Abstract

Evidence from Companies and Subsidiary Performance:
Globalization, Coordination, and Technology (Kaist)

Bosun Kim, Assistant Professor of Management at Korea Advanced Institute of Science and Technology (Kaist), 37-14, Cmc-Dong, Pohang

This study challenges the traditional view that technological performance is the result of superior local knowledge and optimal market conditions by introducing the concept of globalization performance. In particular, in an advancing country, the effect of globalization on the performance of the local company is analyzed. The findings indicate that globalization performance is not only determined by technological performance but also by the extent to which the company can effectively coordinate its various divisions and subsidiaries.

Keywords: global performance, coordination, subsidiaries, technological performance.
LITERATURE REVIEW

In the remaining of this section, we review information relevant to one of the assumptions that lie at the core of the Global Contingency Hypothesis: the presence of national cultural values influencing the strategies and behaviors of firms operating in different countries.

INTRODUCTION

Keywords: Globalization, Global coordination, subsidiary, parent.
Global Coordination: Web Presence, Its Importance, and的发展与全球公司。…

There are studies on communication structures (Gusfield and Singer, 1967), cooperation and coordination methods (Mintz). In 1989, Gupta and Govindarajan (1994) called for " coopera tion, coordination, and the development of a global company. " They argue that " coopera tion," " coordination," and " development of a global company " are concepts that are not mutually exclusive and can be interrelated in various ways. "

Global Coordination: Web Presence, Its Importance, and the Impact on the Global Company's Performance and Growth. It is essential to develop a coordinated, global strategy for the company's growth and success in the competitive global market.

In addition to communication, coordination is also important in managing resources and achieving goals. Coordination can be achieved through various methods, such as brainstorming sessions, shared decision-making, and the use of technology. Coordination is crucial in ensuring that all efforts are directed towards achieving the same objectives.

Coordination and Communication Through Technology. Technology has transformed the way companies communicate and coordinate their efforts. The use of technology, such as email, instant messaging, and video conferencing, has made it easier for companies to coordinate their efforts and communicate effectively.

The Global Company's Importance in the Competetive Environment. The global company plays a crucial role in the competitive environment. The company's ability to coordinate and communicate effectively is essential in achieving success in the global market.

Coordination and Communication: Two Key Elements in the Global Company's Success. Coordination and communication are two key elements in the success of the global company. The company's ability to coordinate and communicate effectively is essential in achieving success in the global market.

In conclusion, coordination and communication are essential in the success of the global company. The company must develop a coordinated and well-planned strategy to achieve its objectives in the global market.

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one at a time (Kumar and Seth, 1999). See Figure 3, the dashed relationship between the headquarter and the subsidiary, consistent with our research framework, which we concentrate on questions. Consistent with our research framework, we concentrate on questions that ask, why, from whose perspective, and what are the research and innovation capabilities. One critical issue here is concerned with the relationship of the headquarters on its performance in terms of operational efficiency. As already mentioned in Figure 1, we primarily examine the effect of the headquarters on its performance in terms of operational efficiency. In the previous section, we have reviewed relevant literature to support our research framework in Figure 1. We can suggest a figure.

Research Framework

continues. See Figure 2. In this paper, we define a global company as a corporation that has

RESEARCH FRAMEWORK AND QUESTIONS

coordination frequency (Chowdhry et al., 1994; Noffal and Brusoni, 1999) and relative market size (Kim and Seth, 1999; Gupta et al., 1999) and...


Innovation capability

Proposition I. Other factors being controlled, there will be an optimal size of subsidiary A is substituted by the relative size of the subsidiary.

\[ \frac{\partial}{\partial} = \text{size of subsidiary A} \]

Suppose that we are interested in subsidiary A, then the relative size of production capacity at the headquarters of the subsidiary is a function of the relative size of production capacity at the parent company.

\[ \frac{\partial}{\partial} \sum \frac{\partial}{\partial} = \text{size of subsidiary A is substituted by the relative size of the subsidiary.} \]

**Research Conditions and Propositions**

Thus, researchers often have to rely on a rather subjective judgment.

It is difficult to measure the firm's manufacturing capability accurately.

Since the capability should be viewed from a long-term perspective,

Current models, with their emphasis on leverage and R&D, are insufficient.

In this section, we decide to employ two performance measures, operational efficiency and innovation capability, for the following reasons within a realistic framework. We focus on a set of performance measures for the global company as discussed in our model. Some researchers focus on financial performance. Our model, however, goes beyond the financial model to capture the effect of operational efficiency and innovation capability. For example, Levenson and Finkelstein (1999) argue that different currencies and political systems have different implications for the performance of globally operating firms.
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Global companies have also involved extensive interviews with the managers of their subsidiaries. We conducted in-depth case studies on these companies, focusing on at least one of our location subsidiaries for each company. Our key research instrument is surveys. We use the survey data from 42

Research Instrument

Focusing on Research Instrument and Measurement.

In this section, we describe our research methodology in detail.

RESEARCH METHODOLOGY

In the subsidiary economy (Itoh & K. 1991), the more sophisticated the subsidiary is, the more the economic and cultural environment of the local market would influence the subsidiary's performance. Therefore, we propose that highly sophisticated subsidiaries (those that are part of the business environment and the local market) are more effective in their operations. In the context of this research, we focus on the influence of the local market on the subsidiary's performance. The interaction between the local market and the subsidiary follows the model of multidimensional performance. Thus, the local market is an important factor in the subsidiary's performance, and it is crucial to understand the role of the local market in the subsidiary's performance.

Research Questions

The analysis of these two variables, both incorporated into the model, is a new method of conducting research on the global company. This approach involves understanding the subsidiary's environment and its impact on the subsidiary's performance. The research questions are:

1. How do the subsidiary's environment and its impact on the subsidiary's performance differ from the parent company's environment and its impact on the parent company's performance?

2. How do the subsidiary's environment and its impact on the subsidiary's performance differ from the local market's environment and its impact on the local market's performance?

3. How do the subsidiary's environment and its impact on the subsidiary's performance differ from the global environment's environment and its impact on the global environment's performance?
TABLE 1: Reliability of the Constructs Measured with Multi-Item Questions

![Table Image]

Fig. 4. Survey Process

**Variables and Measurement**

The first group of variables consists of those measures different from each other. The constructs along with Cronbach's alpha and their descriptions for each of the items are shown in Table 1. Items with correlations and intercorrelations were used to determine the scale of the instruments. Cronbach's alpha is the coefficient of the internal consistency of the items, and inter-item correlations are used to calculate the reliability of the construct. Reliability refers to the extent to which multiple responses to a measure yield consistent results.

We directly measured the 15 constructs and asked multiple questions to support such a basis. Using exploratory factor analyses, we found that each construct has a significant variance-to-criteria ratio. We then confirmed these factors with confirmatory factor analyses. We also collected data for all variables in 1999 and 1999. The data were collected through a questionnaire survey using a self-administered method. The questionnaire was pre-tested and revised before being administered to the respondents. The respondents were selected through a random sampling procedure. The questionnaire consisted of 100 questions, which covered various aspects of the construct. The respondents were asked to rate their agreement with each item on a Likert-scale ranging from strongly disagree to strongly agree. The reliability of the constructs was assessed using Cronbach's alpha, which was found to be above 0.7 for all constructs. The validity of the constructs was assessed using a confirmatory factor analysis, which showed a good fit with the data. The results indicated that the constructs were statistically significant and explained a significant portion of the variance in the dependent variable. The findings supported the use of these constructs in future research.
TABLE 2: Data Profile of Subject Companies

A single subsidiary would decrease its number of subsidiaries of the overall globalization level, increases a single subsidiary would decrease its number of subsidiaries of the overall globalization level.

corporate and, thus the overall globalization level, increases.

TABLE 3: Correlation Table

Sample companies is in Table 2.

Sample Profile

Primary results of the analysis are as follows:

RESULTS

form with their associated companies, multiple subsidiaries are needed. Companies
## Table 4: Multivariate Regression Results

<table>
<thead>
<tr>
<th>Model</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>F-statistic</th>
<th>Significance</th>
<th>Size × Incдор</th>
<th>ε²</th>
<th>0.341 Incдор + 0.791 Hossp + 3.589 Susirc</th>
<th>ε²</th>
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<th>O.341 Incдор + 0.791 Hossp + 3.589 Susirc</th>
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</thead>
<tbody>
<tr>
<td>Model 1</td>
<td>0.85</td>
<td>0.83</td>
<td>25.0</td>
<td>0.01</td>
<td>0.86</td>
<td>0.85</td>
<td>0.351</td>
<td>0.791</td>
<td>3.589</td>
<td>0.351</td>
<td>0.791</td>
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<tr>
<td>Model 2</td>
<td>0.86</td>
<td>0.84</td>
<td>26.0</td>
<td>0.001</td>
<td>0.87</td>
<td>0.86</td>
<td>0.352</td>
<td>0.792</td>
<td>3.590</td>
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<tr>
<td>Model 3</td>
<td>0.87</td>
<td>0.85</td>
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### Discussion

Let's consider Model 3. It is recommended to focus only on these variables:

- **Income**: The higher the income, the greater the impact on the dependent variable. This is supported by the adjusted R², which shows a strong correlation between the variables.
- **Hossp**: The Hosmer-Lemeshow statistic indicates a good fit for the model, suggesting that the model is well-calibrated.
- **Susirc**: The Suspicous indicator is significant, suggesting a potential risk factor.

### Conclusion

We conclude that the regression model is effective in predicting the outcome. Further analysis is recommended to refine the model and improve its accuracy.

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**Table 4: Multivariate Regression Results**

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Model</th>
<th>R²</th>
<th>Adjusted R²</th>
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Based on the following:

(1) The level of direct coordination has a positive moderating effect on the relationship between subsidiary's operational performance and its parent companies' performance. The stronger the direct coordination, the higher the subsidiary's operational performance.

(2) The level of indirect coordination (e.g., through formal agreements or informal networks) also plays a role, but its impact is smaller than direct coordination.

(3) The combination of direct and indirect coordination provides the most effective approach to improving subsidiary performance.

(4) The effectiveness of coordination can be measured by various metrics, such as the speed of decision-making, the quality of communication, and the level of trust among involved parties.
The difference in the performance of the subsidiaries’ operational performance are not significant in influencing the subsidiaries’ operational performance are not significant. The size of the subsidiaries does not have any significant effect on the operational performance. The operational performance is not significantly affected by the subsidiaries’ coordination level. Nevertheless, a more integrated level of coordination can lead to higher operational performance. The subsidiaries with higher coordination levels are more likely to have higher operational performance. The subsidiaries with higher coordination levels are more likely to have higher operational performance. The subsidiaries with higher coordination levels are more likely to have higher operational performance. The subsidiaries with higher coordination levels are more likely to have higher operational performance. The subsidiaries with higher coordination levels are more likely to have higher operational performance. The subsidiaries with higher coordination levels are more likely to have higher operational performance. The subsidiaries with higher coordination levels are more likely to have higher operational performance. The subsidiaries with higher coordination levels are more likely to have higher operational performance. The subsidiaries with higher coordination levels are more likely to have higher operational performance.
From our research results, we are able to infer that in the global business environment, outstanding performance is achieved through efficient and effective coordination within the enterprise. The performance of global companies is significantly influenced by the coordination of internal resources and external factors. Coordination plays a crucial role in improving operational efficiency and market competitiveness. Our research highlights the importance of effective coordination in achieving strategic objectives.

**TABLE 5: Summary of Research Results**

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**CONCLUSION**

This research sheds light on the critical role of effective coordination and innovative capability in global business environments. Our findings indicate that successful global strategies depend on the effective coordination of various resources and the implementation of innovative strategies. The importance of coordination cannot be overstated, as it enables companies to leverage their resources efficiently and achieve competitive advantage in the global market.

Coordination, as a key factor, is identified as a crucial element for successful strategic management in global environments. The research supports the notion that effective coordination is essential for achieving strategic objectives and maintaining a competitive edge.

**Creative Activities**

The innovative aspect of coordination, derived from the interplay of creativity and coordination, is highlighted in this research. Our findings suggest that coordination, when combined with strategic creativity, can lead to the development of innovative strategies. This blend of coordination and creativity is essential for the successful implementation of innovative strategies and the achievement of strategic objectives.
REFERENCES

Advancing company (Eason, 1994).