

Crisis Management in the Business: A Case Study on Turkish Footwear Manufacturing Industry Enterprises

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Abstract: This study attempts to examine about crisis management in Turkish footwear industry enterprises. Business is affected by the crisis in different degrees. This situation is actually related to the skills of crisis management of the business faced with crisis. The feature and process of the crisis differs from each one. Therefore reaching a common conclusion about the causes and consequences of the crises is impossible. In addition, the crisis in the past and global crisis in the recent years reveals that the crises must be researched in sector terms also. For this purpose, the basic findings obtained as a result of the study, according to the provinces where the crisis management skills are different from city to city. SMEs compete better in times of crisis. Experienced businesses are more successful in crisis preparedness and competition. Without a quality certificate businesses, need more support in crisis period.

Key words: Crisis management, effect of crisis, factor analysis, footwear industry

INTRODUCTION

In today's global competition environment, developments depending on the computer and communication technologies, have paved the way for interactions of national economies, sectors and businesses with each other. This shows, as well as being in positive ways, may show themselves in negative ways. With the effects occurring in the environment, enterprises' facing with situations that can be characterized as crisis becomes inevitable.

Along with the fact that the degree of interference of enterprises from crises is different, this situation can be linked to the skills of the enterprises for being able to manage the crisis. Even though features and processes of each crisis may differ, there is no possibility of achieving a general explanation about the reasons and the consequences of crises by and large. However, perspectives of sectors and enterprises in economic structure for the crisis on evaluations of crises and the analyses of reactive behaviours at the time of the crisis can contribute to the evaluations of other developing crises. In addition to this, global crisis that has recently been added to the crises experienced in economic history of our country has brought out the necessity of examining the crises on a sectoral basis. In the study performed in that scope, with the prediction that footwear sector is

responsive against crises, a review for evaluations about the reasons of crises that enterprises in the sector face, avoidance ways from the crises, opportunities that may occur in crisis process and the effects of the crises, has been considered as necessary.

The study mainly consists of four chapters. After including general information about crisis and crisis management in the first chapter, information about Turkey footwear industry and its problems has been approached in the second chapter. In the third chapter, a review-practice related with the evaluations about crisis and crisis management of Turkey footwear industry enterprises. As for the last chapter of the study, conclusions and evaluations take place and suggestions for enterprises in the sector and for managers have been made depending on research findings.

CRISIS AND CRISIS MANAGEMENT

In the globalization process of businesses, to move with the surrounding development and change is inevitable. Following these changes and developments in the business of the organization is also important in the process. In terms of business, changes experienced in the economy and industry, an important approach to make greater competition, uncertainty and risk analysis can be done in exceptional circumstances such as the

environment has become mandatory. Indeed, today's businesses are faced with extraordinary situations rather than the usual case and are obliged to fight against them (Akgemci, 2008). The process can be defined as a state of emergency in the world of business development and change which cannot be followed as a result of the crisis (Tagraf and Arslan, 2003).

Currently the world economy is facing a disaster whose size, behavior and overall circuit remains a mystery. We do not know what the outcome will be, whether the state of the economy will continue to strike or how to respond to counter-measures. But we can certainly say that there is one thing we know already, which is crisis. There is therefore the need for a radical restructuring of the global financial system. Crisis cannot be anticipated so that the negative effects can be reduced to a minimal level (Silver, 1990; Stegaroiu and Stegaroiu, 2011).

Crisis management should no longer be considered to be solely a 'managerial' concern within academia. New perspectives are required because crisis scholarship today, more so than ever before. The borderlines between the familiar territory of crisis analysis and the vast expanses of mainstream political, administrative and organisational theory begin to blur (Hart *et al.*, 2001; Roux-Dufort, 2007).

When the crisis mismanagement, business, industry or business owners have a negative effect on a major threat, an event can be defined as unpredictable (Coombs, 1999; Reid, 2000). A situation that cannot be detected in advance of the crisis may threaten their business activities, to disrupt the dynamics of business and ultimately put pressure on businesses and employees can be said to be stressful unless urgent measures are taken (Hasit, 2000). Therefore, the concept of crisis may be closely associated with concepts like problem, risk, uncertainty, conflict, stress, tension and chaos (Tekin and Zeren, 2005).

External environmental factors become more effective rather than internal factors when you come face to face with businesses in crisis (Tutar, 2000). Businesses that operate today hold environmental, global, complex, and holistic dimensions (Mitroff, 1994). Therefore crisis are perceived by manager in a competitive environment as a strategic plan to convert the negative effects of the crisis into opportunity (Burnett, 1998).

The crisis is having many and far-reaching direct and indirect and short-term and long-term impacts across the globe. So far however, given the source and nature of crisis it is the developed countries that have been more affected than the developing ones. However, the impacts of the crisis are continuously unfolding. The actual extent of impacts of the crisis will depend on a number of issues. The issues include but are not limited to the degree to which a particular country is integrated into the dynamics

of global investment flows, expanded trade, information technology and vibrant financial security arrangements. It will also depend on the extent to which a country is marginalized from the dynamic processes above. The kinds of policies that will be put in place by individual governments independently and in collaboration with the global community to solve and mitigate the impacts of the global economic downturn will determine inter alia, the severity and length of the crisis (Ngowi, 2010).

The economic context has also been shaken by the crisis - both because of the uncertainties created by the unexpected shocks to finance and trade, and their knock-on effects on millions of lives, and the shaking of confidence in what were previously thought to be the certainties of economic theory and practice. A further change is the continuing economic uncertainty caused by the crisis itself - it's not clear when, or if, growth rates in the poorest countries will start to pick up, and whether the poorest people will benefit in time to prevent permanent damage to livelihoods and erosion of assets. Economic uncertainty in donor countries is also leading to declining public support for aid budgets. This is an immediate concern for over the next few years, but the impact of the crisis is likely to still frame the discussions over the next 5 years, and will be critical in determining the economic and social environment (Sumner, 2011).

Global crisis also affected Turkey negatively. ISE-100 index decreased. Interest rate and foreign exchange rate fluctuations intensified for a while after every bad news from US and other countries in the last quarter of 2008 and in the first quarter of 2009. However, contrary to 1994 and 2001 financial crises, this time Turkish financial system did not collapse because Turkish economy was caught to the 2008 global financial crisis in a relatively good condition. Negative effects of the 2008 global financial crisis to Turkish real sector have been more severe. Turkey's exports decreased dramatically. Sectors that rely on exports heavily had to stop production for a week or more from time to time. Besides, households and firms decreased their spending and investments in crisis conditions. Therefore, internal demand also decreased. Fortunately, there are not extraordinary bankruptcies in these sectors. As a result of all these developments, Turkish economy contracted 6.2% in the last quarter of 2008, industrial capacity usage ratio decreased very much and thousands of workers lost their jobs (Basti, 2009).

Turkish footwear industry in terms of crisis management: Footwear sector in Turkey, with a small workshop-type mode of production that is sufficient for domestic demand, based on local inputs, and can be defined as a sector with high export potential (Okka, 1996; Ozcörekci, 1996). Shoe industry;

composed of business that shoes manufacturers, suppliers and outsource services (KTO, 2010).

According to the report Turkish State Planning Organization; shoe manufacturers, 15% of the fully automated, semi-automated, 70 and 15% of the enterprises engaged in the production of hand tools. This has a production capacity of 400-450 million pairs of shoes per year in this sector the share of the potential that is available and can not be said enough share of world exports (EBSO, 2010). Looking at 2005 data, with annual production capacity of approximately 500 million pairs were able to use the full capacity of the sector. According to the amount of production capacity in the sector in 2005 estimated that less than half of 150 million pairs of shoes were produced.

State Planning Organization, 8.5-year Development Plan, Leather and Leather Products Industry According to Special Commission Report (DPT, 2010), shoemaking sector problems can be summarized as follows:

- Due to a lack of scientific basis for marketing the sector has a serious marketing problem.
- Deficiency in the number of staff to the needs of the sector, leads to the problem of the transfer staff from other sectors. This also increases the need for qualified employees in the sector.
- As a result of developments in the past 15 years the Russian crisis and cheap shoes imported from China, an extremely negative impact on industry. This situation is trigger effects on the firms have done, several shoe companies to produce better quality and more directed to the domestic market.
- The capital structure of the sector is inadequate; the industry will have to be attractive in terms of new domestic and foreign investments.
- Footwear education is not allocated sufficient resources, primarily universities and other educational institutions in this regard are insufficient.
- Despite the high production capacity of the sector, capacity utilization and productivity rates are low and insufficient level of machinery and equipment.
- Mostly in the sector, mode management functions are inadequate, institutionalized, and there are firms that do not big enough.
- Sector in marketing activities such as advertising and promotion as well as there are problems in the fields of design and fashion.
- For the development of standards, especially European countries to the exports should be improved.
- Determine the effects of the recent economic crisis in Turkey over the footwear industry and shoe industry attempted to summarize the problems and develop solutions to the above, the survey was based

on an implementation study and are described below in detail.

MATERIALS AND METHODS

The study of surveys have made in 2009 in four cities (Hatay, Konya, Gaziantep, Istanbul) of Turkey. The research population consists of the enterprises operating in four significant cities which are considered to be the most representatives of Turkish footwear manufacturing industry sector. 321 enterprises from those have been chosen with random sampling method. Primarily, related literature has been reviewed in preparation of data collection tool used in the research and the surveys used in previous studies (Tekin and Zerenler, 2008; Patır, 2009; Deniz and Saglam, 2007; Okay and Karahan, 2010) have been probed; pursuant to taking expert views into consideration, "Crisis Management Research Survey" has been developed in accordance with the aims of the study. In the developed survey, there are 41 questions in total; 10 for determination of demographic features of industrial enterprises, 6 for specification of enterprise views related to crisis and 25 questions are aimed at measuring the effects of crisis.

Cronbach Alpha reliability test (Altunışık *et al.*, 2005), which is the most widely used method for measuring internal consistency, has been applied to the 25-item scale intended to measure the effects of the crisis and the management partaking in the third chapter of the survey; and this value has been calculated 0.58. Five items (items 21, 22, 25, 30, 38), correlation values of which are under 0.20, however, have been eliminated in order to increase that reliability level and reliability test has been applied to the rest 20 items again. Alpha reliability coefficient of these 20 items has been calculated 0.60. According to Özdamar (2002), when it is $0.60 < x < 0.80$, the scale is considerably reliable and when it is $0.80 < x < 1.00$, it is highly reliable. According to that result, the scale with 20 questions has been decided to be very reliable.

The data gained from the surveys have been transferred to electronic environment and has been put into various statistical analyses in SPSS program and after all, the results have been explained separately below and interpreted on

RESULTS AND DISCUSSION

Demographic profiles: Total 321 participated in the study and in the businesses mentioned face to face interviews were conducted with 27% of the respondents, who are factory managers (133), 27%(86) other staff, 15%(47) product managers, 12%(39) marketing manager, 8%(26) board member, 8%(26) IT managers. Accordingly, the vast majority of the factory manager

gave their responses. In this case they have an institutional structure of businesses and they can be interpreted as division of labor.

Age status of business owners was surveyed: 36% (115) the rate of 41-50 age group, 35% (111) the rate of 31-40 age group, 15% (48) the rate of 51-60 age group. This situation can be interpreted as business owners mostly middle-age group.

Educational status of the business managers: Surveyed are 25% (80) high school graduates, 23% (74) junior high school graduates, 14% (69) college graduates, 20% (65) were primary school graduates, 6% (21) university graduates, 7% (22) vocational high school and 5% (15) master's degree. In this case, the majority of managers of businesses in the manufacturing industry have not received university education and it can be said that has made a career managers with professional experiences.

The number of employees surveyed is as follows according to business size: 34% (108) between 1 to 10 people, 27% (88) between 26 to 40 people, 25% (80) 11 to 25 people, 10% (33) 41-60 people and 4% (12) are 61 and more employees. Accordingly, we can say that the majority of surveyed businesses are small and medium-sized businesses.

Businesses participating in the research hold an activity period (work experience) such as: 42% (136) operates in the business for more than 12 years, 22% (71) 6-8 years, 21% (68) businesses 9-11 years, 10% (31) 3-5 years of business, 5% (15) business 0-2 years. Accordingly, the vast majority of businesses can say that life spans are longer and have more experience in businesses.

Businesses participating in the research are: 49% (156) in domestic markets only, 37% (120) work for both domestic and overseas markets. Only 14% (45) are export-oriented employee's enterprise. Accordingly, the majority of the domestic market oriented enterprises in the province and working together from an important part. They operate in both domestic and abroad markets.

Intellectual property status of the participating businesses is as follows: for 36% (116) there are no intellectual property rights. For 26% (84) there is a commercial brand. 25% (81) of them have patent right and 11% (36) has the right for industrial design. In addition, these enterprises hold quality certifications such as ISO and TSE 28% (90). 58% (187) are without certificates of quality and 14% (44) have already made an

Table 1: Managers views on the crisis

What do you think is the most important reason for the crisis?		
	N	%
Technological incompetence	27	08
Changes in legislation	25	07
Executive failure	38	12
Organizational problems	16	05
Lack of planning	22	07
Tend to work with cash	40	13
Before the crisis to take credit	54	17
The effect of the global markets	99	31
Managers, suggestions for out of the crisis		
Change the management of the business	36	11
Reduce costs	117	37
Market development	096	30
Product and market change	049	15
No comments	023	07
What is the most important strategy in the crisis period?		
Export front	111	35
Change supplier	046	14
Imports front	019	06
Turn to new customers	145	45
During the crisis, investment in fixed capital which made the most?		
Modernization and replacement investments	071	22
New investments	028	09
We did not any investment	212	66
We have invested abroad or we bought the company	010	03
What is the rate of checks and bills in the crisis period?		
1-20%	074	23
21-40%	100	31
41-60%	082	26
61% and up	065	20
During the crisis, which the market dropped more than sales?		
Domestic market	159	50
Abroad market	028	09
Both the market	088	27
None	046	14
Total	321	100

application for quality certificates and presently they are awaiting the application results. According to these results, the majority of industrial enterprises involved in research have no intellectual property rights. Similarly, more than half of them do not have a document, such as TSE and ISO quality certifications.

The businesses participating in the research: 45% (145) have their own product designs, 29% (93) of them obtain them within the country and a small percentage of 7% (21) of them stated that they supply them from abroad. In this case, the more traditional businesses in the country may be producing for domestic markets.

Business managers opinions on the crisis: Managers' views on the crisis in the study are shown in Table 1.

Causes of the crisis according to the business managers were surveyed: 31% (99) stated that it is due to the effect of global markets, 17% (54) to be the pre-crisis loan, 13% (40) tend to work in cash, 12% (38) administrative failure, 8% (27) technological deficiency,

Table 2: Crisis management scale items factors distributions

Items	
F1	The amount of production, sales and capacity utilization status
28	During the crisis period, was there decrease in the amount of production?
17	The period of crisis in the business, order cancellations were looking for?
18	Have you had any loss of business during the financial crisis?
29	The capacity utilization rate was reduced to a time of crisis?
33	Did you remove businesses working to get out of the crisis?
F2	Be prepared for crisis and opportunity to convert
26	Is the financial infrastructure is strong enough to implement strategies for the future
27	Did you make any financial agreement with the bank?
34	Did you get new workers during the crisis period?
20	Is the crisis environment has created a new investment opportunity for you?
F3	Strategies for crisis solution
37	Campaigns launched during the crisis (promotion, opportunity, and campaigns such as tax relief) is effective in overcoming crisis, do you believe?
31	Are you going to devote a source R & D spending?
19	Do you need to establish a new partnership?
F4	Effects of the crisis, and informing employees
39	After the crisis, Have there been any renovation operation?
24	Have you had an increase in production costs?
23	If you export, the crisis has reduced exports do you?
41	Against the possible crisis situations, in and out of the business units and on a regular basis to inform the communication channels have?
F5	A willingness to fight crisis
32	Do you think the exit from the crisis to stop the production?
F6	Business competitiveness in the crisis period
40	In the period of this crisis will turn profitable than your competitors do you believe?
F7	Ways to overcome the crisis
35	Do you think the switch to custom manufacturing?
36	Do you think government support is sufficient to overcome the crisis?

7% (25) lack of planning. These results show that, the crisis is caused by more global markets, and then the pre-crisis credit taken and then the cash crisis caused by the tendency of the study said.

Recommendations in order to get out of the crisis according to the businesses surveyed are reducing cost for 37%(117), developing the market for 30%(96), developing and marketing products for 15%(49), 11%(36) business change management, 7%(23) have no recommendation. Accordingly, the operators often reduce costs to exit from the crisis, and then propose to develop the market.

The most important strategies pursued by firms participating in the research for crisis period are as follows: 45% (145) say to pursue other recipients, 35% (111) export orientation, 14% (46) supplier change, 6% (19) turn to imports. Accordingly, the majority of operators' strategy for crisis period is to find out new customers and increase export possibilities.

For the investment policies of the businesses surveyed in crisis situations, 66% (212) chose not to make the investment, 22% (71) businesses make investment in

the modernization and renovation, 9% (28) have chosen to invest in innovation. Accordingly, the investment does not appeal to a large majority of businesses during the crisis period.

Businesses surveyed in the crisis period, protested their dud rate of sales of securities, 31% (100) business have been victimized by 21 to 40%. 26% (82) businesses have been victimized by 41 to 60%. 23%(74) businesses have been victimized by 1 to 20%. 20% (65) businesses have been victimized by 61% and upper level. Accordingly, businesses around the time of crisis, mostly 20 to 40% have been victims of a dud, and protested bill.

Businesses surveyed in the crisis period, mostly in the domestic market sales declined 50% (159) percent. In abroad markets, 9% (28) the rate of sales declined. Both the sales market fall 27% (88) percent. Sales of business do not fall in any of the 14% (46). According to these results, more sales to do domestic markets, domestic markets have declined to say much.

Factor analysis of crisis management scale: Factor analysis, at least at the level of the range measured, the relationship between the variables used in determining the level of correlation is a multivariate statistical analysis technique. Factor analysis, which serve various purposes rather than as a simple method and analysis of a group that uses a different method of calculation techniques (Altunışık *et al.*, 2005). One of the techniques of multivariate analysis, factor analysis investigates the origins of the interdependence between the data. In short, be described as a data reduction technique, factor analysis a summary of the presentation of data and provides a more meaningful (Akpınar and Yurdakul, 2008).

In this study, the 20-item scale crisis management the results of factor analysis, are shown in Table 2.

In the first stage, 20-item scale designed to measure the impact of the crisis, as a result of rotation reduction to 7 factors. These seven factors were identified according to the results of Varimax rotation solution of the load factor to 0.4 over the variables taken into account, but others were not taken into account (Table 3). The resulting matrix, the method of principal components was analyzed. Factor analysis of the matrices was generated for each element, a variable that shows the correlation between the factor loadings for each factor. Very little correlation between the variables (0.4 under values) was obtained and thereby eliminating the size less than factorial description of the high variance has been reached. Accordingly, the variables included in each factor and factor loadings are determined as shown in Table 3.

In the second stage; Eigenvalue over 1 of the 7 factors was identified. Each of these selected Eigenvalue total variance explained by factors represents (Nath, 2009). In other words, these values show the rate of the

Table 3: Rotated component matrix

Component	x	s	1	2	3	4	5	6	7
Factor 1: The amount of production, sales and capacity utilization status									
28	1.5980	0.7187	0.747						
17	1.7582	0.7895	0.660						
18	1.5948	0.7804	0.631						
29	1.7288	0.7693	0.517						
33	1.7484	0.5940	0.461						
Factor 2: Be prepared for crisis and opportunity to convert									
26	1.8889	0.7018		0.761					
27	1.6569	0.5696		0.637					
34	1.7712	0.5371		0.585					
20	1.7745	0.5535		0.500					
Factor 3: Strategies for crisis solution									
37	1.9281	0.7161			0.776				
31	1.6961	0.6696			0.627				
19	1.8954	0.6023			0.622				
Factor 4: Effects of the crisis, and informing employees									
39	1.6471	0.6916				0.701			
24	1.5654	0.6199				0.519			
23	1.8529	0.6736				0.502			
41	1.8856	0.6402				0.481			
Factor 5: A willingness to fight crisis									
32	1.9346	0.6079					0.812		
Factor 6: Business competitiveness in the crisis period									
40	1.8562	0.7005						0.753	
Factor 7: Ways to overcome the crisis									
35	1.7908	0.6183							0.752
36	1.8529	0.6928							0.411

Table 4: Total variance explained

Component	Initial eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2.648	13.239	13.239	2.648	13.239	13.239	2.130	10.651	10.651
2	2.359	11.793	25.032	2.359	11.793	25.032	2.089	10.446	21.097
3	1.560	7.801	32.833	1.560	7.801	32.833	1.521	7.606	28.703
4	1.272	6.359	39.192	1.272	6.359	39.192	1.467	7.334	36.037
5	1.230	6.151	45.344	1.230	6.151	45.344	1.360	6.801	42.838
6	1.111	5.557	50.900	1.111	5.557	50.900	1.344	6.722	49.560
7	1.039	5.193	56.094	1.039	5.193	56.094	1.307	6.534	56.094
8	0.989	4.943	61.037						
9	0.929	4.647	65.684						
10	0.860	4.300	69.984						
11	0.831	4.154	74.138						
12	0.784	3.921	78.059						
13	0.748	3.738	81.797						
14	0.655	3.274	85.070						
15	0.619	3.097	88.167						
16	0.562	2.808	90.975						
17	0.529	2.645	93.620						
18	0.494	2.471	96.091						
19	0.422	2.110	98.201						
20	0.360	1.799	100.000						

sum of squares within groups sum of squares from Eigenvalue. As shown in Table 4, the first factor explains about 13% of the total variance before rotation, and then explains 11% after rotation. This rotation process is done to equalize the relative importance of each factor. As shown in Table 4, six factors the cumulative variance of Eigenvalue, explains 56% of the total variance. This result shows that the total variance of seven factors, explains more than half of the total variance.

In the third phase; to test the suitability of factor analysis the Kaiser-Meyer-Olkin (KMO) test was applied

for sample adequacy. KMO test is considered acceptable and values are between 0.5-1.0. Values below 0.5 in this data set are not suitable for factor analysis (Altunışık *et al.*, 2005). Bartlett sphericity test is correlation matrix showing the statistical significance of all correlations of a test. Whether or not the relationships exist between the variables used in making test will be studied. Bartlett sphericity tests the degree of significance less than 0.05 have low emergence. According to the opposite situation, it means that there is no relationship between variables. In this study, the value of KMO is 0.625 and level of

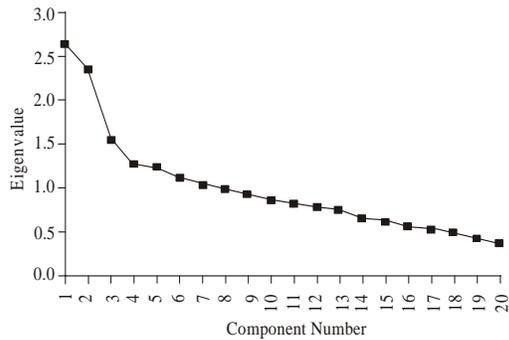


Fig. 1: Factor eigenvalues distribution

Table 5: KMO and Bartlett sample adequacy test

Kaiser-Meyer-Olkin measure of sampling adequacy :	0.625
Bartlett's test of sphericity	Approx. Chi-Square :830.978
	df : 190.000
	Sig: 0.000

importance of Bartlett is 0.000, so we can say that selected sample has ability for measurement (Table 5).

Table 3 Varimax rotations applied (converted) factor solutions, as shown, 20-item scale as a result of rotation is reduced to seven basic dimensions. This dimension contained seven variables is shown in Table 3 and Table 2. Variables in the table were covered by each factor and the variable is considered to be the largest loading (Karagöz and Kösterelioglu, 2008). Accordingly, the following seven factors are given names as follows:

- Factor 1, factor loadings 0.747 (item 28) and 0.461 (item 33) ranged from. Rotation values are examined, a total of 10.651% of the variance percent is explained. This scale factor 1 shows that accumulation of the most successful. Eigenvalue is 2.130. Factor 1, loading the variables examined the largest sub-materials and loading the contents of a variable taking into account this factor labeled as "The amount of production, sales and capacity utilization status".
- Factor 2, factor loadings 0.761 (item-26) and 0.500 (item-20) ranged from. Rotation values are examined, explaining 10.446% of the total variance. Eigenvalue is 2.089. Factor loading of the largest sub-matter content and taking into account these factors, the variable labeled as "Be prepared for crisis and opportunity to convert".
- Factor 3, factor loadings of 0.779 (item-37) and 0.622 (item-19) ranged from. Rotation values are examined, a total of 7.606% of the variance percent has been explained. Eigenvalue is 1.521. Factor loading of the largest sub-matter content and taking into account these factors, the variable labeled as "Strategies for crisis solution".

- Factor 4, factor loadings of 0.701 (item-39) and 0.481 (item-41) ranged from. Rotation values are examined, a total of 7.334% of the variance percent is explained. Eigenvalue is 1.467. Factor loading of the largest sub-matter content and taking into account these factors, the variable labeled as "Effects of the crisis, and informing employees".
- Factor 5, factor loading is 0.812 (item-32). Rotation values are examined, a total of 6.801% of the variance percent has been explained. Eigenvalue is 1.360. Factor loading of the largest sub-matter content and taking into account these factors, the variable labeled as "A willingness to fight crisis".
- Factor 6, factor loading is 0.753 (item-40). Rotation values are examined, a total of 6.722% of the variance percent has been explained. Eigenvalue is 1.344. Factor loading of the largest sub-matter content and taking into account these factors, the variable labeled as "Business competitiveness in the crisis period".
- Factor 7, factor loadings of 0.752 (item-35) and 0.411 (item-36) ranged from. Rotation values are examined, a total of 6.534% of the variance percent is explained. Eigenvalue is 1.307. Factor loading of the largest sub-matter content and taking into account these factors, the variable labeled as "Ways to overcome the crisis".

The graph for the eigenvalue of seven factors named above is shown in Fig. 1.

Cross-comparisons:

Relationships between business size and factors: As shown in Table 6, there is a differentiation by size of enterprise tested the effects of the crisis. "Business competitiveness in the crisis period" is a significant relationship ($F = 3.002, df = 4, p < 0.05$). Accordingly, the competitiveness of enterprises during the crisis, changes in favor of medium-sized businesses. We can say that in short, the medium-sized enterprises able to compete better in the crisis period (Table 6).

Relationships between businesses serving time and factors: As shown in Table 7, with crisis management and crisis into an opportunity between the business experiences, there is a significant relationship in favor of businesses with more experience ($F = 4.560, df = 4, p < 0.05$).

Similarly, there is significant relationship in favor of service time (experience) between the competitiveness ($F = 5.087, df = 4, p < 0.05$). According to these results, experienced firms are more successful and competitive in crisis preparedness.

Table 6: Relationship between business size and factors

Factors		Sum of squares	df	Mean square	F	Sig.	Tukey HSD
F6: Business competitiveness in the crisis period	Between groups	011.701	4	2.925	3.002	0.019	(1-3, 2-3)
	Within groups	293.299	301	0.974			
	Total	305.000	305				

Table 7: Businesses serving time and the relationships among factors

Factors		Sum of squares	df	Mean square	F	Sig.	TukeyHSD
F2: Be prepared for crisis and opportunity to convert	Between groups	017.427	4	4.357	4.560	0.001	(5-1)
	Within groups	287.573	301	0.955			
	Total	305.000	305				
F6: Business competitiveness in the crisis period	Between groups	19.313	4	4.828	5.087	0.001	(5-1)
	Within groups	285.687	301	0.949			
	Total	305.000	305				

Table 8: Relationships between (domestic or abroad) markets and factors

Factors		Sum of squares	df	Mean squar	F	Sig.	Tukey HSD
F1: The amount of production, sales and capacity utilization status	Between groups	09.423	2	4.711	4.830	000.9	(1-2)
	Within groups	295.577	303	0.976			
	Total	305.000	305				
F3: Be prepared for crisis and opportunity to convert	Between groups	13.940	2	6.970	7.256	0.001	(1-2)
	Within groups	291.060	303	0.961			
	Total	305.000	305				
F4: Effects of the crisis and informing employees	Between groups	12.082	2	6.041	6.249	0.002	(2-3)
	Within groups	292.918	303	0.967			
	Total	305.000	305				
F5: A willingness to fight crisis	Between groups	13.292	2	6.646	6.903	0.001	(1-2)
	Within groups	291.708	303	0.963			
	Total	305.000	305				
F6: Business competitiveness in the crisis period	Between groups	11.322	2	5.661	5.841	0.003	(2-1)
	Within group	293.678	303	0.969			
	Total	305.000	305				

Table 9: Relationships between quality certificate ownership status and factors

Factors	Sum of squares	df	Mean squar	F	Sig.	Tukey HSD	
F5: A willing to fight crisis	Between groups	12.391	2	6.196	6.416	0.002	(2-1)
	Within groups	292.609	303	0.966			
	Total	305.000	305				

Relationships between (domestic or abroad) markets and factors: Working with the market situation as a result of the comparison between the factors, F1, F3, F4, F5, F6, significant relationships were found between factors (Table 8).

As shown in Table 8, with relationships between market situation and F1 factor, there is a significant relationship in favor of business work in domestic markets ($F = 4.830$, $df = 2$, $p < 0.05$). According to this result, only businesses working in the domestic markets suffered more from the crisis. Working abroad in the minority businesses that have less impact on the crisis.

Working with the market situation between the strategies for crisis solution factor (F3), there is a significant relation in favor of business work in only domestic markets ($F = 7.256$, $df = 2$, $p < 0.05$). According to this result, businesses which are only works in domestic markets have a strategy for solution of crises and they are thinks that campaigns are a solution.

Working with the market situation between F4, there is significant relationship in favor of business work in

abroad markets ($F = 6.249$, $df = 2$, $p < 0.05$). Accordingly, businesses working in abroad markets, inform workers much more.

Working with the market situation between a willingness to fight crisis factor (F5), there is a significant relationship in favor of business work in only domestic markets ($F = 6.903$, $df = 2$, $p < 0.05$). Accordingly, businesses working in domestic markets are more willingness for to fight crisis.

Working with the market situation between business competitiveness in the crisis period factor (F6), there is a significant relationship in favor of business work in only abroad markets ($F = 5.841$, $df = 2$, $p < 0.05$). Accordingly, the only businesses operating in abroad markets are more powerfull in terms of competitiveness.

Relationships between quality certificate ownership status and factors: As shown in Table 9, with relationships between quality certificate ownership status and a willingness to fight crisis factor (F5), there is a significant relationship in favor of business have not certificate ($F = 6.416$, $df = 2$, $p < 0.05$). Accordingly, the

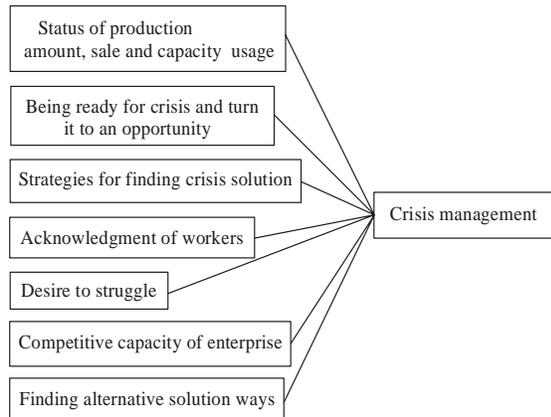


Fig. 2: Factor affecting crisis management

certificate of quality non-businesses need more financial support and they are more willingness for to fight crisis.

RESULTS

In this study which has been carried out on the data gained from the four cities in which Turkey's the most significant footwear manufacturing industry manufacturers present, primarily reliability and validity analyses of the survey which is the research tool have been made and the gained results have shown that the research tool used is reliable and valid. In consequence of analyses made, seven factors affecting crisis management have been specified and these factors have been transformed to a schematic as seen in Fig. 2.

With these seven factors gained from the research and affecting crisis management, six independent variables cross matches have been done. According to these results;

According to cross relation search made between the cities that took part in the research and factors, crisis management shows alteration locally in total four dimensions as being production amount, sale and capacity usage dimension, being ready for crisis and turn it to an opportunity dimension, strategies for finding crisis solutions dimension and finding crisis solution (alternative solution) ways.

According to cross relation analysis made between scale of enterprises that took part in the research and factors affecting crisis management; competitive capacity of an enterprise in crisis management goes in medium-sized enterprises' (having 10-49 workers) favour. In that sense, it can be said that, in crisis period, medium-sized enterprises are able to compete better.

According to relation analysis between service time (experience situation) of the enterprises that participated in the research and factors affecting crisis management; in the dimensions being ready for crisis and turn it to

opportunity and competitive capacity of enterprise, it can be assigned that experienced enterprises are more successful.

According to relation analysis between domestic/nondomestic working status and factors affecting crisis management, in the scope of strategies for crisis solutions, it can be stated that enterprises working only in domestic markets are damaged much more than the ones working in nondomestic markets since they are in the minority. Enterprises only working with domestic markets have solution strategies against crisis and the fact that they see arranged campaigns as solutions has been ascertained. Within the context of acknowledgement of workers about crisis, it can be reclaimed that enterprises that work only nondomestic, instruct their workers much more about crisis. In desire to struggle with crisis dimension, it can be interpreted that enterprises working only domestic are much more eager about struggling with crisis and in competitive capacity dimension, enterprises working only nondomestic have much more competitive capacity.

According to relation between the enterprises' situation of having certificate of quality and factors affecting crisis management; only in desire to struggle with crisis dimension, it is possible to say that those that do not have certificate of quality need more support and their struggle desire are much more.

According to relation between the places where enterprises makes their product designs and factors affecting crisis management; in production amount, sale and capacity usage status dimension, it can be said that enterprises that make their product designs abroad are damaged much more from crisis. In acknowledgment of workers about crisis dimension, it may be seen that enterprises that make their product designs with all (domestic-nondomestic-itself) instruct their workers more in crisis period.

CONCLUSION

According to the answers that enterprises gave regarding the fact that they have no crisis management plans, which are the most significant results of the research, it is possible to say that footwear manufacturing sector enterprises cannot perceive the crisis as a manageable process. Inadequacy in utilization from external sources and quality management models may be seen as negative assignments in terms of enterprise management. To be a competitive sector, enterprises need to become medium-sized, to standard the quality and be informed both about market's financial activities and to use modern management techniques. Within this scope, along with the fact that footwear manufacturing industry enterprises have potential and experience, their problems about business administration and crisis management correspond to small-sized enterprises' problems.

In 2nd National Footwear and Subsidiary Industry Symposium, general problems of footwear manufacturing industry enterprises have been set forth as; extreme disunity of the market, mechanical equipment failure, difficulty in procurement of qualified workers, model and design problem, lacking of professional management understanding, being unsettled for in-service education sense, lack of knowledge in financial support. The problems being talked about, in that sense, show parallelism with the findings determined in our research and it is hoped that our research shall contribute to the problem that “the data reflecting the true situation in the sector is very little”.

In that sense, suggestions that we can make in consideration of research findings are below:

- Education and seminars can be organized for Footwear Manufacturing Industry enterprises by academicians and sector representatives who are experts about basic business functions like management, manufacturing, marketing, finance and human resources.
- Education seminars can be arranged for the enterprises, especially about quality management systems and advanced manufacturing-management models and modern management knowledge.
- Positive contributions can be provided for the enterprises about the issues like qualified workers and information lack by actuating cooperation especially with chamber of commerce, chamber of footwear manufacturers in the cities and with all institutional and civil organizations as well as universities.

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