



# Critically evaluate the relationship between the organisational effectiveness and its international environment

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## Abstract

*The purpose of this research is to examine the relationship between organizational effectiveness and international environment. The study was carried out among small and medium enterprise in Erbil, Kurdistan. Total of 53 participants involved in this study. Five-point Likert scales was used in this study ranging from not important at all to very important. The findings demonstrated that the correlation analysis between organizational effectiveness and international environment. The value of Pearson Correlation = .858\*\* which is greater than 0.01 this means that there is a positive and strong correlation between organizational effectiveness and international environment. Furthermore, it was found that the value of Beta=.858 which is greater than 0.01 this indicates that there is a positive relationship between organizational effectiveness and international environment.*

## I. INTRODUCTION

Nowadays, the world became like a small village. Events effect our lives and it does not matter where do you live. In the same way, the communication, movement of people between countries have become easier than the past. Consequently, people and capital move very easy from a specific country to other countries.

According to Oyewo et al. (2021), the government of Turkey considered foreign capital a vital factor in its attempts to rank in the very near future among the top developed economic powers of the world. As a consequence, international companies have been taking more and more outstanding part in the Turkish economy. Additionally, companies investing in Turkey are highly

motivated through the growing market size and the economic performance of the country.

Across the world, companies are seeking alliance with other companies. While the pace at which this occurs tends to vary with such forces as economic conditions worldwide. The reality seems to be that Alliance will continue to be a significant part of global business for some time to come. And whereas alliances are varied in the type, size, duration, and complexity, those that are most complex and attractive for us are cross - border alliance (CBAs).

The paper consists of five parts. After brief introduction the first part starts and explains Background information of Boots Alliance. Second part examines and analyses what cross-border management is? Why is important? And what

are some of unique challenges with it in emerging markets, application for Boots Alliance and international venture in Turkey? The third part provides a clear understanding of what culture and cross – culture management in international settings are? And focusing on one appropriate particular framework approach such as Hotstedes dimensions ect...., and chosen framework approach which is related to the case study and international cultures. The forth part examines the way of understanding international environment and ethical issues in international business; drawing some companies between them and how they will put impact on the management process in international settings. Finally, this paper comes to manage recommendation and mentions a brief recommendation on Boots Alliance (Tomassini & Baggio, 2021).

### **Background information**

Boots the Chemist was founded in 1849 in Nottingham and has long been an icon of the British high street. In 2006, though, Boots merged with European pharmacy seller Alliance Unichem Plc. to form Alliance Boots. According to Hamad et al.

(2021), boots is one of the UK's best recognized retailers, provision prescription and over-the-counter medicines in addition to a wide range of cosmetics, personal care products and low-priced appliances. However, diversification into a broader collection of health services and beauty treatments from the late 1990s onwards proved fewer successful. After several not easy years, Boots' position strengthened considerably in 2005 following a takeover by European drug wholesaler and pharmacy operator Alliance UniChem. In 2007, Alliance's former chairman fruitfully took the merged grouping private, backed by confidential equity investment. Strong and steady increase since then has resulted in evidence profits each year since 2010. In 2012, US pharmacy giant Walgreens agreed to acquire a 45% shareholding in the group, and plans to take full control of the business in 2015.

According to Mara et al. (2021), Alliance Boots has mainly reduced its tax payment since going private, avoiding an estimated £1.12 billion in tax over 6 years, and Stefano Pessina might have individually made millions from offshore transactions. Outside the UK, Alliance Boots is above all a pharmacy wholesaler—the major in Europe. And the corporation plans to expand its retail trail to other healthcare services, with: medicine examinations, weight management programmes, smoking cessation recommendation and flu vaccination. Nevertheless, Boots is facing a rising competition and a fierce rivalry. At the side of supermarkets and giants retailers such as Tesco, Sainsbury, Morrison and ASDA Morrison and ASDA, Boots in addition competes with drugstores and other retail chemist

chains. Even though the former does not dispense NHS services and directions, they at rest compete with Boots on other healthcare and beauty items. Superdrug is the main drugstore competing with Boots with more than 700 high-street shops across the UK (Faraj et al. 2021). Finally, the Alliance Boots roster of branded products, which it sells to retailers in America, Canada, Europe and Asia, includes such famous names as the Boots No.7 cosmetics brand, Soltan, Botanics and, possibly most spectacularly, No.7 Protect & Perfect Intense Beauty Serum, the recently introduced skin care product, which is said to provide durableanteding benefits. Additionally to the Boots brands, the group sells a range of general medicines, under the Alums brand, in the U.K., France, Italy and Spain during its wholesaling part.

### **Cross-Border Management**

Aguilera and Dencker (2004) suggest that Cross-Border Management (CBM) is committed to defending clients' happiness and working to achieve their goals and objectives. This is different to an importer or trading company who often create barriers among customers and seller. Instead, CBM operates openly facilitating direct communications with customers, suppliers and associates and enabling all aspects of the deal (selling price, purchase cost and our fees) to be transparent. Clients are helped to understand and complete the complexities of operating any business or service across borders. According to Titus, (2021), customs and other state agencies play an essential role in the facilitation of efficient and secure global trade. To be successful, organisations carrying out international cross-border supplies and transportation must apply coordinated management principles that smooth communication and co-working on regulated tasks. All the key players, including customs, business and government, must work together so that import and export trade is effective.

One role in CBM is the integration executive, who has to provide a trail for integration, making sure that timelines are followed and that decisions are made that meet the agreed schedule. The first task is to break down a new business model and from this, to create into operational targets. This is especially significant in international acquisitions where it can be difficult to interpret 'big picture' corporate messages may across diverse international and business contexts. It is also argued that part of the role is to support new standards, share key messages, and recognize new ways and opportunities for adding-value (Ali et al. 2021).

A significant aspect of the job is helping any new company that is acquired in a new place to discover how the new owner operates and what this means for itself. The integration manager can help the company benefit from the owner's assets, abilities and networks forge social

connections, and help with important broader elements for instance interpreting in a new language and approach of doing things. Acquired companies need to understand how the whole new organisation works and the integration manager can also guide the parent company to know how to get the most from their new addition.

The importance of managing cross-border joint ventures is reflected in the general literature on this topic, which focuses mainly on the 'ex ante' (or 'before the event') stage of preparing for cross-border partnership. For example, a number of studies have examined the basis for *interorganizational* partnership, including the performances within joint ventures or partnerships (Carpenter, 2021), and in such partnership. Further research on cross-border partnership moves from the structural approach above, by looking at how interorganisational companies perform company (Gardi et al. 2021). One important aspect of performance common to all studies is the role of trust. According to Akoi& Yesiltas,

(2020), in high trust environments, the accurate nature of financial relations cannot be inferred from the ownership structure because the relations that really matter exist in the social layer beneath. The trust has the potential to increase understanding and relationships within any interorganisational partnership.

### **Legal Challenges**

According to Aguilera and Sarid,

(2022), the official ownership of equipment issued by lease in the emerging economies is defined a form or a substance basis. For example, legal ownership in Mexico depends on the form of the business, where the owner of equipment is always the lessor for legal purposes. This is different to Brazil and most other Latin countries, which are based on economic substance. Consequently, the legal definition of a lease can vary and not always match the definition of possession in accounting or tax terms.

### **Taxation**

Qader et al.

(2021) demonstrate that the tax systems in different countries of the world share common threads. The details differ, but every country has a tax on income, a tax on consumption and some form of cost recovery. There are further taxes too in other jurisdictions; several are a combination of federal, government, and local taxes. In the United States (US), lessors must be familiar with variations in tax law requirements. In Top enterprises in China, for instance, senior management are responsible if the company's tax returns do not make all details clear and transparent.

A corporate tax rate varies among countries just like other forms of tax. Most income tax rates vary between 30% and

35%, although a very low example is 10% in Paraguay, to a high rate such as 40% in Brazil. Usually however, U.S. lessors will experience tax rates similar to US income taxes. The rates for VAT, withholding tax and other taxes are decided by individual countries. In addition, there will be different methods of how the taxes are applied, instance, the VAT paid on transactions may not be reclaimed, if India is involved. U.S. financiers experience wider differences in types of tax regimes in emerging countries than in the United States.

### **Accounting**

According to Christ& Burritt,

(2021), accounting regulations always bring problems when companies expand across borders in any international expansion. However, he suggests that there is less difference between countries with accounting for leases. At this time, all countries distinguish between finance leases and operating leases, whether that distinction is based on a form or substance concept.

Many emerging markets now aim to achieve International Accounting Standard No. 17 (IAS 17) or a more limited lease accounting system based on IAS 17 or FASB 13. Interestingly it is considered that countries such as Colombia, Argentina, and Uruguay, do not apply international accounting standards to legal standards. Despite the variations and differences in location and culture, there is a growing trend towards a global co-ordination of standardised rules.

### **Application for Boots Alliance and international venture in Turkey:**

Cross-border management structure, as developed in previous research indicates that firms go abroad for two key factors, either in order to access existing firm-specific knowledge, primarily for manufacturing and sales activities, or secondly, to build on to the firm's information-base. This is especially important at the stage where they are researching emerging goods/services and growing new markets. The first reason for expansion is known as home base-exploiting (HBE), while the latter is termed home base augmenting (HBA). It is suggested that ventures are international in nature if Turkey carries out one or both types of activities from their inception.

The paper offers a detailed, empirical analysis of six cases. The analysis uses unpublished case studies in addition to one detailed follow-up examination of entrepreneurs and other parties involved in the six ventures. These cases are published and it is possible to replicate the process of analysis, which focuses on four aspects of international venture: prior worldwide experience of the entrepreneurs, industry specific-conditions, location-specific conditions, and sequencing of international activities (Akoi et al. 2021).

The investigation identifies four types of proposition. Firstly, when entrepreneurs have prior international exposure, this can spur on a new international venture. Second, the international orientation of a venture is closely connected to industry-specific requirements at the point of venture formation. Third, international ventures are generally managed from one 'home base' or central position, which is responsible for information flow. Fourth, international ventures usually focus first on HBA activities because these actions increase the venture's profits in the home-country. Only later on in the venture's life cycle are HBA activities supported by HBE efforts. This type of international activity tends to be more resource-intensive and needs a large amount of a revenues financed from the home markets, plus detailed and wide-ranging product and process data.

It is very difficult to manage information and acquiring resources in cross-national locations where there are diverse cultures, corporate governance systems and different time zones and languages. Yet, literature is clear that there are also great benefits from cross-national ventures equal to the entrepreneurial and business challenges involved (Budur & Poturak, 2021).

## II. CULTURAL DIMENSIONS

### Culture and Cross-Cultural Management

This can be defined as the inherited values, concepts, and ways of living, which are shared by people in the same social group (Faeq, 2022). Culture can be split into two kinds, to make the definition clearer; the first is generic culture, which is a shared culture of all humans living on this planet, the second is local culture, this refers to symbols and schemas shared by a particular social group (Badru et al. 2022).

The world is becoming a global village, in the sense that the technological achievements of this modern time is bringing people closer together (Abejirinde & Anele, 2021). This also means that people from across the world and with different cultural backgrounds are working and communicating with each other (Ahmed & Faeq, 2020). This is interesting, but dealing well with people from different cultures needs more expertise in cultural diversities; for instance what we say and what we should avoid saying, how to communicate and what cultural taboos to be aware of - because what is accepted in one culture might not be accepted in another. The rules and

systems that apply to every day communication among cultures are also likely to apply to communication in the workplace (Mas-Machuca et al. 2021). Working in organisation requires dealing with certain personnel issues such as motivating employees, structuring and developing strategies. In this case, there has to be an understanding of the cultural diversities in order to apply the aforementioned issues the workplace (Côté et al. 2021).

### Cross-cultural Differences in Multi-national Corporations

Geert Hofstede is a sociologist who has studied employees working in a multi-national corporation (Faeq et al. 2021). He describes four factors that can be used to consider and analyse other cultures:

1. Individualism vs. Collectivism: In Turkish cultures, the individual is emphasised while in others the focus is on the group.
2. Power distance: some cultures believe that organizational power should be distributed unequally.
3. Uncertainty avoidance: Hofstede found that some cultures tend to accept change as a challenge while others don't.
4. Masculinity vs. Femininity: Hofstede himself tends to reject the terms 'masculine' and 'feminine'. These two terms should be overlooked in order to focus on issues more important to the organization, such as achievement and assertiveness (Reynolds and Valentine 2011).

### Cross-cultural Management

Omodan,

(2021) defines cross-cultural management as an approach that "explains the behaviour of people in organizations around the world and shows people how to work in organizations with employees and client populations from many different cultures." The importance of cross-cultural management is reinforced when companies based in different countries have difficulties because of culture, and therefore need to strengthen co-operation and understanding.

Geert Hofstede's work in the field of culture and management is now central to study into this area. He developed a "dimensional approach to cross-cultural comparisons." The following Figure 1 presents the difficulties managers may encounter when managing global businesses.

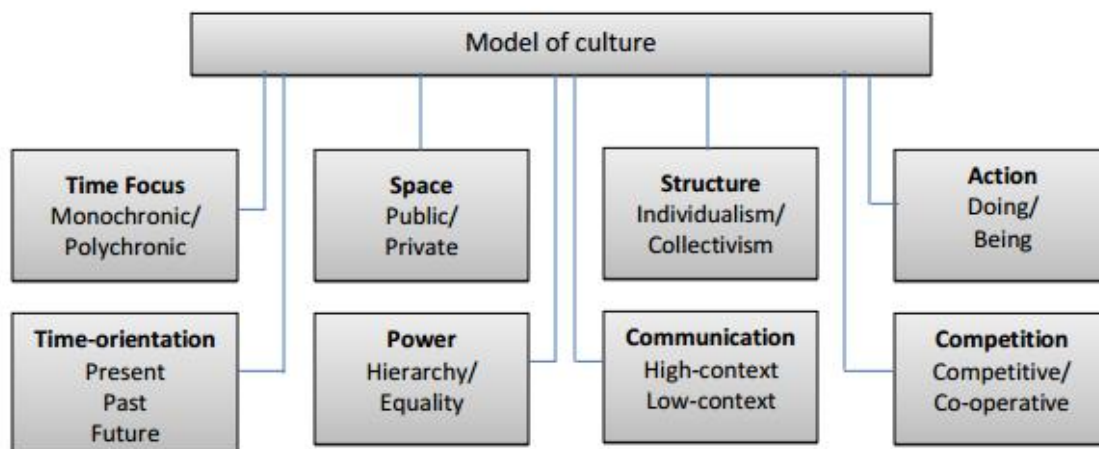


Fig.1: Effect of Cultural Value (Tagreed, 2012)

Hofstede and Hofstede (2005) studied individualism and collectivism in different countries. They found that the United States ranked first in individualism where children are brought up to be more self-reliant and to express their own opinions and ideas. Following from this, they take responsibility for their choices in education as well as career. In cultures that value collectivism, top managers and high-ranking employees tend to delegate authority to other employees. This may result in some problems in the organization when this important area is given to others. Table 1 shows the differences between “individualist culture” and “collective culture”.

### Hofstede’s Cultural Dimensions

National culture has been shown to impact on major business activities such as capital structure and how groups perform (Hamza et al. 2021). Cultural awareness can bring more success in global business ventures and there is more chance of failure when it does not exist (Dowling et al, 2008: 57). Geert Hofstede developed a model to describe various cultural ‘dimensions’, and issues around cultural differences (for example the GLOBE Project). Geert Hofstede’s model came from a study of IBM employees in over fifty countries. He identified five dimensions or ‘problem areas’ which represent differences among national cultures (Fowler et al. 2021): power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity and long-term orientation

Power distance refers to how social inequality is perceived and accepted in different cultures. Hofstede (1997) explains how in cultures with strong power distance children are raised to strongly respect their elders, which continues through adulthood making these communities (and organisations) more centralised and autocratic; subordinates are expected to be told what to do and there are vertical, hierarchies with gaps. On the other hand, in low power distance cultures inequality is seen as

undesirable. Employees prefer to be consulted in decision-making and thus value a more resourceful and democratic leader.

Individualism (as opposed to collectivism) is where importance is placed on the self and autonomy. Alternatively, collectivist structures value interdependent social units such as the family, rather than individuals. In individualist societies, employees require the freedom to work independently and the desire for challenging work (seen as more important than personal relationships) to help them reach self-actualisation. In collectivist cultures, undisputed management structures take full responsibility for the organisation of employees and the overall cohesiveness of the group (Ali et al. 2021).

According to Hofstede, ‘manliness’ represents cultures with distinct gender roles where men are encouraged to focus on success and competition and in masculine cultures and managers are defined as more assertive and decisive. In contrast, women focus on values such as quality of life and modesty. Femininity here represents cultures where gender roles overlap, and feminine cultures employ more intuitive managers who negotiate disputes and encourage participation in decisions.

Uncertainty avoidance is how much members of a culture feel threatened or uncertain in unfamiliar situations. In high uncertainty avoidance cultures, employees prefer a structured environment with rules and policies. People work hard and there is a greater sense of anxiety amongst the workforce. In contrast, in weak uncertainty avoidance cultures rules create discomfort and are created and applied only when needed. Employees tend to be more relaxed in these cultures, but often work more slowly.

Joint business relationships often bring great ambition. The United Kingdom’s Prime Minister David Cameron has set a goal of doubling trade by 2015 and British and Turkish

businesses are trying to meet this. UK overseas sales to Turkey have recently risen by 38% and Turkey's sales to the UK rose by 22%. Turkey is the UK's second highest export market in Europe after Germany. Over 2,000 British businesses are investing and doing business in Turkey, such as BAE Systems, BP, Diageo, HSBC, International Power, Mott MacDonald, Rolls-Royce, Tesco, and Vodafone.

Previously the fastest rising economy in Europe, by 2017 Turkey will probably be the second greatest growing economy in the world by 2017. Turkey's population is a young quality-conscious and well-educated one. They are skilled and committed workforce within a lively consumer market. This is, therefore, a good time to be attracting and creating business in Turkey, and as well as direct trading, the market can provide chances for partnerships and joint ventures in product and service development in order to sell to a range of third party markets (Seidu et al. 2021).

I look forward to discovering and engaging more British companies with the Turkish market. The UK Trade & Investment is based at the British Embassy in Ankara. The Consulate-General in Istanbul and the Consulate in Izmir are ready to work with you to help your business ventures in Turkey to make a profit.

### III. ETHICAL CHALLENGES

#### **International environment (INTERNATIONAL ENVIRONMENT)**

International environment is a current term; a worry with business ethics and the social dimensions of business movement has been approximately for a very long time. The idea of international environment has a comparatively long history in Western countries (Faeq et al. 2021). Whereas international environment first consisted merely of humanity and subsequently concern for member of staff matters, in the central of the 20th century this broadened to consideration for organisations' broader task environment, at first primarily customers, distributors, suppliers and creditors, and presently social and environmental issues more normally (Hamad et al. 2021). While there are different definitions of international environment, it implies exacting attention to the ethical, social and environmental insinuations of business.

#### **International environment (INTERNATIONAL ENVIRONMENT)**

International environment is a recent term connected to older ideas of the social and ethical dimensions of business. There are different definitions of international environment, but all share the idea of giving close attention to the ethical, social and environmental workings of business. The idea of international environment goes back a long way in Western countries (Heras et al. 2021)

but initially it was a narrower idea about looking after members of staff. However, from the mid-20<sup>th</sup> century, the focus got wider to include an organisation's environment, at first customers, distributors, suppliers and creditors, and then even wider to include global social and environmental issues (Akoi et al. 2021).

#### **Ethical Issues in International Business**

Hamza et al.

(2021) argues that a lot of ethical issues and dilemmas in global business relate to political systems, law, economic growth and culture – all factors that are different in every country. Consequently, normal practice in one state will be seen as unethical or unacceptable behaviour somewhere else. So managers who work for a multinational institutions that cross borders and cultures, need to be particularly responsive to these variations and to be sensitive to situation where ethical issues might occur because of differences in beliefs or practice. In the international business setting, day-to-day ethical issues can happen in employment practices, human rights, environmental regulations, corruption, and generally in the moral obligations placed on large, wealthy multinational corporations. Ethical issues can arise when environmental regulations in host nations are inferior to those in the home nation. For example, many developed nations have tight regulations pervading the emission of pollutants, the leasing of toxic chemicals, the use of toxic materials in the place of work, and so on, but are still allowed to work to much lower standards in other developing countries.

Some business ventures can be seen as especially vulnerable to the practice and consequences of unethical trades behaviours (Ali et al. 2021) because of their size, limited finances and funding sources, their reliance on word-of-mouth strategies to market products, and dependence on demanding suppliers and desire to take shortcuts when doing business. Small ventures must be especially cautious estimating the goals of profits when they are expanding, to value individuals and society by practicing high-quality business ethics (Jahromi & Jahromi, 2021).

#### **Relationship with employer**

Enterprises have a significant responsibility towards their employees. Some basic principles guide the attitudes of successful enterprises toward their employees:

- Due regard for labour laws;
- Commitment to sufficient standards of employee health and safety;
- Non-discrimination in the staffing, compensation, and promotion of workers
- Respect for the rights of employees to engage in union movement

- Successful systems for consultation with workers on employment situation and other issues that influence employees
- Clearly stated policies relating to compensation, benefits, promotions, and other employment conditions
- Commitment to contribute to pension plans; and strict protection of company-sponsored pension plans.

#### **Relationship with other venture**

A relationship of joint trust in which all parties benefit is the most significant factor within partners in joint ventures, contractual arrangements, or business interactions with other ventures. The standing of a company is its most precious asset. Once the reputation is damaged, it is hard to gain trust with the same or other business relations.

- Commitment to high standards in products and processes;
- Promise to gain respect and faith in all business relations;
- High opinion for the sanctity of agreements and business relationships;
- In case of a commercial dispute, a readiness to negotiate and compromise in order to reach a good-natured solution;
- Respect for the rule of law as a priority and making decisions in a timely manner with decisions with partners and leadership teams.

#### **Relationship with the international community**

As companies are key to the community in which they are located and work, they need to develop a sound relationship with that community. Also, it is part of its role to care for the environment close by, as well as nationally and internationally, according to how global the company is. Enterprises necessity:

- be responsive to concerns of the local population;
- communicate through the local population;
- abide by all appropriate environmental laws and systems
- show tolerance for people of other cultures, races, attitudes, and countries

#### **Companies and how they impact on the management process in international settings.**

In recent years, there has been more focus on the concept of ethics and social responsibility as central to the business world as society is more focused on the social responsibility and ethics of the company and their manager. According to Akoi & Andrea,

(2020), ethics is one criterion of performance and ethical judgement must distinguish wrong from right. In addition, Bartol et al (2003) defined managerial ethics as “principles of behaviour and moral judgement managers’ use conducting their business”. The objective of this paper is to analyze the relationship between ethics and international

environment (Limsangpetch et al. 2022). It will start with the standard concept of ethics, business ethics, and corporate social accountability; the important ethics in international environment that corporations must comply with; and comparing the two case studies of corporations that adopted international environment and professional ethics. Faeq et al.

(2021) argued that the meaning of ethics could refer to two things. First, the ethics concept differentiates between actions that are correct or incorrect, encouraging people (companies) to promote rightness, equality, virtues, honesty, compassion and loyalty and bring society benefits. Connected to this, there are penalties for those who harm others and society. Secondly, ethics can refer to the knowledge and growth of people’s – or a group’s – values, for example, feelings, social norms, moral advantages and laws that they must ensure are obeyed as part of ethical decision-making process.

#### **International international environment and Ethics**

The stability of power can move from manufacturer to the consumer. To be competitive in Turkey, Alliance Boots will have to offer products and services that are particularly customized to meet the wants of individual consumers (Igudia, 2022). As Aldrich states, businesses today must “interrelate dynamically with customers” and “put the purchaser at the centre of business priorities and strategies”. Part of doing this is to make the processes around marketing, raw materials and production and distribution and cost-effective for the customer as well as the company. (Aldrich, 1999, pp. 11-12).

The idea of buyer empowerment suggests a 180-degree change in business plan from a 'make-and-sell' to a 'sense-and-respond' association ... "an adaptive system for reacting to unpredictable requests. It is built around dynamically linked sub-processes, and relies on Alliance Boots scope rather than Alliance Boots scale. The people in a sense-and respond environment are empowered and accountable” and they are able to design specific responses to meet particular business needs (Al-Madadh et al. 2021). Sense-and-respond organizations are thus “customer-driven, process-focused and employee-involved”. Because there is a lot more risk, there also needs to be a lot more flexibility with a focus on adaptability of culture, produce and process, always putting the customer needs first. As Dent puts it, "customer value is the only worth that matters" (Said et al. 2022).

#### **IV. RESEARCH METHODOLOGY**

The purpose of this research is to examine the relationship between organizational effectiveness and international environment. The study was carried out among small and medium enterprise in Erbil, Kurdistan. Total of 53

participants involved in this study. Five-point Likert scales was used in this study ranging from not important at all to

very important.

**Data Analysis**

*Table 1- Demographic Analysis*

Items	Scales	Frequency	Percent
Gender	Male	30	55.6
	Female	24	44.4
Age	20-29	18	33.3
	30-39	17	31.5
	40-49	13	24.1
	50-59	6	11.1
Education	Bachelor	45	83.3
	Master	9	16.7
Experience	Less than one	9	16.7
	1-5	26	48.1
	6-10	17	31.5
	11 and over	2	3.7

The above table (1) demonstrates the participants 'demographic analysis participated in this research. In regard of the participants 'gender; 55.6% of the participants were male while 44.4% of the participants were female. In regard of the participants 'age; 33.3% of the participants were from 20-29 years old, 31.5% of the participants were 30-39 years old, 24.1% of the participants were 30-39 years old, 11.1% of the participants were from 50-59 years old. In regard of the

participants 'level of education; 83% of the participants had bachelor degree and only 16.7% of the participants had Master degree. In regard of the participants 'experience(s) 16.7% of the participants had less than one year of experience, 48.1% of the participants had 1-5 years of the experiences, 31.5% of the participants had 6-10 years of the experiences and only 3.7% of the participants had 11 years and over of the experiences.

*Table 2- Reliability Tests*

Items	Cronbach's Alpha	Number of Items
Organizational effectiveness	.849	10
International Environment	.775	10

The above table (2) shows the reliability test of 10 items for organizational effectiveness and 10 items for international environment. The Cronbach's Alpha for ten organizational effectiveness 's ten items = .849 which is greater than .6 this means that ten items used for

organizational effectiveness factor were reliable for this study and the Cronbach's Alpha for ten international environments 's ten items = .775 which is greater than .6 this means that ten items used for international environment factor were reliable for this study.

*Table 3-Correlations Analysis*

Factors	Pearson Correlation	Organizational effectiveness	International Environment
Organizational effectiveness	Pearson Correlation	1	.858**
	Sig. (2-tailed)		.000
	N	54	54



International Environment	Pearson Correlation	.858**	1
	Sig. (2-tailed)	.000	
	N	54	54

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table (3) shows the correlation analysis between organizational effectiveness and international environment. The value of Pearson Correlation = .858\*\* which is greater than 0.01 this means that there is a positive and strong correlation between organizational effectiveness and international environment.

Table 4- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 <sup>a</sup>	.736	.731	.39631
a. Predictors: (Constant), organizational effectiveness				

The above table (4) shows the value of R Square = .736 which means that 73% of the variables are explained in this study.

Table 5- ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22.808	1	22.808	145.220	.000 <sup>b</sup>
1 Residual	8.167	52	.157		
Total	30.975	53			

a. Dependent Variable: international environment

b. Predictors: (Constant), organizational effectiveness

The above table (5) shows the value of F for both variables (organizational effectiveness and international environment) is 145.220 > 1 which indicates there is a significant association between both variables.

Table 6- Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.278	.250		1.115	.270
1 organizational effectiveness	.963	.080	.858	12.051	.000

a. Dependent Variable: international environment

The above table (6) shows the value of Beta = .858 which is greater than 0.01 this indicates that there is a positive relationship between organizational effectiveness and international environment.

## V. CONCLUSION

After analysing some areas in which it helps alliance boots to have a successful business and provide a best way for expanding venture and familiarizing the new population of targeted country with good brand products. All this need a hardworking and to accomplish this in such a competitive market place, Boots should work hardly to provide a good

brand in order to produce in the market a strong difference, attract customers especially when the products introduced into new areas or country, with a believable value proposition and to constantly engage customers in approaches that would endear them to the brand and to the company. This is able to help improve their market share especially during periods of recession when lower priced

private brands are sought by consumers. And thereby gain competitive superiority and eternity growth.

## VI. RECOMMENDATION

The economic has been grown strongly, made a huge verification in demographic prototype, and made the health systems to be more developed and reformed. this growth included UK and Europe but slightly harder to come by as local governments have steps to shrink their spending on health, for example, lowering the repayment rate on generic prescription medicines (UK) or boosting healthcare charges (France), for Alliance Boots to expand and grow fastly, it should provide and find a good developing markets and transfer to a new target country such as turkey which is an attractive marketing centre for Alliance boots. The Italian-born billionaire, who merged his drugs distribution business Alliance Unichem, said he was now focusing his attention on the wholesale business.

“This is the first of a number of acquisitions where we can start to crystallise work we have done on the distribution side of the business,” he said.”The wholesale business makes much forceful growth continuously than its retail partition and has fewer risks attached to international expansion than developing a retail chain. Alliance Boots is growing day by day and if ventured into Turkey the move will stepping stone in its offer to become a major international operator in pharmacy and health & beauty. High street huge Alliance Boots is setting its sights on Turkey to take benefit of the country's increasing medicines market.

Boots is looking to safe takeovers of wholesale drugs companies and is also considering buying a number of Turkey's retail chains to kick-start its growth plans in the region. Furthermore, turkey's position in Europe continent is recognized to play an important role in connecting Europe business to the Middle East countries or even Asia continent, which is of great advantage especially for a big company like alliance boots. This connection makes huge sales in alliance boots product as the target country is visiting by a large number of tourists in numerous Asian countries especially from Middle East, which let the products to growth rapidly in its sales. As the Italian-born billionaire said “Turkey is a fantastic hub for the entire region of the Middle East. From Turkey we should be able to do deals with neighbouring countries. To take advantage of this rapid growth and gain a foothold in the country early, Alliance Boots needed to have a partner that understands the market.

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