



WYDZIAŁ ZARZĄDZANIA

UNIWERSYTET WARSZAWSKI

“Anatolian Tigers” Phenomenon.

The Cross Cultural Capital Diversification

of

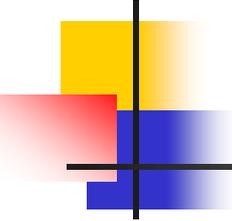
The Globally Successful Companies

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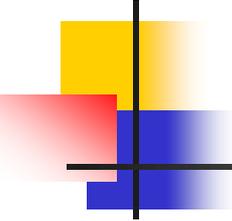
Katedra Psychologii i Socjologii Zarządzania

Wydział Zarządzania Uniwersytetu Warszawskiego



Introduction

- ❖ The phenomenon of “Anatolian Tigers” was examined in perception of cultural capital.
- ❖ A comparison of Anatolian Tigers business environment both on regional and national level
- ❖ .To understand the way of globally successful Turkish companies’ approach
- ❖ Cross cultural dimensions between two ancients and similar societies, Greece and Turkey have been examined and compared on national level
- ❖ Knowledge is the most important factor for organizations to survive in the competitive marketplaces.
- ❖ Human capital is the most important capital component of companies.
- ❖ It may be argued that culture is a kind of identification of a sociality.
- ❖ It may be argued that cross culture and cross cultural management is a kind of different cultural groups within and outside of the organization.
- ❖ Cultural differences have great and significant importance on capital.
- ❖ Understanding of differences and similarities between cultures become important.
- ❖ Cross cultural management is a kind of management of different cultures within the firm.



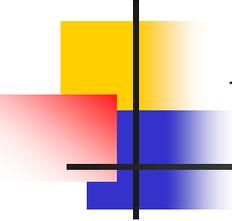
Objectives

❖ The main purpose of the research is to enlighten the Anatolian Tigers phenomenon in aspects of cross cultural management, as well as to provide a guide to researchers and field specialists how cross cultural dimensions are evaluated. Based on this purpose, mentioning cultural specific of this phenomenon the comparison of Greece and Turkey cultural is chosen as a background for the study.

Turkey is the “cultural home” of Anatolian Tigers and Greek culture is a “nearest neighbour” both in geographical and cultural aspects.

❖ Cross cultural dimensions were evaluated in *11 factors*:

- Education,
- Political Trust,
- Voluntary Work,
- Political Participation,
- Life Satisfaction Component,
- Trust in People,
- Fears of Others,
- Life Satisfaction,
- Happiness,
- Income,
- Deprivation Index



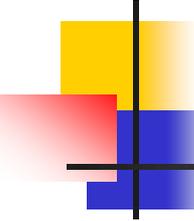
Research Question

❖ Research questions have several roles. In particular, they provide a framework for conducting the study, helping the researcher to organize the research and giving it relevance, direction, and coherence, thereby helping to keep the researcher focused during the course of the investigation. Research questions also delimit the study, revealing its boundaries. Additionally, research questions give rise to the type of data that are eventually collected (Nancy L.)

The main problem of the research is ;

“What are the dimensions of cultural capital as a factor of Anatolian Tigers’ globally success?”

to solve this problem I used two approaches quantitative one which is focus to explain the cultural background of this phenomenon and qualitative one which is focus on the rhetoric of Anatolian Tigers. The specificity of cultural background of Anatolian Tigers is tested by comparative study of Turkish and Greek culture.



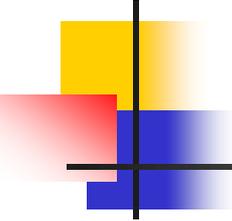
Cross Cultural Dimensions factors

Greece and *Turkey* are chosen as sample of the research on national level, and following this research question is developed:

“How do cross cultural dimensions differ between two similar and ancient societies?”

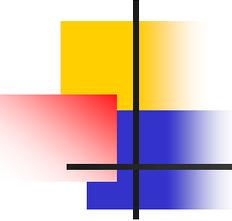
Based on this research question, eleven cross cultural dimensions were generated, evaluate the differences in between the two countries, and sub-questions were asked as below:

- ❖ How does *education factor* of cross cultural management differ between Greece and Turkey?
- ❖ How does *political trust factor* of cross cultural management differ between Greece and Turkey?
- ❖ How does *trust in people factor* of cross cultural management differ between Greece and Turkey?
- ❖ How does *fear of others factor* of cross cultural management differ between Greece and Turkey?
- ❖ How does *life satisfaction factor* of cross cultural management differ between Greece and Turkey?



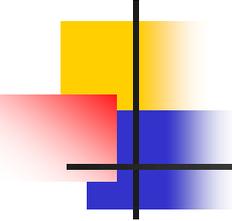
Cross Cultural Dimensions factors

- ❖ How does *trust in people* factor of cross cultural management differ between Greece and Turkey?
- ❖ How does *fear of others* factor of cross cultural management differ between Greece and Turkey?
- ❖ How does *life satisfaction* factor of cross cultural management differ between Greece and Turkey?
- ❖ How does *happiness* factor of cross cultural management differ between Greece and Turkey?
- ❖ How does *income* factor of cross cultural management differ between Greece and Turkey?
- ❖ How does *deprivation index* factor of cross cultural management differ between Greece and Turkey?



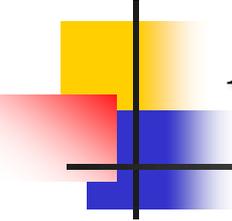
TURKEY

- ❖ *Turkey* in **2001**, was in a deep financial crisis, but economy continued to grow with an uneven performance, even the average long-term growth has seen a significant expansion in 2005 four times the GDP of 1970. There was also an increase education, particularly in engineering and science. Turkey in this period of R & D-related activities showed a steady growth between 2000 and 2010, for example, mechanical engineering doctoral students were almost doubled in number (Karabağ et al, 2011).
- ❖ After the lost decade culminated in early 2001 with the worst financial crisis in Turkish history, the country began structural economic reforms and cleaned up its financial and banking system under the stewardship of Finance Minister Kemal Dervis.
- ❖ Turkey's urban economies helped expand the country's industrial contribution to GDP from just over 17% to 27%; From 1960 to 2013, the services sector rose dramatically from 26% to nearly 64%; and GDP per capita, in current US Dollars, rose from \$1,567 in 1980 to \$10,666 in 2012. Rise of the Anatolian Tigers highlights salient features of Turkey's urbanization process with aim of extracting lessons learned for other developing countries.



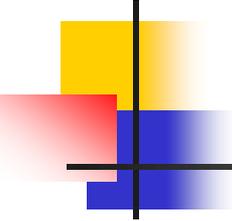
GREECE

❖ It is commonly accepted that the euro zone's crisis started with the difficulties faced by the Greek government in rolling over maturing debt in **2009**, which produced contagion of other euro zone economies such as Portugal and then spread to Spain and, finally, to Italy. The Greek government sought assistance from the European Union (EU) and the International Monetary Fund (IMF) that resulted in rescue programs featuring significant financial support, but with the mandatory imposition of very severe austerity and structural-change measures. The combined EU, European Central Bank (ECB), and IMF rescues were based on the assumption that a dramatic reduction in government deficits was the solution. But this “solution” tends to slow growth, increase unemployment, reduce savings, and hence increase the burden of private sector debt. The idea is that this will reduce government debt and deficit ratios. However, as we will show from the evidence, this did not work due to impacts on the domestic private sector. The question that should be asked, then, is whether this imposed policy mix was wise (Papadimitriou et al 2012, p.3).



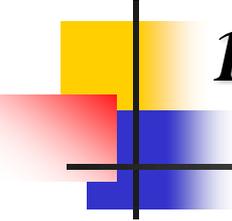
ANATOLIAN TIGERS

- ❖ Although, there is no one certain definition of Anatolian Tigers, they are a group of hidebound Anatolian cities which have remarkable economic growth in Anatolian Peninsula since 1980s. The term Anatolian Tigers also define a new breed of pious entrepreneurs. Anatolian Tigers in the region are an essential dimension of growth and development in Turkey. The companies are mainly family entrepreneurships, started up some decades ago as SME sector's business rooted in traditional and rural environment by religiously spiritual conservative businessmen.
- ❖ Anatolia itself, as a region, did not play any major role in the economic history of the country till the time liberalization policies of Motherland Party (ANAP) implemented in Turkish economy in 1980s. Afterwards the region became into prominence.
- ❖ Most of Anatolian Tigers and some other cities in Turkey, were exalted to metropolitan status in 2012 by an amendment to the Metropolitan municipality law. It is now 30 cities in Turkey. To be a metropolitan municipality make those cities to face the challenge of managing a city with more responsibilities in planning and delegated functions, new corporatized water utilities and urban transport systems to plan, upgrade and expand across their economic footprint.



Significance

- ❖ This research may help to illustrate the factor of Anatolian Tigers globally success
- ❖ It may let us to enlighten the cultural and spiritual values of Anatolian Tigers Phenomenon
- ❖ Globalization process is proceeding, and customer and employee structures are continuously changing, firms of nowadays have to deal with cross cultures.
- ❖ Less attention has been given so far to explore the cultural dimension in Greece and Turkey.
- ❖ This Research work is therefore aim to explore the comparison of culture between Greece and Turkey.
- ❖ This study also attempts to recognize the major differences between two societies Greece and Turkey.



Research Structure

 **Chapter One: Introduction**

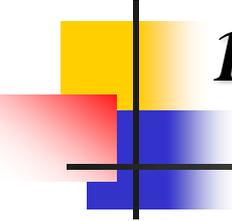
 **Chapter Two: Literature Review**

 **Chapter Three: Anatolian Tigers**

 **Chapter Four: Research Methodology**

 **Chapter Five: Finding and Discussion**

 **Results and Conclusion**



Research Structure



Chapter One: Introduction

- 1.1. Background of the problem
- 1.2. Rationale and Statement of the Problem
- 1.3. The Purpose of the Research
- 1.4. Importance of the Study
- 1.5. Definition of the Terms



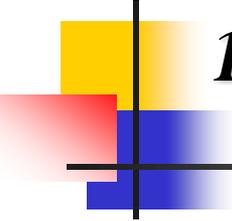
Chapter Three: Anatolian Tigers

- 3.1. Anatolian Tigers
- 1.2. Anatolian Tigers Evolution
- 1.3. Rising of Anatolian Tigers
- 1.4. Islamic Economy
- 1.5. Anatolian Tigers in Commerce



Chapter Two: Literature Review

- 2.1. Culture Concept
- 2.2. Turkish Culture
- 2.3. Greek Culture
- 2.4. Cross Culture Concept
- 2.5. Economic Perspective
- 2.6. Capital Concept
- 2.7. Related Researches



Research Structure



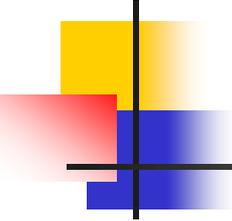
Chapter Four: Research Methodology

- 4.1. Research Method
- 4.2. Research Design
- 4.3. Quality of Research
- 4.4. Research Questions
- 4.5. Assumptions of the Research
- 4.6. Limitations of the Research
- 4.7. Statistical Approach



Chapter Five: Finding and Discussion

- 5.1. Rhetoric Analysis
- 5.2. Demographic Properties
- 5.3. Findings related to Cross Cultural Dimensions
- 5.4. Cross Cultural Dimension Factor Comparisons
- 5.4. Qualitative Analysis



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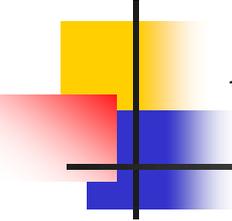
Research Results

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Conclusion

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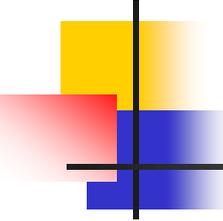
Bibliography



Literature Review

CULTURE CONCEPT

❖ According to Oatey culture is the explicit and implicit arrangements and acquired culture and artifacts, including the different groups of people forming success, symbols transmitted behavior patterns are formed; basic kernel culture traditional ideas historically derived and selected values and in particular the associated means comprising culture systems, such as a hand, a future action conditional on elements, effects acceptable products (Oatey 2012, p.2).



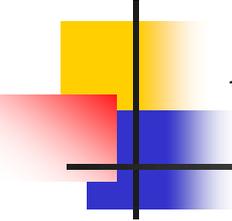
Literature Review

Different approaches to culture concept

Topical	Culture consists of everything on a list of topics, or categories, such as Social organization, religion, and economy.
Historical	Culture is a social heritage, or tradition, that is passed on to future generations.
Behavioral	Culture is shared, learned human behavior; a way of life.
Normative	Culture is ideals, values, or rules for living.
Mental	Culture is a complex of ideas, or learned habits, that inhibit impulses and distinguish people from animals.
Functional	Culture is the way humans solve problems of adapting to the environment or living together.
Structural	Culture consists of patterned and interrelated ideas, symbols, or behaviors.
Symbolic	Culture is based on arbitrarily assigned meanings that are shared by a society.

Source: Bodley, 1994

The word culture in the near future with its current meaning in our language incorporated into a word: more than 300 years ago, no that culture is completely tilling against the idea of links leaving and a new abstract sense took it to be used later as.



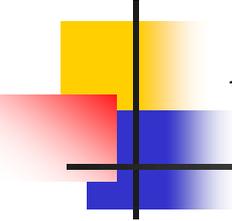
Literature Review

Turkish Culture

❖ Anatolia has witnessed the rise and fall of numerous empires, beginning with that of the Hittites in the 8th century BCE. When their five-hundred year rule ended, various Indo-European and Greek civilizations followed in their wake. The Persian Achaemenid Empire conquered the region in the 6th and 5th centuries BCE, only to fall to Alexander the Great in 334 BCE. Anatolia was then divided into Hellenistic kingdoms, all of which yielded to Rome by the mid-1st century BCE (Aschner et al 2009, p.4). Then it followed by the Byzantine Empire (330-1453) and the Ottoman Empire (1453-1922).

❖ The Modern Turkish state was created in 1922 by Kemal Ataturk.

❖ Turkey, the bridge between Asia and Europe, has plenty of ethnic diversity due to thousands of years of immigrations. Much like the United States, the country has been through many waves of immigration. Turks make up about 80% of the population. The rest are mostly Kurds, although in Istanbul there are significant populations of Greek and Roma. There are also numerous minority populations of Caucasians, Europeans, and Arabs (Aschner et al, 2009).

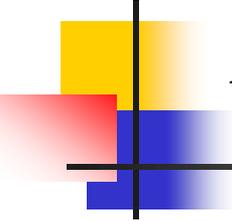


Literature Review

Islamic Culture

❖ Islam and the Quran were created by the prophet Muhammad who was born in Mecca in 570. Saudi Arabia followed the teachings of Muhammad. He was born into a noble Arab family, the Quraysh, the first son of Abraham through Ishmael's descendants. She Islam, he and his followers faced persecution and serious difficulties began preaching at the age of 40 as soon as the Prophet received his first revelation(OMI, 2012).

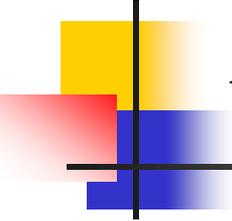
❖ Islam was touched Weber's writings, that characteristic "prebendal feudalism" and Abbasid, Mamluk and Ottoman dynasties "arbitrary bureaucratic Patrimonialism" rational, predictable, and changing the legal structure inhibits the growth of advocates of rational capitalism occurs without can not. Weber ongoing political and legal institutions guarantee property rights of feudal institutions of Europe to its contemporary counterpart, the contrasts exist in the Muslim world. First, this is not a socio-political barriers, inhibiting the rise of capitalism was no theological encumbrance (Noland, 2008).



Literature Review

Greek Culture

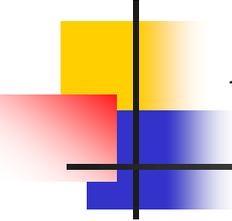
- ❖ In Greek culture, from the ancient times till today, religion, whether pagan or Christian, is of vital importance to the state as well as in the daily life of the individual. Greek Orthodox Christianity is Christocentric and biblical, but at the same time it bears all the characteristics of the Greek culture.
- ❖ Between 1890 and 1917 450,000 Greek immigrants came to America. The second major wave was in 2002, U.S. (Census Bureau, 5423). In the state of Maine, between 1966 and 1979, 160,000 of the residents were Greek immigrants; which make up the 4% of the population of Maine. Greece itself is smaller than Alabama. Greece's population is 10.6 million people. Athens is the capital and largest city. The history of Greece begins c. 2000-1700 BC, but the Modern Greek State was formed in 1830. Until then the lands that form today's Greece were a part of the Ottoman Empire. Bitter feelings against Turkish people began as a result of the Greek War of Independence (1821-1832).



Literature Review

Orthodox Culture

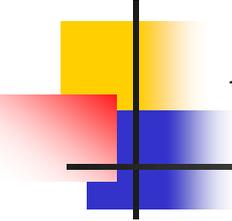
- ❖ The Orthodox culture is treated in this study as it was mentioned above as the nearest neighbour of Islamic culture of father land of Anatolian Tigers.
- ❖ Great Schism, before communion with the Orthodox Patriarch was local; the local bishop was to be the community. Christian's journeys abroad, want to join a local church and receive Mass there without any hindrance. The Great Divide Eastern (Orthodox) and Western (Catholic) church less and then each other strangers had shared were shut (Gerrard, 2002).



Literature Review

CROSS CULTURE CONCEPT

❖ One will be exposed to a particular culture, the culture and communication, can be regarded as inseparable, and then communication becomes a necessity. The term "intercultural communication" that was the first to introduce the "communication between two people of different cultures" was identified as Edward T. Hall. The term "intercultural business communication", are from different cultures, whereas employees in enterprises can be defined as communication that takes place is a new term in the business world. On the other hand, nations and governments rather than communication occur between individuals meaning "international communication" has another term (Chaney and Martin 2011, p.107).



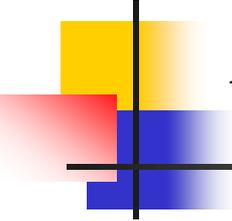
Literature Review

CAPITAL CONCEPT

❖ "Capital" in the great debate about the two Cambridge meeting, the focus of most discussions sensitive enough to measure the aggregate physical capital, whether it was homogeneous. Human and social capital, there is room for debate about the similar. Obviously, there are many different forms of physical capital. For example, an egg beater and an aircraft carrier, as well as little bits of physical capital to enter into the American national accounts, and yet they are not interchangeable (Putnam 2014, p.1).

The Forms of Capital

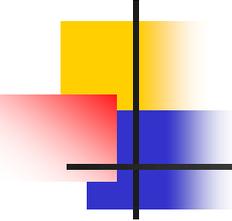
- Economic Capital,
- Social Capital,
- Symbolic Capital,
- ***Cultural Capital***



Literature Review

Cultural Capital

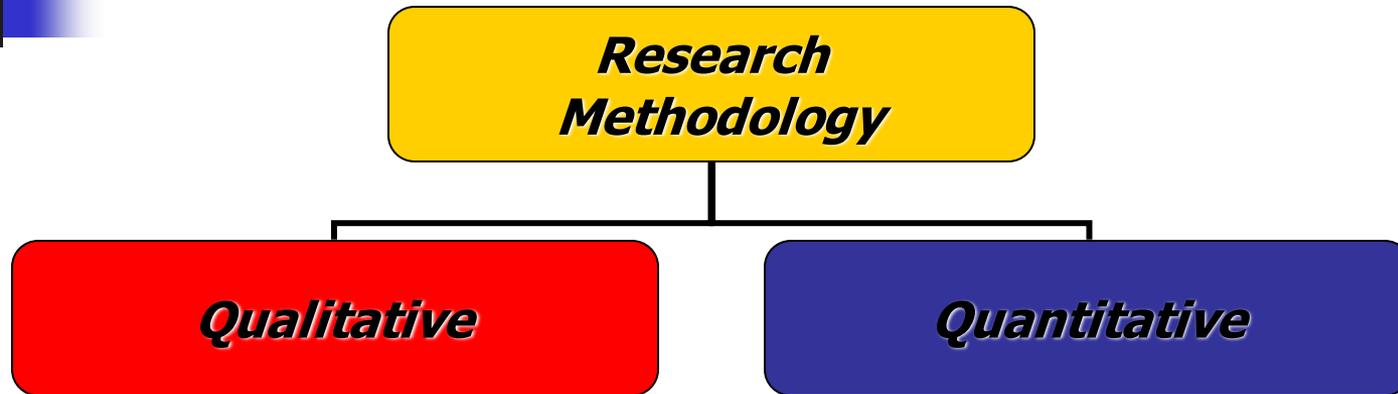
- Pierre Bourdieu's and Jean-Claude Passeron's initial concept of "*cultural capital*" and its following elaborations refer "to all the goods material and symbolic, without distinction, that present themselves as rare and worthy of being sought after in a particular social formation" (Harker R., 1990), "goods" that act as a social relation within a system of exchange that includes the accumulated cultural knowledge that confers power and status (Barker Ch. 2004)
- Bourdieu's concept of cultural capital developed in the context of educational research, and the most lasting impact on the audience that English was in the sociology of education is. Indeed, Bourdieu's arguments about the culture now are a staple of sociology of education textbooks. In addition, almost all economically developed countries, schools for generations advantage transmission is an important and growing role. Therefore, any comprehensive assessment of the concept of cultural capital in compulsory education must come to grips with the role (Lareau and Weininger 2003, p.568).



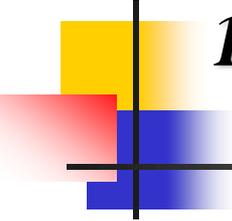
Cultural Capital

- Rather than cultural values and resources Bourdieu's cultural capital wishes to speak, clearly more than just a terminological matter of preference. In this context, the key text "forms of capital" of their importance for social reproduction is its general statement. (Goldthrope 2007, p.4).
- The term cultural capital refers to non-financial social assets; they may be educational or intellectual, which might promote social mobility beyond economic means (Dumais 2002).
- Cultural Capital refers to the knowledge, attitudes, values, language, tastes and abilities of the middle class
- Bourdieu (1974.;327) argues that ideally, cultural capital should be measured with an index combining items such as the level of formal education of one's parents and grandparents, the size of one's place of origin and residence-which influence access to cultural events-and the frequency one's cultural activities.

Research Methodology

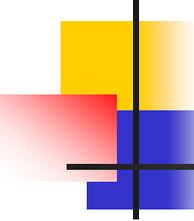


➤ Mixed Methods research is considered an intellectual and practical approach based on ***qualitative*** and ***quantitative*** research. Nowadays, mixed research's been widely used in research practice. And it has been considered as the third major research approach. Mixed methods research not only. Revealed the importance of traditional quantitative and qualitative research but also offers a powerful third Paradigm choice that often will provide the most useful, complete, and balanced research results (Johnson 2007).



Research Methodology

- However, if the mere goal of combined use of qualitative and quantitative data is the mutual validation and convergence of the result arising from different methods, that imposes the independent and concurrent employment of measurement operations throughout the study, aimed at testing the same hypothesis or answering the same part of a research question (Lobe, 2008).
- The quantitative part could be used for generalization of qualitative findings (Lobe, 2008)
- The qualitative part (if it is exploratory) can be seen as the phase to generate the hypotheses and theory, which could be verified later on in a quantitative (confirmatory) section of the study.
- Researchers often use qualitative and quantitative material to complement each other. Sometimes a qualitative study is conducted to follow up on findings from quantitative data and help us to understand what the figures actually mean. Sometimes a quantitative study is conducted to follow up on findings from qualitative data. A third way is to design a study where qualitative and quantitative data are collected and analysed at the same time.

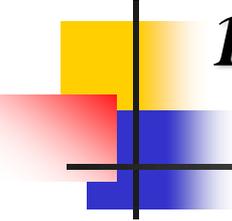


Research Methodology

Research Techniques

❖ *Rhetoric analysis - the analysis of content and formal techniques of influencing the reader included in the analysed texts (Internet offers in the article), singled out according to the classical rhetoric findings, with the use of those findings in accordance with the methodology suggested by Billig for social studies and by McCloskey for economic texts.*

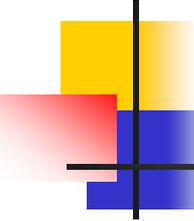
- *Ethos - in classical rhetoric “can mean the believability of the speaker, the credibility which the speaker brings to the speech situation. The speaker has to create his own credibility; he has to maintain a moral linkage between himself and his content, and should be considered a man of good character” (Zhu and Hildebrandt, 2002)*
- *Pathos- in classical rhetoric is “ an artistic proof focuses on using the emotions as a supplement to a speaker’s other means of persuasion” (Zhu and Hildebrandt, 2002)*
- *Logos- “ originally occurs in philosophy, metaphysics, rhetoric and even religion, referring to the logical, rational, evidential underpinning of a speaker’s argument “(Zhu and Hildebrandt, 2002).*



Research Methodology

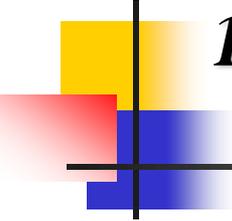
Research Techniques

- ❖ The logic of the research to looking for the main factors of the cultural capital through the quantitative analysis on the base of that the essence of cultural capital of Anatolian Tigers is explored by qualitative analysis.
- ❖ The existing literature about components, properties, effects on finance of cross cultural dimensions are examined and a short literature review is given
- ❖ The research is firstly draw on material from a number of up to date internationally comparable reports and other secondary resources, such as scientific articles, magazine reports, conference proceedings or other appropriate media outlets. Additionally, some fundamental books covering components, properties, effects on finance of cross cultural dimensions.
- ❖ Data Analysis; SPSS Software
- ❖ Collecting qualitative and quantitative data, and then analyzing or interpreting that data, whether **separately** or by **mixing** it.



Research Approaches

- The data has been collected from responders belongs to Greece and Turkey
- After excluding the cases with missing values, there are 590 subjects left in Greece and 1211 subjects left in Turkey. This amount of questionnaires were analyzed.
- Simple random sampling technique has been used to select the sample size.
- A conceptual model is used. The variables were subjected to factor analysis.
- The research is restricted with 11 factors of cross cultural dimensions and two countries, Greece and Turkey. Quantitative approach is restricted with data of Eurofound UK Data Archive Study Number 7316 - European Quality of Life Survey, 2011-2012, “Third European Quality of Life Survey Questionnaire”

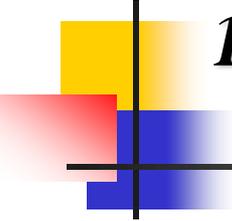


Research Approaches

- *In rhetoric analysis, six firms are chosen from Anatolian Tigers companies.*
- *Three Anatolian Tigers company owners whose background are coming from different cities in Anatolia Region has been chosen.*
- *Open ended questions in interviews were asked to the company owners.*
- *Websites of three different Anatolian Tigers companies from different cities in Anatolia region*
- *The websites are analyzed with the usage of rhetorical tools to seek the factor of Anatolian Tigers' globally success in context of cross-cultural dimension of cultural capital.*

Qualitative Analysis

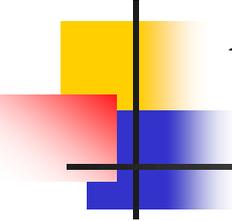
- *Six firms from each country, Greece and Turkey were selected from different cities and region*
- *Ten questions were asked to firm managers*
- *The main criteria was countrywide*
- *Questions asked to manages, data collection are done with Interviews*



Research Approaches

➤ ***Limitations***

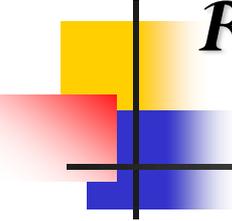
- In Rhetoric Analysis due to the small sample available to the research, results may not be generalizable on the whole country.
- The word count difference results do not show a significant meaning since total word counts were different.
- For this reason, percentage differences were evaluated for significance of differences.
- The exploratory factor analysis (EFA) was used to compare the structure of cultural capital in Greece and Turkey analysis – the comparison of the cultural capital structure in both countries – conclude the 4 factor solution as the most suitable choice.



Research Results

Rhetoric Analysis

- The initial rhetoric analysis of this research allows us to understand the way of globally successful Turkish companies' approach for persuading audience by using the 3 structure of persuasion which are logos, pathos and ethos.
- The analyzed interviews with the companies and web pages' analyses emphasize that usage of logos is predominating which makes the audience to be persuaded by rational and evidential arguments. Ethos approach has also a high number of usage in both analyzed texts and web pages. Where the company owners touch the ethical and morality importance during their speech and explanations on company web page.

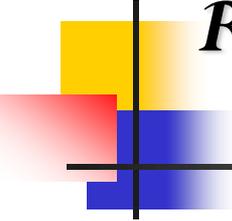


Research Results

Rhetoric Analysis

➤ **Which way of persuasion is the most popular in the analyzed texts?**

In the web pages of Anatolian Tiger companies which were analyzed, there is a clear predominance of the logos way of justification. People performing the analysis also observed a number of Ethos examples. Pathos approached was minimized by companies to persuade the audience in web pages though it was supported in some which was also listed by people who analyzed the web pages. As well as in interview analysis also have the Logos way of justification more dominated. While Ethos approach is also one of the leading way for persuasion. Pathos approach is minimized for usage to persuade audience.



Research Results

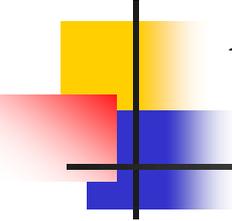
Rhetoric Analysis

➤ **Examples of developing successful business.**

The analysis of interviews and web pages of Anatolian Tiger Companies enumerates the reasons of their companies success where it comes. Both of analysis possess that the success belong in their experiences, professional work and globally the way of thinking.

➤ **Examples of intention to use spirituality in business.**

In the text analyses of interviews, the company owners are used to emphasizes their family's relation and ancestors' experiences. As they have mentioned that they follow their fathers' guidance which might be a prove of spiritual way in business. It is also obvious in web pages of Anatolian Tigers to discern the way of spirituality persuasion.

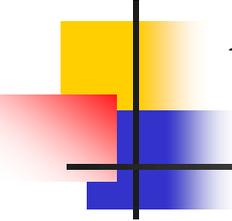


Research Results

Qualitative Analysis

➤ Total word count for given answers were higher in Turkish participants. Parallel to this result, it was observed in data collection process that Turkish firms were volunteers to participate the research than Greek participants.

➤ According to results of percentage differences, education, trust in people, fear of others, life satisfaction and deprivation index related words were more frequently used by Greek participants, whereas political trust, voluntary work, political participation, life satisfaction component, happiness and income factor related words were more frequently used by Turkish participants.



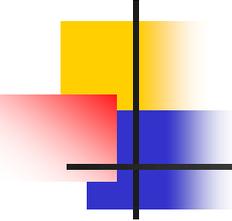
Research Results

Statistical Analysis Results

Cross cultural dimension factors and their findings were compared between Greece and Turkey on national level. There are eleven factors of cross cultural dimension as given below:

- Education,
- Political trust component,
- Voluntary work component,
- Political participation component,
- Life satisfaction component,
- Trust in people,
- Fear of others,
- Life satisfaction,
- Happiness,
- Income in PPP Euros
- Deprivation index

- All cross cultural dimension factors' findings; were difference between two countries are *statistically significant* (p<0,05)



DISCUSSION

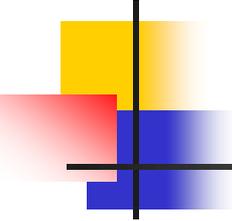
- ❑ The initial rhetoric analysis of this research allows us to understand the way of globally successful Turkish companies' approach for persuading audience by using the 3 structure of persuasion which are logos, pathos and ethos.
- ❑ The globally success of Anatolian Tigers entrepreneurs got recognition in Turkey and worldwide from the aspects of economical growth and create a healthy region with local ownership.
- ❑ In this research, cross cultural dimensions of two ancient and similar countries were examined on the national level. Cross cultural management is an important issue of today's business world and organizational management. Since globalization process is proceeding, and customer and employee structures are continuously changing, firms of nowadays have to deal with cross cultures.



DISCUSSION

Hypothesis results

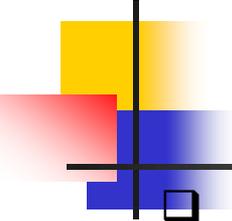
- 1. Greek has more educated people than Turkey. The difference between two countries is statistically significant.*
- 2. All political institutions are more trustful in Turkey, and all differences between countries are statistically significant*
- 3. There were statistically significant differences for community and social services, social movements and other voluntary organizations. Greek participants are less volunteer for community and social services than in Turkish participants.*
- 4. Turkish participants more volunteer for political party or trade union participation. Greek people attended more protest, demonstration or political events than Turkish people.*
- 5. There are statistically significant difference between Greeks and Turkish participants based on education, family life and social life satisfaction. On the other hand, satisfaction levels for present standard of living, accommodation and health were not showed statistically significant difference*
- 6. Greeks have less trust point than Turkish participants. Analysis results showed that the difference between participant groups was statistically significant.*



DISCUSSION

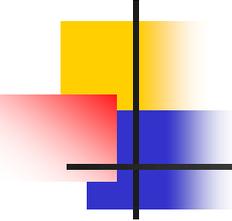
Hypothesis results

7. *There are more fear in Turkish participants than Greeks. Greek participants have less life satisfaction level than Turkish participants. The difference analysis results were also statistically significant.*
8. *Greek participants have less life satisfaction level than Turkish participants. The difference analysis results were also statistically significant*
9. *Greek participants also have less happiness level than Turkish participants. The difference here is also statistically significant.*
10. *Greek participants have more income than Turkish participants, and there was a statistically significant difference based on participant groups.*
11. *Deprivation index of Greece participants is lower than deprivation index of Turkish participants. The difference between participant groups is statistically significant.*



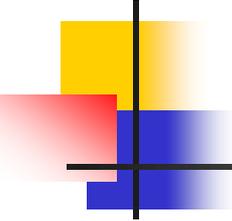
DISCUSSION

- Turkey has more crowded family structure than in the Greek.
- There was not a statistically significant difference between countries based on gender distribution of respondents.
- Male participants were higher in Turkey for two person living houses. For eight and more person living in a house was seen only in Turkey.
- Age mean of respondents and second person living in house in Greek were higher than in Turkey and these differences were statistically significant.
- Turkish people want to work more than Greeks.
- Turkish people more often believe what they do in life is worthwhile than Greeks.
- Turkish people more trust other people than Greeks.
- Turkish people more think that immigrants are not integrated in their society than Greeks.



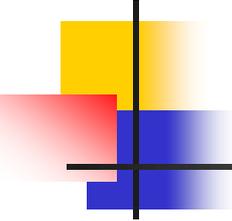
DISCUSSION

- Turkish participants think that immigrants have more affect on their welfare system than Greeks.
- Turkish people more believe that immigrants undermine their culture than Greeks.
- Turkish participants are not as satisfied as their accommodation like Greek participants.
- Greek participants also have more satisfaction level from their social life than Turkish participants.
- Turkish participants are keener to get support from other people except their family or relatives than Greeks.
- There is more tension in the Greece than in the Turkey between poor and rich people.



DISCUSSION

- There is more tension between managers and workers in Greece than in Turkey.
- There is more tension in Greece between racial and ethnic groups than in Turkey.
- There is not more tension between different religion groups in Turkey than in Greece.
- There is higher tension in Turkey than in the Greek between different sex orientations.
- Greek people feel more left out of society than Turkish people.
- Turkish people more feel close to people around them.



Conclusion



❖ *There is an effort to develop social capital. The companies praise the social responsibility of their business and work ethic.*

❖ *Trust, honesty, fairness, solidarity and hard work; such terms where the owners of companies used to question during their interviews establishes the valuation of spiritual thinking. They argue the success of their business with those listed values.*

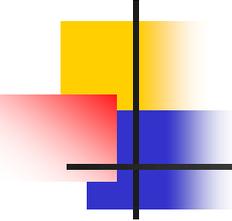
❖ *The family relations' importance is also predominately suggested in analyses by company owners and web pages. The companies show their orientation towards the audience, seeking the best employee and production.*

❖ *Although there is a conservative Anatolia which has a rural economy and patriarchal, Islamic culture, with a deeply rooted tradition it seems that in business the global work ethics and adaptation the new philosophies in business are widely accepted.*

Conclusion

A magnifying glass with a black handle and a silver frame is positioned over the word 'Conclusion'. The lens is centered over the 'cl' part of the word, making it appear larger and more prominent. The background is white with a subtle shadow under the magnifying glass.

- ❖ Anatolian Tigers are generally centralized cities in locally but also they have a vision to reach to global commercial areas out of Turkey.
- ❖ Religiously spiritual conservative businessmen Anatolian Tigers are deeply rooted to their traditional background. The spirit of Anatolian Tigers can be apprehended in social trust, solidarity and fidelity. The cultural capital of those entrepreneurs may have an effect to their success.
- ❖ Results of comparison of Greece and Turkey on national level show that there are many significant and important differences between Greece and Turkey. In the research, it was shown with both qualitative and rhetoric analysis that there may be significant differences between two socialites, although globalization approaches and they look similar.



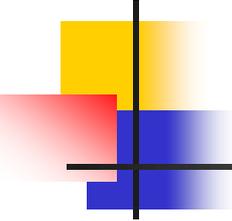
Conclusion



❖ Differences between Anatolia and West were similar with difference between Turkey and Greece, although much of these differences were statistically found to be insignificant. In this respect, it may be argued that life quality, income level and modernity theory applications increase from Anatolia to West, but a slight change was seen in the research.

❖ Hypothesis test results are also parallel with differences between Greece and Turkey. It is also seen in the hypothesis results that income, political and reality factors have effect on sociality. In this respect, it may be argued that an important point of the research is that modernity theories, income level approaches or life satisfaction theories are accepted only in ordinary conditions.

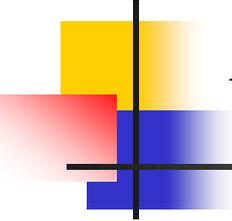
❖ In a case that individuals in a society exposed to a restriction, they act as a pure structure of humanity. For example, although there were serious differences between Greece and Turkey, financial crisis and immigration problems affect differs.



Con**cl**usion



- ❖ Research results show that although they may be similar, there may be serious differences between various social or cultural groups.
- ❖ In modern business literature, human sources and customers are seen the most important capital components of firms. For this reason, in order to use human capital effectively, a firm has to analyze and understand properties of human capital components, their differences, cross cultural dimensions and factors affecting cross cultural dimensions. In this respect, it may be argued to literature that today's firms need to develop and process a “cultural dimension management”.



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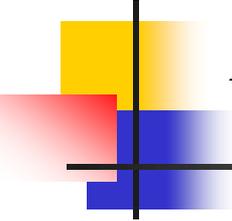
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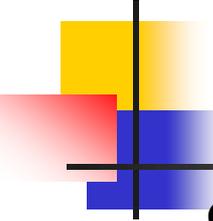
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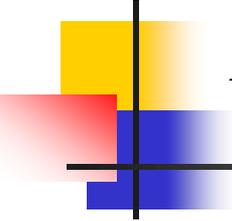
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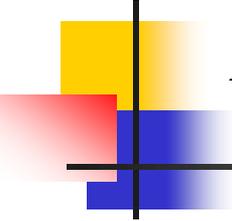
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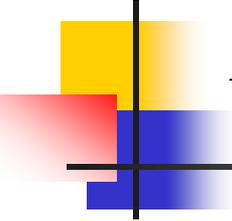
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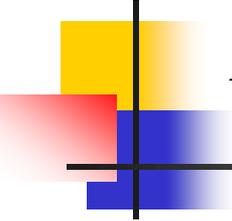
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