment to export marketing. | ,204 | ,140 | ,491 | H1 REJECTION |
| Distinctive Advantages of Companies → Organizational Commitment | There is a positive relationship between the Difference-Making Advantages of the Companies and the organizational commitment to export marketing. | ,120 | ,093 | ,437 | H2 REJECTION |
| Local Market Environment → Organizational Commitment | There is a positive relationship between the Local Market Environment and organizational commitment to export marketing. | 8,601 | 3,657 | ,671 | H3 REJECTION |
| Foreign Market Environment → | There is a positive relationship between the Foreign Market | ,069 | ,036 | ,600 | H4 REJECTION |

| | | | | | |
|--|--|------|------|------|--------------|
| Organizational Commitment | Environment and organizational commitment to export marketing. | | | | |
| Global Risks and Opportunities → Organizational Commitment | Global Risks and Opportunities are positively associated with organizational commitment to export marketing. | ,124 | ,373 | ,003 | H5 ACCEPT |
| Organizational Commitment → Export Decision | The level of organizational commitment to export marketing is positively related to the export decision. | ,129 | ,243 | ,059 | H6 ACCEPT |

As a result of the analysis, it was not found that the international orientation of the top management within the scope of the sample had a significant effect on organizational commitment ($P>0.10$). No significant relationship was found between the differentiating advantages of companies and organizational commitment ($P>0.10$). A positive and significant effect of the local market environment on organizational commitment was not detected ($P>0.10$). A positive but insignificant relationship was found between the foreign market environment and organizational commitment ($P>0.10$). A positive and significant relationship was found between globalization and organizational dependency ($P<0.10$). A positive and significant relationship was found between organizational commitment and export decision ($P<0.10$).

5. Discussion and conclusion

In this study, the companies that produce and export in the construction and construction machinery sector in Ankara; Examination of export behavior, revealing the performance determinants affecting export behavior and revealing a new export decision model. The literature on the export behavior of firms is reviewed and the international orientation of the decision maker, the distinctive advantages of the companies, the variables of the local market and foreign market environment are explained. The relationship of organizational commitment to export marketing with these variables is discussed. However, at the point where globalization has become a key theme in every discussion of international marketing strategy, it has been argued that global risks and opportunities should be added to the variables described above. It would not be wrong to say that the increasing integration of international markets as well as the growth of competition on a global scale and the adoption of a global perspective are becoming more and more effective in planning and decisions. In this context, it became necessary to add global risks and opportunities to the variables affecting export behavior. In the model; The relationship between organizational commitment to export marketing and export decision is explained.

The relationship between top management's international orientation (age, education, frequency of travel abroad and foreign language level) and organizational commitment to export marketing was not supported. According to this result, it can be said that the top management differs in terms of the variables that determine international orientation in today's conditions. In the selection of the manager, preference should not be made according to age anymore. It has been revealed that different variables rather than the above variables are effective in the performance of the managers and that the manager selection should be made accordingly. Especially businesses that export or are in the process of making a decision to export should pay attention to these findings.

As Çavuşgil and Nason (1990) suggest, firms decide to participate in export activity only if they find that they have different advantages in technology and product. These advantages are critical only in the initial export decision. In the export decision for companies currently exporting; The company's

distinctive advantages (technology density and product uniqueness) may have minor effects. For the Construction Machinery sector, this argument was not supported in the enterprises operating in Ankara. As a result of the production of the same products by other enterprises with the concept of backward engineering, these products can also be exported. This situation is not only specific to work and construction machines. The concept, which continues to be valid in many sectors, is frequently used especially in East Asian countries. There is no need for businesses to start exporting with a new and different product when making an export decision. They can also enter this market with similar products.

In this sample, the results showing the organizational commitment of the variables of domestic and foreign market environment to export marketing were not supported. During the decision of whether to export or not, it was concluded that the state of the domestic market is not important for the enterprises. In this case, the contraction or expansion in the domestic market is not very important when the enterprises make their export decisions. In addition, it has been understood that the competition conditions in the domestic market do not have an effect on the export decisions of the enterprises. It has been concluded that such situations are not important when the enterprises decide to export. Considering the foreign market environment; The difficulty of representing the company in the foreign market and the difficulty of providing service have disappeared with the transportation and communication facilities brought by technological globalization. Businesses that will decide to export can have the opportunity to introduce themselves to foreign markets by taking advantage of the innovations provided by technology. Another factor explaining the foreign market environment; customs barriers. Since different countries have different criteria regarding customs barriers, businesses carry out their export activities through the countries that provide the appropriate criteria for them. Thus, while taking the export decision, the constraints related to the foreign market environment are not an obstacle for the enterprises to export.

Global risks and opportunities were positively associated with organizational commitment to export marketing. The opportunities and risks created by globalization require companies to adapt their organizational structures and strategies accordingly. Businesses are concerned when they encounter economic risks that directly affect economic systems and variables, especially geopolitical risks, and can slow down their activities accordingly. Technological rapid developments force organizations to review their structures and processes. When businesses face the radical effects of communication technologies, they can make a rapid transformation in the structures of organizations by showing a dynamic development. When faced with economic fluctuations or crises in their countries due to global changes, businesses should review their marketing strategies, especially markets that are less affected by the crisis should be selected, different markets should be selected and risk should be distributed, public relations should be given importance and cost-reducing promotion channels should be selected.

The final hypothesis; Organizational commitment to export marketing and export behavior were positively related. It is stated that if firms learn about foreign markets and evaluate them as a potential market, they tend to increase their resource commitment and this leads to the initiation of the internationalization process. Matavelli and others. (2020) research has shown that optimization of resources is a critical export factor for all companies. Top managements who decide to export; When it creates foreign trade departments and provides employment to take part in this department, it takes important steps to start exporting. The realization potential of exports will be high by establishing the basic policies for export marketing, receiving the necessary trainings, making foreign market visits after market research and following the customers visited.

This study was carried out on enterprises engaged in production and export in the construction and construction machinery sector in Ankara. Since this study is limited to the province of Ankara, the same study can be done for other provinces. This thesis has been made on the analysis of export behavior of companies that are manufacturers and exporters in the construction equipment sector; However, supplier companies that do not produce in the sector also export. The effect of globalization on export decisions has been analyzed on the basis of the Construction Machinery sector. These variables can be analyzed within different sectors.

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Araştırma Makalesi

The Impact of Globalization on Export Behavior of Firms: The Construction Machinery Industry Example

Küreselleşmenin Firmaların İhracat Kararına Etkisi: İnşaat Makinaları Sektör Örneği

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Genişletilmiş Özet

İhracat, işletmelerin uluslararası pazarlara ulaştıkları önemli bir araçtır (Navarro vd., 2016). Küresel pazarlar gün geçtikçe büyümesi sonucu gelişmekte olan ülkelere doğrudan yatırımların artmasına rağmen bazı işletmeler hala yabancı pazarlardaki yatırımlarını ihracata dayandırmaktadır (Singh, 2009). Bunun sonucu olarak küresel pazarlarda bu konuda artan bir trend görülmekte ve işletmelerin davranış ve performansları dikkat çeken önemli bir konu haline gelmiştir (Katsikeas vd., 1996). İhracat performansı ise Çavuşgil ve Zou'nun (1994) çalışmalarında tanımladığı gibi işletmelerin hem hedeflerini hem de stratejilerini gerçekleştirmesi ile ölçülmektedir.

Bu ölçümü gerçekleştirmek ve ihracat davranışını tespit edebilmek amacıyla bazı modeller ortaya atılmıştır. Wiedersheim-Paul vd.'nin (1978) modeli, işletmelerin ihracat girişimlerinde gerçekleştirdikleri ihracat öncesi faaliyetleri açıklamaya çalışan bir model olarak karşımıza çıkmaktadır. Reid'in (1980) modelinde ise ihracat karar süreçlerinde işletmelerin davranışlarına odaklanılmıştır. Çavuşgil ve Nevin (1981) çalışmalarında ihracat karar modeli ortaya koymuşlardır. Bu model dört ana yönetim beklentisi ve yönetsel hedefleri açıklayan değişkenleri içermektedir. Kolhede ise (1984) ihracat uyum modeli önerisinde bulunmuştur. Bu model işletmelerin küresel pazarlarda karşılaştığı olaylara nasıl tepki vereceğini işletmelerin uluslararası oryantasyonunu aracı değişken olarak kullanarak açıklamaya çalışmıştır. Jaffle vd. (1989) yapıtıkları çalışmada ihracat davranışının algılanan ihracat riski ve algılanan ihracat potansiyeli ile doğrudan ilişkili olduğunu varsaymıştır. Moon ve Lee (1990) işletme karakteristikleri setinin gücünü tartışmıştır. Bu modelde işletmelerin bir sonraki ihracat seviyesine geçme nedenlerini ortaya koymaya çalışmışlardır. Pak (1991) modelinde ise iç ve dış etkenlerin ihracat kararına etkisini ortaya koymaya çalışmıştır. Bu çalışmada ise Pak'ın modeline küreselleşme değişkeni de eklenerek ihracat kararına etkisi ortaya konulmaya çalışılmıştır.

Aşağıdaki hipotezler teste tabi tutulmuştur;

H1: Üst Yönetimin uluslararası oryantasyonu, ihracat pazarlamasına yönelik örgütsel bağlılıkla olumlu bir şekilde ilişkilidir.

H2: Firmaların Fark Yaratıcı Avantajları ile ihracat pazarlamasına yönelik örgütsel bağlılıkları arasında pozitif bir ilişki vardır.

H3: Yerel Pazar Ortamı ile ihracat pazarlamasına örgütsel bağlılık arasında pozitif bir ilişki vardır.

H4: Dış Pazar Ortamı ile ihracat pazarlamasına örgütsel bağlılık arasında pozitif bir ilişki vardır.

H5: Küresel Riskler ve Fırsatlar, ihracat pazarlamasına yönelik kurumsal bağlılıkla olumlu bir şekilde ilişkilidir.

H6: İhracat pazarlamasına yönelik örgütsel bağlılık düzeyi, ihracat kararıyla pozitif olarak ilişkilidir.

Araştırmada veri toplama yöntemi olarak online anket yöntemi belirlenmiştir. Ekim 2020 itibariyle anketler tüm üreticilere e-posta yoluyla gönderilmiştir. Bu araştırmanın ana gövdesini Ankara ilinde İş ve İş Makinaları sektöründe hizmet veren üretici ve ihracatçı firmalar oluşturmaktadır. TÜİK verilerine göre Ankara'da bu sektörde üretim yapan firma sayısı 1012 olarak açıklanmıştır. Bu sayı da bizim çalışmamızın evrenini oluşturmaktadır. Ankete cevap veren işletme sayısı 203'tür. İncelenen olayın olma olasılığı 0.80, olmama olasılığı 0.20 ve hata payı 0.05 olarak belirlenmiştir. Evren büyüklüğü 1000 olduğunda 198 örneklem büyüklüğü genelleme yapmak için yeterlidir (Yazıcıoğlu ve Erdoğan, 2004).

İşletmelerin ihracat davranışlarını etkileyen faktörleri belirlemek ve bu faktörlerin işletmelerin ihracat davranışları üzerindeki etkilerini ölçmek için doğrulayıcı faktör analizi (DFA), bağımlı ve bağımsız değişkenler arasındaki ilişkilerin modellenmesini test etmek için ise Yapısal Eşitlik Modellemesi (YEM) kullanılmıştır.

Teorik model ($X^2/df=1,836$), modelin uyum ölçümü ($X^2/df<2$) için kabul edilebilir olduğunu göstermektedir. Analizde tüm doğrulayıcı faktör analizi ögelerinin 0,5'in üzerinde olduğu görülmüştür ($Chi-Square=1,836$, $RMSEA=0,064$, $CFI=0,90$, $NFI=0,81$, $IFI=0,90$). Bu sonuçlar, 3 boyutlu yapısal modelin kabul edilebilir olduğunu göstermektedir (Bentler, 1990; Browne ve Cudeck, 1993; Hair vd., 2010). Özellikle 0,9'un üzerindeki CFI ve IFI değerleri, modelin kabul edilebilir bir aralıkta olduğunu göstermektedir. Sonuç olarak, önerilen model teorik olarak uygundur.

Çıkarılmış Ortalama Varyans ve Güvenilirlik testleri uyum geçerliliğini ölçmek için kullanılan testlerdir. Değerin kabul edilebilir olması için 0,70 civarında olması gerekir (Hair vd., 2010). Örneklem büyüklüğüne göre 0,40'ın altındaki değerler tablodan çıkarılmıştır (Yong ve Pierce, 2013; Field, 2009). Analizde 0,40'ın altındaki değer ile her bir değişkenin etkisinin başka bir faktöre dağılmadığını göstermektedir. Küreselleşme değişkenlerinden 3. ve 4. değişkenlerin de 2. faktöre dağıldığı görülmektedir.

Yapılan analiz sonucunda, örneklem kapsamındaki üst yönetimin uluslararası yöneliminin örgütsel bağlılık üzerinde anlamlı bir ilişki ($P>0.10$) bulunmamıştır. Şirketlerin ayırt edici avantajları ile örgütsel bağlılık arasında anlamlı bir ilişki bulunmamıştır ($P>0.10$). Yerel pazar ortamının örgütsel bağlılık üzerinde pozitif ve anlamlı bir etkisi tespit edilmemiştir ($P>0.10$). Dış pazar ortamı ile örgütsel bağlılık arasında pozitif ancak anlamsız bir ilişki bulunmuştur ($P>0.10$). Küreselleşme ile örgütsel bağımlılık arasında pozitif ve anlamlı bir ilişki bulunmuştur ($P<0.10$). Örgütsel bağlılık ile ihracat kararı arasında pozitif ve anlamlı bir ilişki bulunmuştur ($P<0.10$).

Küreselleşme artık uluslararası pazarlama stratejilerinde tartışılan ortak konu haline gelmiştir. İşletmelerin ihracat kararı almaları incelenirken artık küresel risk ve fırsatların bir değişken olarak modellere eklenilmesi gerekmektedir. Yapılan analizde küresel risk ve fırsatların işletmelerin ihracat kararlarında etkili olduğu da kanıtlanmıştır. Önerdiğimiz modelde ihracat pazarlamasına örgütsel bağlılık ve ihracat kararı arasındaki ilişki açıklanmıştır. İnşaat makineleri sektöründe işletmelerin ihracata başlama kararı alması için yeni ve farklı bir ürüne ihtiyaçlarının olmadığı da örneklemimizin sonuçlarından biridir. Bu örneklemede ayrıca işletmelerin ihracat kararlarında yerel pazardaki rekabet seviyesinin ihracat kararına bir etkisi olmadığı da görülmüştür. Bunun yanında küresel risk ve fırsatlar ve ihracat pazarlamasına örgütsel bağlılık arasında olumlu bir ilişki olduğu çalışmada görülmüştür. Küresel pazarda karşılaşılan risk ve fırsatlara göre işletmelerin kendi ihracat stratejilerini geliştirmeleri gerekmektedir. Ayrıca ihracat pazarlamasına örgütsel bağlılık ile ihracat davranışı arasında olumlu ilişki görülmüştür. İşletmeler küresel pazarlardaki fırsatları ve imkanları anladıkça bu konuya daha fazla kaynak ayırma eğilimindedirler. Bununla birlikte işletmeler ihracat departmanı kurup burda çalışan istihdam ederse ihracata başlanması için önemli bir adım olarak görülmektedir.