

UNIVERSITY OF WALES

TRINITY SAINT DAVID

Dissertation

**“Challenges of implementing a Multilevel Model in
International Organisation Business. A Case Study of Amway”**

Supervisor: Dr. Hoang Dang Nguyen

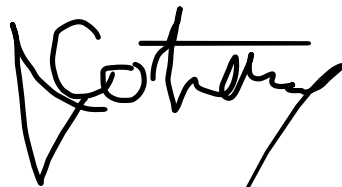
Student name: Geanina Alina Cotoban

Student number: 1917121

LEVEL 6 /TERM 3/ GROUP 1

Declaration (signed by student)

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Geanina Alina Cotoban

Abstract

This research is an investigation of challenges of implementation a multilevel business model in the international business operations of the Amway. For the feasible research, the researcher has set a primary aim to find out the challenges faced by the international business while implementing the multilevel models. This aim has been supported by the objectives of analysis of the challenges faced by the international business organisations while applying the multilevel models. The second objective of the project is to provide a recommendation which can aid in mitigating the challenges given by the multilevel model to the international business organisation. A qualitative research has been conducted in this research that has been based on the epistemology research philosophy. The researcher has adhered to interpretivism research, paradigm and inductive research approach for the process of knowledge development to accomplish the research objective. The data analysis has been conducted through the thematic analysis and the statistical analysis. For the primary research close-ended survey has been conducted upon the 20 employees of Amway and secondary data collection has been conducted through studying the past data of within the research context. Through these data collection method the primary goal and purpose of the research has been accomplished and justified.

Acknowledgement

I would like to express my deep sense of gratitude to Dr. Hoang Dang Nguyen, my supervisor for the endless guidance, for providing me an opportunity to conduct the research through which the social phenomenon can be explored. I would like to thank research team, Amway company and various other academic researcher and scholars who have collaborated with me for timely completing this research.

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Chapter 1: Introduction

1.1 Background

Amway is one of the biggest international companies and is also the largest direct selling company whose sales were reported at \$8.9 billion in 2021. The company distribute and manufacture its own nutrition, personal care, and beauty products as well as home products throughout the world. The products of the company are sold in more than 100 countries as it is distributed through “Amway Independent Business Owners” (IBOs). The company hold the patent of more than 900 patents and has invested more than \$300 million in research and development facilities and new manufacturing (Amway, 2022). The company was first founded by “Rich DeVos and Jay Van Andel” in 1959 which revolutionised the business model of direct selling. The company values helping people to live better and healthier lives. The company now has revenue of \$8.5 billion and has more than 15,000 employees who are highly motivated to help the employees to succeed and achieve the objectives of the business. As the company operates as an international business organisation, Amway also uses multilevel modelling to analyse the relationship between “dependent data and independent data” when there is a correlation between observations (Michigan, 2022).

The company uses this international business model to analyse the data from a random sample of clusters at a certain point in time analyse the data from it. However, the faces different challenges while implementing this model in international business organisations which can have a huge impact on its business operation at the international level. It creates a challenge as it is not frequently used by business organisations in international business. It also creates a challenge as it can be controversial on deciding when to use the multilevel modelling in an international business organisation (Eden and Nielsen, 2020).

1.2 Significance of the topic

The research that is being conducted is on the topic “Challenges of implementing a Multilevel Model in International Organisation Business” and has tended to highlight those challenges. This topic is significant for the research because different international businesses are now using multilevel modelling in their business to operate smoothly at the international level.

This topic is also significant for the research as it has also provided recommendations which can help the international business organisation to overcome the challenges while implementing multilevel modelling.

1.3 Purpose of the research

The research is conducted on the topic “Challenges of implementing a Multilevel Model in International Organisation Business”

As a result, it is having a huge impact on the operation of their business. Thus, the purpose of this research is to understand the challenges of multilevel models. The purpose of this research is also to analyse the strategies which can help the international business organisation to overcome the challenges given by multilevel modelling.

1.4 Research aim

The major aim of this research is to find out the challenges faced by the international business while implementing the multilevel models.

1.5 Research objectives

The main objective of this research is

1. To analyse the challenges faced by the international business organisations while applying the multilevel models.
2. To provide a recommendation which can aid in mitigating the challenges given by the multilevel model to the international business organisation.

1.6 Research questions

1. What are the challenges that Amway faces in their international business while implementing the multilevel models?
2. What are the strategies that can help Amway to mitigate the challenges raised while implementing the multilevel model?

Chapter 2: Literature Review

2.1 Introduction

This literature review will help the researcher to understand different factors related to the application of multilevel modelling in the international business organisation and its challenges. This will allow the researcher to collect the data and information from the secondary sources to answer the research questions and provide validity to the research paper. Thus, the researcher will be able to analyse the challenges faced by international business organisation while which can help to mitigate the challenges associated with the application of multilevel model.

Multilevel models in international business are the statistical model which is used for modelling the relationships between independent data and dependent data when correlations exist between observations. The multilevel modelling is also known as “hierarchical models, nested data models, mixed effect models or random coefficient models”. Thus, this model recognizes the existence of this type of data as it allows for the residual components at each level within the hierarchy. The data in this model is grouped together which provides inference in a better way. Thus, there are different types of multilevel modelling which can be used in the chance of observation in the cluster being similar. This model allows handling of grouped and clustered datasets as this model can handle the information even if it has differing measurements (Baker, 2019).

As per the opinion of Meyer (2020) the multilevel models can be used in nesting more than two level models which is the most common within the international business organisation. The multilevel models allow the international business organisation to determine its performance in the international level as it integrates with the level of organisation as well as in higher level. The challenge is considered as the barriers that the business organisation face while working effectively on enhancing their business internationally. The challenge can be any obstacle that disallows the organisation to perform at their full potential. There are several challenges that the international business organisations face while deciding on whether to use the multilevel models.

The research will first show different challenges that international business organisations faces while implementing a multilevel model. Further, the research will also show the strategies which can help the international business organisation to mitigate the challenges of applying a multilevel model. The researcher has highlighted the most important challenges that the international business organisation faces while implementing the multilevel models.

2.2.1 Challenges faced by international business organisations while applying the multilevel model

The multilevel model provides many advantages to international business as it allows the business to analyse the relationship between context and ignore the level of the individual.

The missing data does not impact directly data analyses, interpretation as well as in the findings of the conclusion.

The challenges arise because the company operates in a limited number of nations in the world (Huang, 2018).

The researcher aimed to analyse the challenges which can be raised in the international business organisation while applying the multilevel modelling. The researcher aimed to do so to find out the possible strategies which can help to overcome the challenges of the multilevel model in international business.

The researcher has highlighted three broad challenges in the research.

1.The first challenge is the result in creating problems in gaining accessibility to collect the data from many nations which impacts the quality of the data.

As per the study of Schmidt-Catran *et al.* (2019), multilevel modelling is used by the international business organisation when they are evaluating the data which are drawn from “a number of different levels”. The outcome of the findings of the data is also measured at the lowest level by the international business while operating internationally (Morais and Ferreira, 2020).

The challenge arises because the international business organisation knows the criteria for deciding if they should use a multilevel model.

2. The second challenge is that the multilevel models create an inappropriate application which is more controversial in some cases.

3.The third challenge of using the multilevel models can also use unbalanced data which helps the international business organisation to collect data from different “number of observations per group”.

Multiple studies have confirmed many advantages to international business as it allows the business to analyse the relationship between context and ignore the level of the individual (Lorah, 2018).

As per the opinion of Huang (2018), the multilevel modelling allows the international business to analyse the relationship between two variables on different levels of the context. This also allows the international business to analyse the performance of the firm while also analysing the individual level of the firms such as job satisfaction level of the firm.

2.2.2 Summary

The challenges that have been discussed above show the business organisations that are trying to expand their business internationally need to consider while using the multilevel model. Once the organisation is able to find the required strategies that can help in enhancing the scope for the business through the use of the multilevel model then they can surely increase the chances of gaining profit and meeting the demands of the customers within the international market. So, it can be concluded that the challenges might hinder the scope of the business in being able to offer the right services to the customer base.

2.3.1 Macro environmental factor affecting the implementation of multilevel model in the international business organisation

The following are certain macro environmental factors that can impact on the implementation of the multilevel model over the business organisations that are trying to expand their business internationally.

According to Reinders *et al.* (2020), the advent of the recent Covid-19 crisis has been the most critical factor that has negatively affected the implementation of the multilevel model across business organisations. The implementation of the multilevel model requires a favourable business environment with potential economic prospects for an efficient allocation of funds across the organisation. However, the advent of Covid-19 has mostly affected the business environment and should be focused on enhancing their crisis management plan across their multilevel functions.

The different political phenomenon such as Brexit can impact the implementation of multilevel model within the international business organization. It is because it is one of the macro environmental factors which have created a huge uncertainty within the international business. As studied by Tong (2022), geopolitical tension is a potential factor that impacts the implementation of a multilevel model in multinational businesses. The recent Russia-Ukraine crisis has negatively affected the business environment across European nations. The most

obvious impact was seen in the fuel price hike that has affected the transportation of goods and logistics that are affecting the purchasing parity of consumers. This geopolitical tension has been a potential threat to the implementation of the multilevel because it increases the uncertainties and risks associated with international opportunities.

As per Gerlick and Liozu (2020), the ongoing financial crisis in the UK is one of the most critical factors for the multilevel model within the business process. This is mainly because the financial crisis in an economy impacts the purchasing capacity of the consumers and the implementation of multilevel modelling has to redesign their strategies as per the market suitability. The UK economy has been experiencing various macro-environmental factors that have negatively affected their economic stability. There has been a series of factors like BREXIT, Covid-19 and Russia-Ukraine crisis that has resulted in the increasing inflation rate in the UK in 2022. The soaring inflation of 10.4% in August 2022 has been the hindrance to the implementation of a multilevel model because there is no scope for the growth opportunities for sales and revenue for the international business.

As per the study of Evenett (2019), the financial crisis also increased the cost of operation of the modern international business organisation and acted as a challenge as it became expensive to apply the tool. The financial crisis created a challenge as missing data creates a potential bias in parameter estimation. The international business organisation also faced financial clout and influenced the customer and suppliers and it became difficult to implement the multilevel model in times of a huge recession in the country.

As per the opinion of Leckie *et al.*, (2020), the multilevel model has become very important for every international business organisation as it provides several benefits to the company. However, the international business organisation also faces different challenges while implementing the multilevel model which needs to be mitigated.

As per the study of Adobor (2019), the multilevel model is one of the most known models within the international business organisation as it helps in analysing the nester data. The multilevel models allow the international business organisation to determine its performance in the international level as it integrates with the level of organisation as well as in higher level. The macro environmental factors also affect the implementation of multilevel modeling as the multilevel models allow the international business organisation to determine its performance. However, the political phenomena such as Russia Ukraine war it can influence the customer and suppliers and becomes difficult to implement the multilevel model in times of a huge rescission in the country.

2.3.2 Summary

The research has done using different data and findings from secondary data to find the possible solution to mitigate the challenges of multilevel models. Thus, the data collected by the researcher has helped to successfully identify the approaches and strategies which can help the international business organisation to overcome the issues raised by implementing the multilevel models. The implementation of multilevel models has been encountered with various challenges in the international market. While implementing the multilevel model the business is likely to face significant challenges of decreasing organisational productivity. The key reason studied for this aspect is ineffective communication between workforces in the organisation that impacts the workflow and collaborative working culture due to organisational rearrangement.

Chapter 3: Research Methods and Methodologies

3.1 Introduction

“Research methodology” can be described as the process of how a researcher would systematically design the research to ensure that the results are valid and reliable which addresses the aims and objectives. Basically, in other words, the methodology will justify the chosen methods and techniques for this research (Pandey and Pandey, 2021). The methodology section would contain a discussion on the various aspects of the research such as philosophy, paradigm, and so forth.

3.2 Research philosophy

“Research philosophy” can be described as belief regarding the way the data would be collected as well as analysed and used regarding a phenomenon. It basically can be regarded as the thought of the researcher regarding how the data for the research would be used. It guides the researcher to conduct research based on the ideas regarding the nature and reality of the knowledge. Research philosophy can be classified into various types (Tamminen and Poucher, 2020). The different types of research philosophy include ontology, epistemology and axiology (Mohajan, 2018.). Every one of the philosophies has their own weakness as well as advantages. A researcher generally selects one of the philosophies which would help in the completion of

the project. For this project the data would be collected, analysed and used on the basis of the ***“epistemology research philosophy”***.

Epistemology basically is the theory of knowledge and it deals with the wide range of knowledge which is collected and gathered from various sources. This research philosophy can be problematic if there is a lack of knowledge. However, it certainly does help with the dealing of knowledge gathered from various sources.

3.3 Research paradigm

A “research paradigm” can be referred as a model or a structure which is used to conduct research. It is a framework of various beliefs and thoughts which lies in the theories as well as practices. Basically, it is a function of how the researcher thinks regarding the development of the knowledge. In other words, it is a process which helps the researcher to create a blueprint of research (Pandey and Pandey, 2021).

For this research project, the ***“Interpretivism research paradigm”*** is used. Interpretivism research paradigm is based on data collection which might include observations, interviews and so forth. The use of secondary data is one of the most popular ways of collecting data in interpretivism. In the research projects which use interpretivism as their research paradigm, meaning of the research naturally occurs at the end of the whole project (Kaushik and Walsh, 2019).

The main reason behind the use of the interpretivism is that it allows the user to create a project with high validity. The validity will determine the accuracy of the data set that has been used within the overall process. High validity of the data will help the researcher in interpreting the secondary data that has been collected towards the primary data that will back into the research. If the researcher uses the interpretivism the depth of the research project would be depending on the level of the study conducted by the researcher.

3.4 Research approach

“Research approaches” are referred to as the procedures and plans through which the researcher spans the steps from just assumptions to concise and detailed methods of data collection, analysis and interpretation. Basically, the research approaches are the steps, which are created by the researcher for detailed methods of data analysis collection and interpretation. It is based on the nature of the problem being addressed. Generally, the research approach can be classified into three which are deductive approach, inductive approach, and abductive approach (Mishra and Alok, 2022). According to the need of the researcher and the problem that needs to be solved only one of the approaches is taken for the project.

For this project the researcher would be selecting the ***“inductive research approach”***. Inductive approach begins with the collecting of data which is relevant to the topic. Once a substantial amount of the data is found or has been collected then the researcher would take a step back and then analyse the data. One of the main reasons why the research project would be using the inductive method is that it allows the researcher to be observational. The main advantages of using the inductive method is that it helps the researchers to understand the topic as well as the dynamics. It allows the user to analyse the whole data carefully then come to a conclusion which eliminates the risk of getting bad results.

3.5 Research methodology

Research methodology refers to the methods as well as techniques which are used to portray the research more effectively. In order to ensure that the data which is collected by the researcher is valuable as well as reliable and it employs a research method. There are basically various types of research methods which can be used by a researcher to create a reliable as well as valid research project (Mishra and Alok, 2022).

The types of research methods include descriptive research, analytical research, qualitative research, applied research, and so forth. For the research project the researcher would be using the ***“Qualitative Research”*** method. It allows the researcher to dive into the topic and asks questions such as “why” and “what”. For the research project the research would be using the “secondary research” which is the main reason behind the use of this method. Qualitative research can enhance the accuracy of the data and also make sure that the personal experiences of the people attached to it can be used to gain better accuracy within the research. Qualitative research also increases the quality of the research by gaining data that are backed with different opinions and knowledge of the employees that are responsible for the change during the internationalisation process. Quantitative research strategy stresses mainly upon the statistical and numerical data while qualitative research strategy focuses on philosophical thoughts and perspectives.

3.6 Sampling methods

Sampling method is the process of selecting sets of individuals from whom the key research data and information will be derived in a research study. There are various types of sampling methods like stratified sampling, clustered sampling, systematic sampling and simple random sampling. For this research the researcher has used simple random sampling method that allows equal opportunity for every individual to participate in the research. ***Simple random sampling*** has been studied to be the most suitable sampling methods because it mitigates the risks and prejudices and bias of a researcher over the research deliverables (Pandey and Pandey, 2021).

Since the samples for the research has been selected randomly there was very less scope for the biases of one data over the independent variables of the research. This sampling method is observed to be a simplest method as it does not require any special skills for selecting a definite sample sets in a research. Through this sampling method four scholars and researcher who have contributed in the field of the current research topic has been randomly selected for the research. Through the simple random sampling method 20 employees of the Amway has been selected for the survey.

3.7 Data collection methods

The researcher has used the *primary and secondary data collection methods* where both have been collected for the research. The primary data has been collected through closed-end surveys with the Amway employees. These employees have been working within the company for the last 5 years or more and for this reason they have knowledge about the use of the multilevel model within their internationalisation process. This experience can be essential for the researcher in obtaining the data and making sure that the decisions that were taken by the company can be essential in analysing the overall process.

The survey has been conducted in an online form where the participants were sent a Google form that consisted of a survey questionnaire. Secondary data collection method by collecting published materials like books, government publications and journals has been done in this research. The researchers have been focused on looking at data related to the concept of multilevel model within the internationalisation process and the impact it can have on an organisation along with their employees within the overall business process.

It helps a researcher to reanalyse previous data and can help generate new insights and understanding and generate new authentic and relevant conclusions (Newman and Gough, 2020). In this research, the data that was initially collected was done through the secondary data collection method. The data collection process involved the journals and articles that were drawn about the operations of Amway and whether they have been using the multilevel model to make sure that they can gain an advantage within the international market. After the collection of the secondary data the researchers focused on the primary data where they were successful in collecting a quantitative set of data that involved the survey on 20 people working within Amway. They were willing to offer information about the implementation of the multi method model within the internationalisation process and the success that the company had from it.

3.8 Ways of interpreting data

Data interpretation is the process of accessing wide analysing techniques to review and analyse the current data and develop the relevant conclusion. Through this method a researcher categorises, manipulates and summarises the data and information through which they accomplish their research goals. For this research the researcher has used the ***thematic analysis method and the statistical analysis***. The statistical analysis was based on collecting data that can be interpreted into a certain informative data set allowing the researchers to answer the research questions.

The researcher uses the thematic table for analysing the research data. Thematic table is the most common analysis tool in a qualitative research that identifies, analyses and interprets with the patten within a quantitative data. Thematic analysis has been undertaken by the researcher because it analyses the data and information through different theories (Snyder, 2019). The statistical analysis has been used to analyse the primary data from the survey where respondents has been analysed. The survey responses have been transcribed into the table and chart format through the use of MS Office tool. Further a collective conclusion has been developed in this research by analysing the key findings from the survey.

3.9 Ethical consideration of the research

This research has been conducted considering the guidelines outlined in “***The Data Protection Act, 2018***” (Bairagi and Munot *et al.*, 2019). As per the Act the personal information and details of the individuals and scholars associated with this research has been maintained confidentially. The claims and arguments presented by the academicians, scholars and researchers in this research work has been in texted and acknowledged authentically. This research has been conducted under the supervision and approval of the academic tutors and guides and only focuses on knowledge development within the context of the resear topic.

3.10 Limitation of the research

The limitation of this research can be highly traced in its data collection processes where it only focuses on mono-method research choices. In this research, the researcher has focused only on the secondary data for the development of the knowledge due to which it lacks insightful data and information in the current topic. The research outcomes are only based on the theoretical observations and perspectives and significantly lack numerical data and statistics that produces accurate information. Further this research only focuses on the past performances of the organisation which does not guarantee the future performances in the respective area.

Chapter 4: Findings and discussion

4.1 Introduction

In this chapter will discuss all the findings from the research that is conducted. For the study the researcher has conducted survey with the **20 employees of Amway** that has been transcribed in the chapter. The researcher has selected 20 employees of Amway as the employees of the organization as they are mostly impacted by the implication of multilevel model. Thus, the research participants are relevant to the study as they can provide valid and reliable information which can help the researcher to answer the research question. The researcher will use different books and journals regarding the topic to analyse the research in a proper way. The researcher will use at least two journals, articles or books for one given topic.

4.1.1 Survey

Q 1: For how long have you been working in Amway?

Options	Responses	Total no of responses	Percentage of responses
1-3 Years	8	20	20
4-6 Years	6	20	30
7-10 Years	5	20	25
Above 10 Years	1	20	5

Table 1: Employee experiences in Amway

(Source: Created by the researcher)

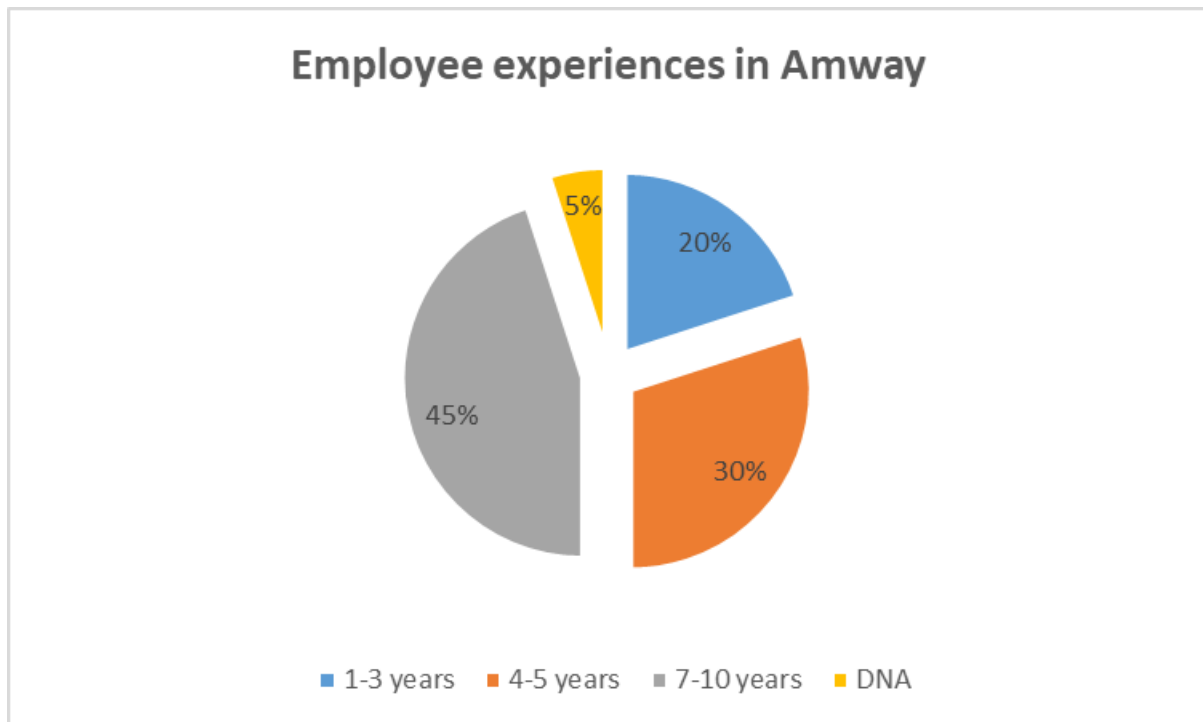


Image 1: Employee experiences in Amway

(Source: Created by the researcher)

Interpretation

For the question of working experience of employees in Amway, 20% responded 1-3 years, 30% responded 4-6 years, 45% responded 7-10 years and 5% responded to above 10 years. Hence, the majority of the employees were working above 7 years.

Q 2: Do you agree that Amway should focus on implementing a multilevel model in their business structure for enhancing their performance in the international market?

Options	Responses	Total no of responses	Percentage of responses
Strongly Agree	8	20	40
Agree	6	20	30
Not Sure	2	20	10
No	4	20	20

Table 2: Multilevel model implication views of employees

(Source: Created by the researcher)

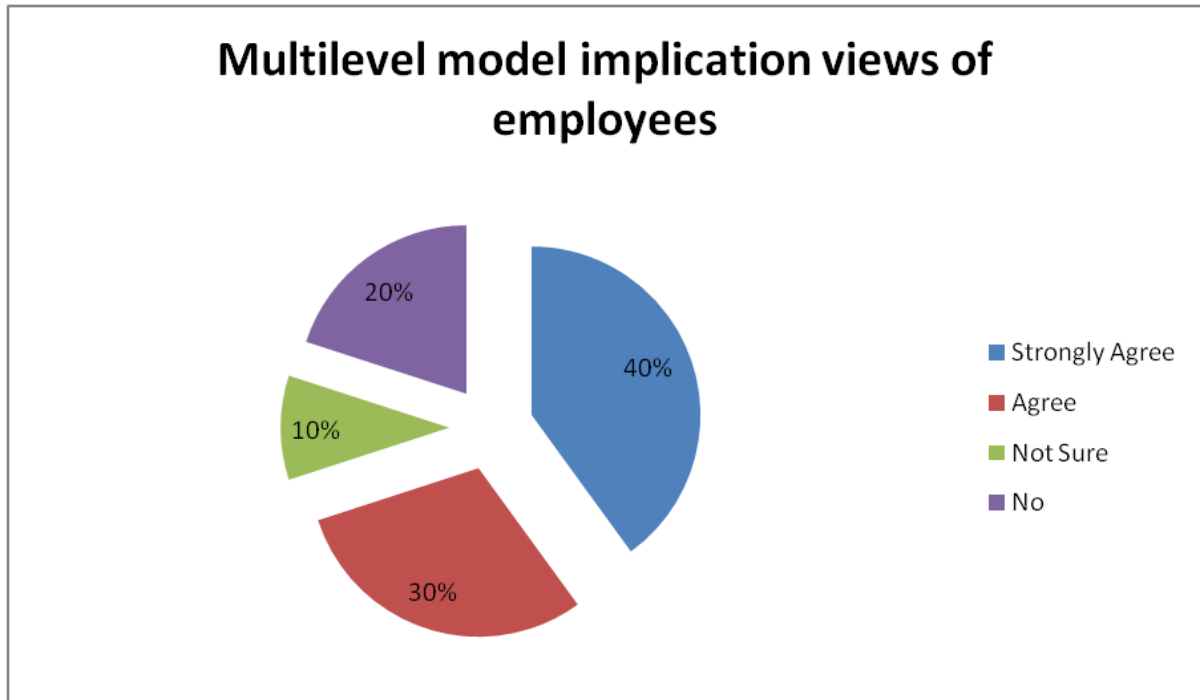


Image 2: Multilevel model implication views of employees

(Source: Created by the researcher)

Interpretation

For the question if Amway should focus on implementing multilevel model in their business, 40% responded strongly agree, 30% responded to agree, 10% responded to not sure and 20% responded to no. Thus, majority of the employees strongly agree on implementing multilevel model in their organisation.

Q 3: As per you what are the potential challenges that Amway can face while implementing the multilevel model in their business structure in international market?

Options	Responses	Total no of responses	Percentage of responses
Decreasing organisational productivity	6	20	30
Employee dissatisfaction	4	20	20
Improper workflow across different hierarchical levels	7	20	35
Insufficient communication between departments	3	20	15

Table 3: Potential challenges of Multilevel model implementation for Amway

(Source: Created by the researcher)

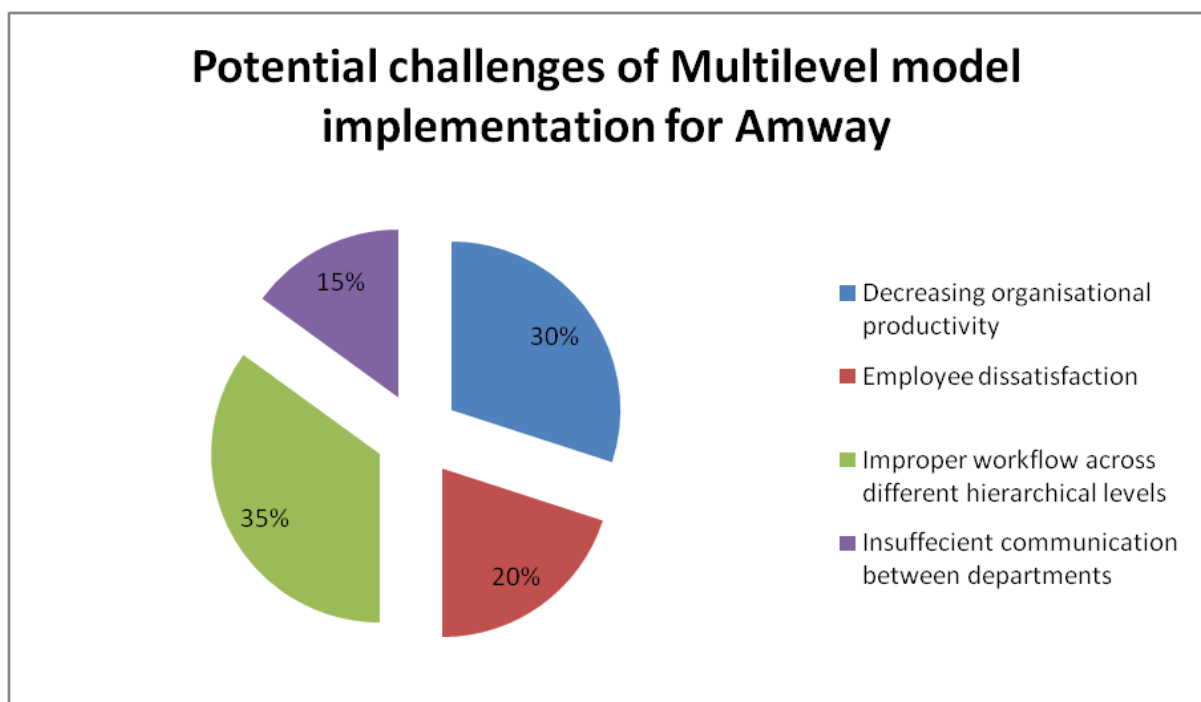


Image 3: Potential challenges of Multilevel model implementation for Amway

(Source: Created by the researcher)

Interpretation

For the question of the potential challenges of implementing multilevel model in Amway, 30% responded to decreasing organisational productivity, 20% responded to employee dissatisfaction, 30% responded to improper workflow across different hierarchical levels and 15% responded to improper communication among different departments. Thus, majority of the employees feels that multilevel model implementation has a challenge of improper workflow challenges.

Q 4: Which function of Amway will be mostly affected by the implementation of multilevel model in the international operations?

Options	Responses	Total no of responses	Percentage of responses
Sales and marketing	5	20	25
Human Resource Management	8	20	40
Leadership and board members	3	20	15
Customer relationships	4	20	20

Table 4: Impact of multilevel model on business functions

(Source: Created by the researcher)

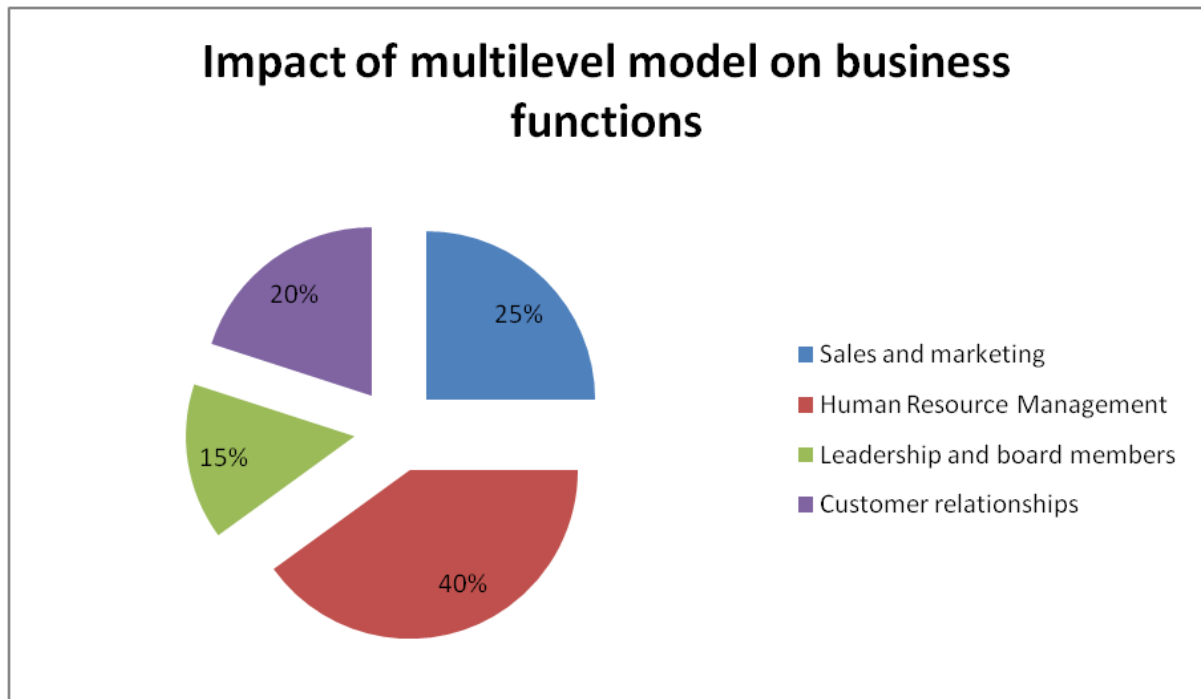


Image 4: Impact of multilevel model on business functions

(Source: Created by the researcher)

Interpretation

For the question of potential impact of multilevel model implementation in Amway, among 20 samples: 25% responded to sales and marketing, 40% responded to human resource management, 15% responded to leadership and board members and 20% responded to customer relationship. Thus, majority of the samples believes multilevel functions impacts the human resource management in Amway.

Q 5: What is the potential internal factor that can impact the implementation of multilevel modelling on the business organisation of Amway?

Options	Responses	Total no of responses	Percentage of responses
Workforce communication	7	20	35
High operational costs	3	20	15
Data management	4	20	20
Conflict between various functional department	6	20	30

Table 5: Internal factor affecting multilevel model in Amway

(Source: Created by the researcher)

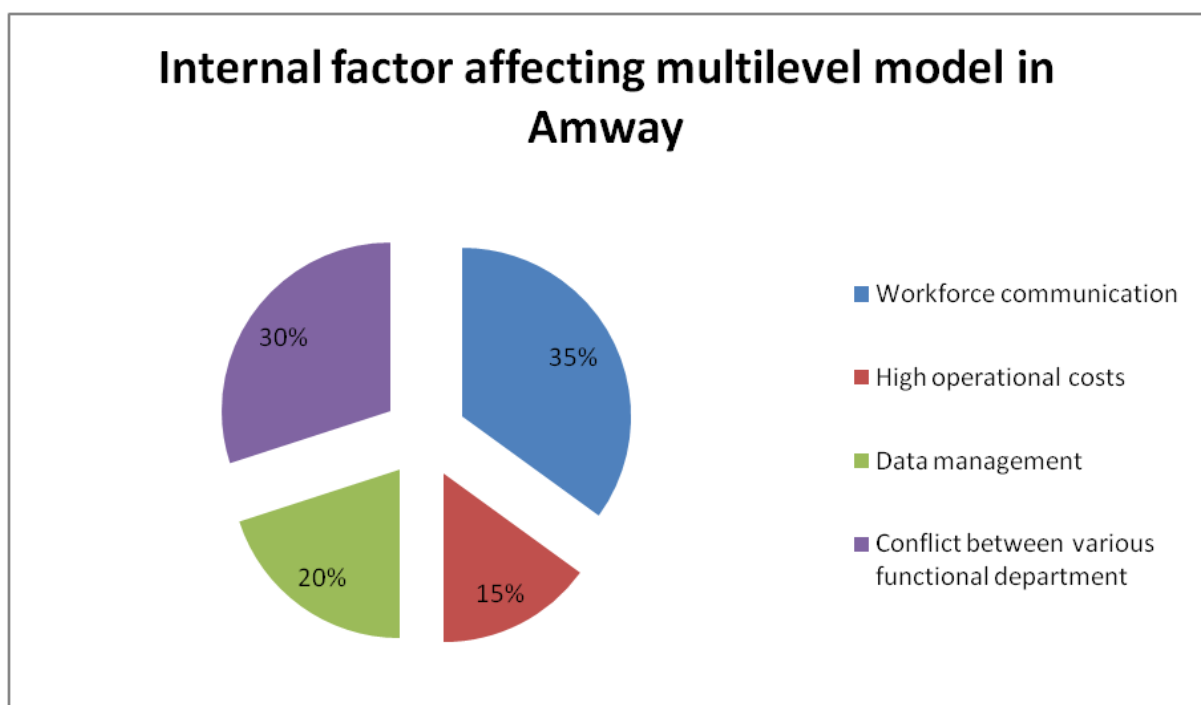


Image 5: Internal factor affecting multilevel model in Amway

(Source: Created by the researcher)

Interpretation

For the question of internal factor that affects the multilevel model implication in Amway. Among 20 samples: 35% responded to workforce communication, 15% responded to high

operational cost, 20% responded to data management and 30% responded to conflict between various functional department. Thus, majority of the samples feels workforce communication can potentially impact the implementation of multilevel model in Amway.

Q 6: What is the potential external factor that can impact the implementation of multilevel modelling on the business organisation of Amway?

Options	Responses	Total no of responses	Percentage of responses
Cross cultural barrier	7	20	35
Global political situation	6	20	30
Global economic situation	3	20	15
Uncertain situation like Covid-19	4	20	20

Table 6: External factor affecting multilevel model in Amway

(Source: Created by the researcher)

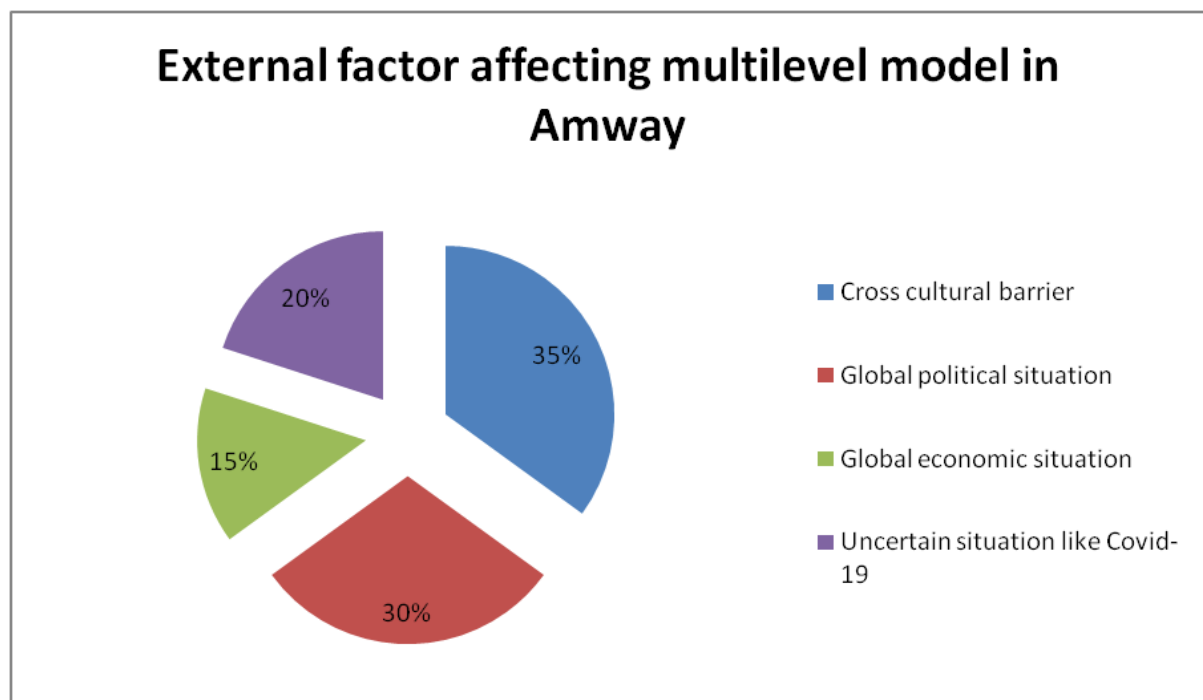


Image 6: External factor affecting multilevel model in Amway

(Source: Created by the researcher)

Interpretation

For the question of potential external factor that impact the multilevel model implementation in Amway. Among 20 samples: 35% responded to cross cultural barrier, 30% responded to global political situation, 15% responded to global economic situation and 20% responded to uncertain situation like Covid-19. Thus 35% of the employees feels that cross cultural barrier potentially impacts the multilevel model implementation in Amway.

Q 7: What factor should Amway focus on while implementing the multilevel model in their organisational structure for international business operation?

Options	Responses	Total no of responses	Percentage of responses
Data management	6	20	30
Employee training and developmet	5	20	25
Organisational resilience	4	20	20
Enhancing workplace culture	5	20	25

Table 7: Factor crucial for implementing multilevel model for Amway

(Source: Created by the researcher)

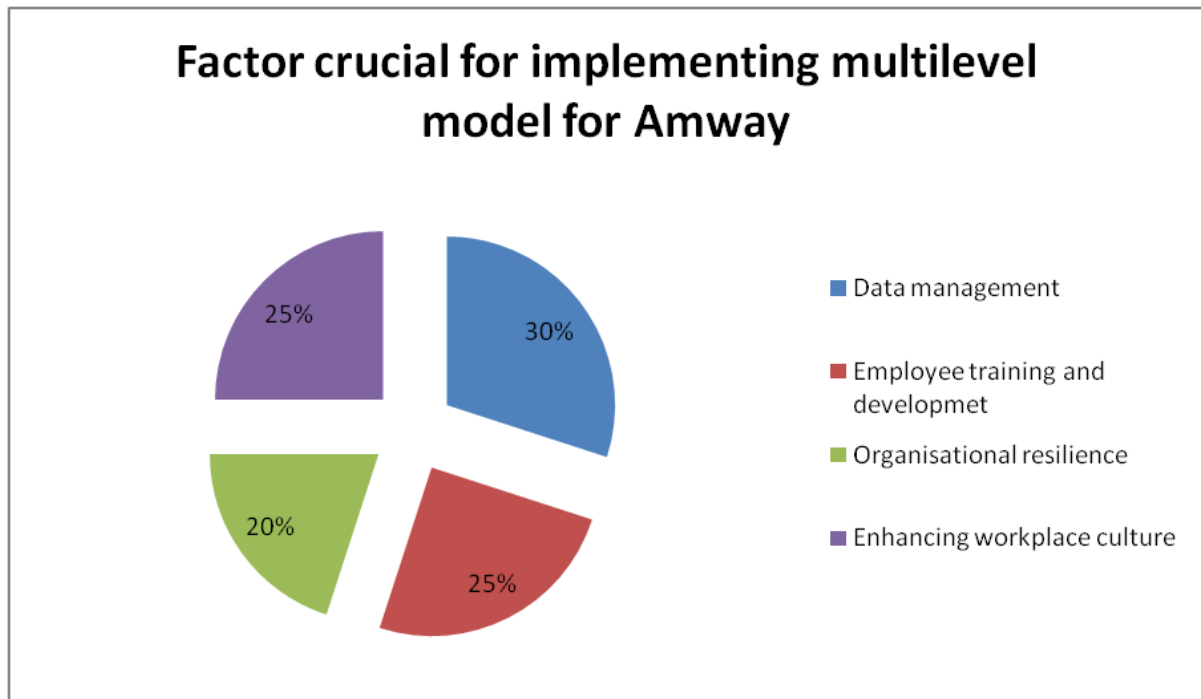


Image 7: Factor crucial for implementing multilevel model for Amway

(Source: Created by the researcher)

Interpretation

For the question of factor that crucial for implementing multilevel model for Amway. Among 20 samples: 30% responded to data management, 25% responded to employee training and development, 20% responded to organisational resilience and 25% responded to enhancing workplace culture.

Q 8: As per you which of the following strategy can enhance the implementation of multilevel model in the business organisation of Amway in internal operations?

Options	Responses	Total no of responses	Percentage of responses
Implementation of data management tools	6	20	30
Open to door policy among the managment and staffs	4	20	20
Training for developing resilient workforces	5	20	25
Developing collaborative relationship with other organisations	5	20	25

Table 8: Strategy for implementing multilevel model in Amway

(Source: Created by the researcher)

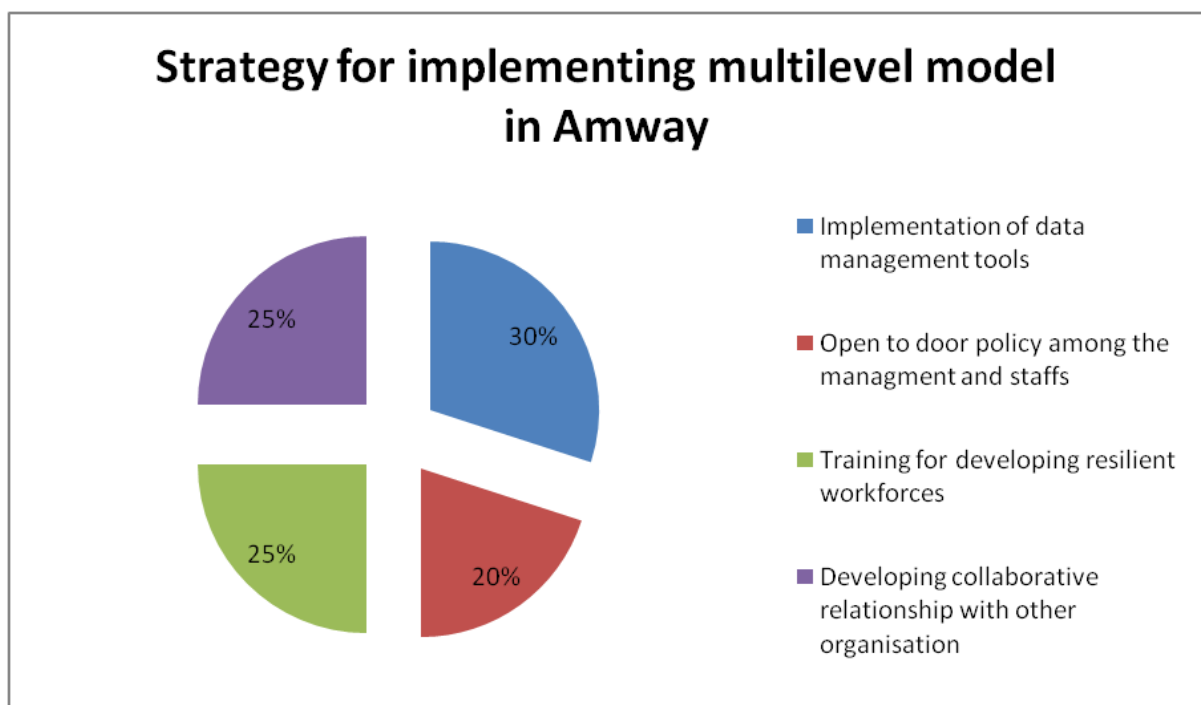


Image 8: Strategy for implementing multilevel model in Amway

(Source: Created by the researcher)

Interpretation

For the question of strategic implementation of multilevel model in Amway. Among 20 samples: 30% responded to implementation of data management tools, 20% responded to open to door policy among the management and staff, 25% responded to training and development of resilient workforce and 25% responded to developing collaborative relationship with other organisations. Thus, majority of the employees believes that implementation of data management tools can be significant in strategic implementation of multilevel model for Amway.

Q 9: How can the implementation of multilevel model effectiveness be measured in Amway in international business operation?

Options	Responses	Total no of responses	Percentage of responses
Tracking annual sales	5	20	25
Measuring employee annual turnover	4	20	20
Increase in the product segment and size	7	20	35
Tracking number of errors in the business process	4	20	20

Table 9: Metrics to track effectiveness of multilevel model in Amway

(Source: Created by the researcher)

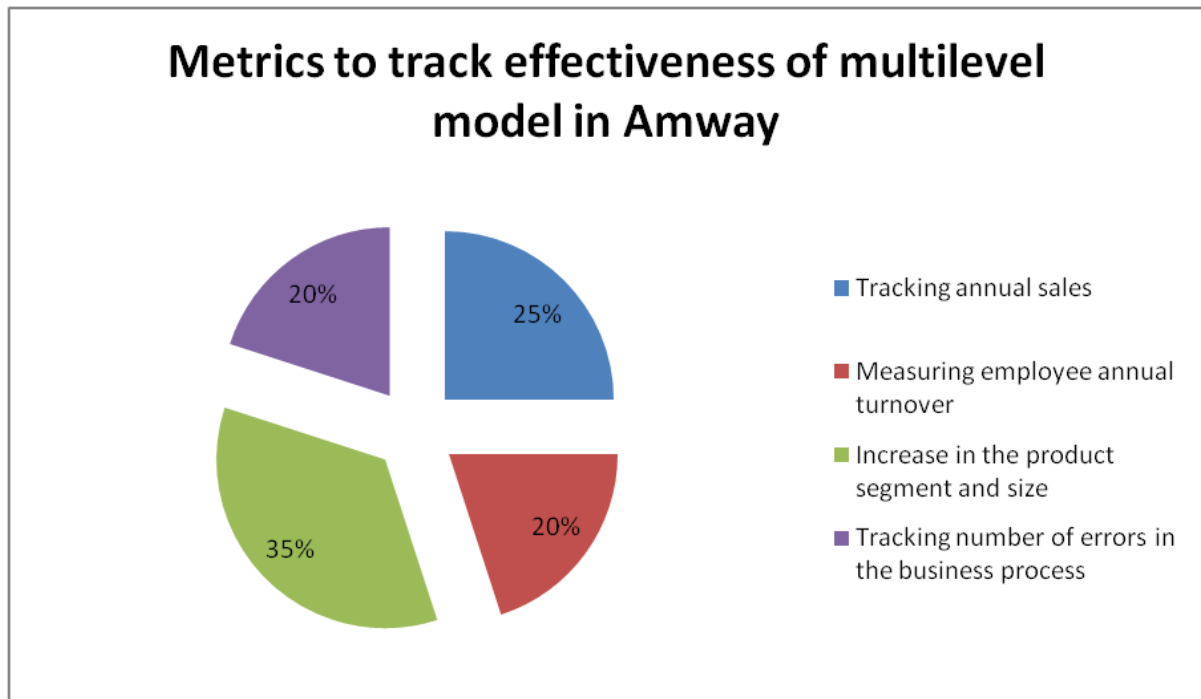


Image 9: Metrics to track effectiveness of multilevel model in Amway

(Source: Created by the researcher)

Interpretation

For the question of metrics to track the effectiveness of multilevel model implementation in Amway. Among 20 samples: 25% responded to tracking annual sales, 20% responded to measuring employee annual turnover, 35% responded to increasing in product segment and size and 20% responded to tracking number of errors in the business process. Thus, majority of employees believes that increase in the product segment and size can track the success of effectiveness of implementing multilevel model in Amway.

4.1.2 Summary

Through the accumulation of the primary data it can be outlined that the implementation of the multilevel model of business organisation is highly significant for Amway. However, the implementation of multilevel model has been encountered with various challenges in the international market. While implementing the multilevel model the business is likely to face significant challenges of decreasing organisational productivity. The primary study outlines that this challenge are highly affected by the external factor of cross cultural barrier among the employees with diverse perspective and practices. However, it has been studied that the

implementation of multilevel model should be based on the strategic focus on the workplace communication. These workplace communications can be highly enhanced through the use data management tools and Amway should focus on implementing these tools for productive business outcome in the international market.

4.2.1 Thematic Analysis

“Theme”	“Name of the author”	“Publication year”	“Name of the journal or article and book”	“Key findings”

“To evaluate the challenges which are faced by international businesses due to the application of multilevel models”	“Rachel Alexander”	2019 8th of June	“The International Library of Bioethics”	Problem faced by the business while operating on an international level. If the model use by the organisation is good than the productivity of the organisation also increases. The structure of the organisation plays a major role in the organisation because the flow of command is very good.
	“Anny Key de Souza Mendonca, Gabriel de Andrade Conradi Barni, Matheus Fernando Moro, Antonio Cezar Bornia, Emil Kupek and Lincoln Fernandes”	2020 April	“Sustainable Production and consumption”	This information has provided information regarding the problem faced by organisations while using the different models in an

				organisation. The tall structure is good for businesses that operate in multiple countries whereas it has also some loopholes that the consequences are faced by the organisation.
“To provide recommendations about the strategies which can help international businesses to overcome issues of applying multilevel models”	“Brahim Herbane”	2019	“Entrepreneurship & Regional development”	This study has provided information regarding the strategies that can be used by different organisation to mitigate the problems faced by the organisation.

Table no.10: Thematic table

(Source: Created by the researcher)

4.3 To evaluate the challenges which are faced by international businesses due to the application of multilevel models

According to Rachel Alexander (2019), the business faces a lot of challenges when they operate at an international level. If there is no proper organisational structure then the organisation cannot function efficiently because there will be no proper flow of command because there will be different barriers in an organisation before reaching the employee. In such cases whenever any plan is formulated in an organisation it requires a lot of time in executing the plan. If in an organisation there are multilevel model then the employees get frustrated because there are different responsible persons to approach and also consumes time. This also affects productivity because it requires some time to reach the information to the respective places at the proper time.

According to Anny Key de Souza Mendonca (2020), also discusses the challenges faced by the organisation while doing any kind of business at an international level because while doing business in foreign countries there are different governments. The structure of an organisation plays a very important role because there will be a proper flow of command or any plan in a very effective manner. The member of an organisation will be aware of their own responsibility and work as per that. Responsibility plays a very important role in motivating the employee. Every employee will be providing different ideas and the organisation must choose from a large number of solutions or ideas. The other problem is that in the hierarchical structure communication is not so smooth which also causes a problem in making or taking any decision in the company

4.4 To provide recommendations about the strategies which can help international businesses to overcome issues of applying multilevel models

According to Brahim Herbane (2019), implementing any model in an organisation requires proper plans and strategies. Clear communication is very much important in an organisation to overcome any challenges. Communication help motivating the employee because the employee gets the opportunity to share their thoughts, idea or suggestion with the company.

Various strategies that an organisation can use to deal with the problem faced by the organisation while implementing any kind of model. Amway can use a flat structure in an organisation because in a flat structure there is fewer leaders and departments. Therefore, there are 5 basic needs of the employee in an organisation according to Maslow's needs for motivation. These needs are physiological needs, safety needs, esteem needs, actualisation needs and love and belongings.

Amway can improve their structure which will easily fulfil all needs. A flat structure is very much beneficial because it will increase the responsibility of an employee, when the employee is responsible; they get more motivated and put more effort into completing the task (Helmer, 2019). Amway should also promote their employee for their contribution to the development of the company.

4.5 Summary

The research and findings have discussed the problem faced by businesses in doing trade in foreign countries by using a multilevel model with the help of 2 different articles regarding the same topic. Further, the finding and discussion have also provided information regarding the strategies used by international businesses in implementing the multilevel model in an organisation with the help of 2 different articles or journals

Chapter 5: Conclusion

The following research is based on the challenges faced by the organisation while implementing multilevel models. The research has also discussed Amway Company, it is a multinational company that located its headquarters in the UK and operates in multiple countries all over the world. The report has discussed the different levels of models in an organisation. The chosen topic is very much important because when a business operates there should be proper structure. The organisation must encourage the employee to take part in the decision-making of the company. If employees get the opportunity to take part in the decision-making of the company they get more motivated because employees will get the opportunity to share creative ideas. If an employee is provided with the opportunity of making suggestions then the company gets a variety of option on the desk to choose from.

Recommendation

Based on the finding and discussion there are some recommendations that a reader can get after reading the research. This will help the business to implement or uses different strategies in mitigating the problem faced during the implication of multilevel models.

- Organisations should communicate on a regular basis because this will help to develop proper relationships with employees.
- The organisation should also provide regular training to the employee because they will be skillful and improve their productivity as well.
- There are different kinds of structures that can be used by the organisation. The organisation can use a flat or hierarchical structure.

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Appendix

4.1.1 Survey

Q 1: For how long have you been working in Amway?

Options	Responses	Total no of responses	Percentage of responses
1-3 Years	8	20	20
4-6 Years	6	20	30
7-10 Years	5	20	25
Above 10 Years	1	20	5

Table 1: Employee experiences in Amway

(Source: Created by the researcher)

Q 2: Do you agree that Amway should focus on implementing a multilevel model in their business structure for enhancing their performance in the international market?

Options	Responses	Total no of responses	Percentage of responses
Strongly Agree	8	20	40
Agree	6	20	30
Not Sure	2	20	10
No	4	20	20

Table 2: Multilevel model implication views of employees

Q 3: As per you what are the potential challenges that Amway can face while implementing the multilevel model in their business structure in international market?

Options	Responses	Total no of responses	Percentage of responses
Decreasing organisational productivity	6	20	30
Employee dissatisfaction	4	20	20
Improper workflow across different hierarchical levels	7	20	35
Insufficient communication between departments	3	20	15

Table 3: Potential challenges of Multilevel model implementation for Amway

(Source: Created by the researcher)

Q 4: Which function of Amway will be mostly affected by the implementation of multilevel model in the international operations?

Options	Responses	Total no of responses	Percentage of responses
Sales and marketing	5	20	25
Human Resource Management	8	20	40
Leadership and board members	3	20	15
Customer relationships	4	20	20

Table 4: Impact of multilevel model on business functions

(Source: Created by the researcher)

Q 5: What is the potential internal factor that can impact the implementation of multilevel modelling on the business organisation of Amway?

Options	Responses	Total no of responses	Percentage of responses
Workforce communication	7	20	35
High operational costs	3	20	15
Data management	4	20	20
Conflict between various functional department	6	20	30

Table 5: Internal factor affecting multilevel model in Amway

(Source: Created by the researcher)

Q 6: What is the potential external factor that can impact the implementation of multilevel modelling on the business organisation of Amway?

Options	Responses	Total no of responses	Percentage of responses
Cross cultural barrier	7	20	35
Global political situation	6	20	30
Global economic situation	3	20	15
Uncertain situation like Covid-19	4	20	20

Table 6: External factor affecting multilevel model in Amway

(Source: Created by the researcher)

Q 7: What factor should Amway focus on while implementing the multilevel model in their organisational structure for international business operation?

Options	Responses	Total no of responses	Percentage of responses
Data management	6	20	30
Employee training and development	5	20	25
Organisational resilience	4	20	20
Enhancing workplace culture	5	20	25

Table 7: Factor crucial for implementing multilevel model for Amway

(Source: Created by the researcher)

Q 8: As per you which of the following strategy can enhance the implementation of multilevel model in the business organisation of Amway in internal operations?

Options	Responses	Total no of responses	Percentage of responses
Implementation of data management tools	6	20	30
Open to door policy among the management and staffs	4	20	20
Training for developing resilient workforces	5	20	25
Developing collaborative relationship with other organisations	5	20	25

Table 8: Strategy for implementing multilevel model in Amway

(Source: Created by the researcher)

Q 9: How can the implementation of multilevel model effectiveness be measured in Amway in international business operation?

Options	Responses	Total no of responses	Percentage of responses
Tracking annual sales	5	20	25
Measuring employee annual turnover	4	20	20
Increase in the product segment and size	7	20	35
Tracking number of errors in the business process	4	20	20

Table 9: Metrics to track effectiveness of multilevel model in Amway

(Source: Created by the researcher)

4.2.1 Thematic Analysis

“Theme”	“Name of the author”	“Publication year”	“Name of the journal or article and book”	“Key findings”

“To evaluate the challenges which are faced by international businesses due to the application of multilevel models”	“Rachel Alexander”	2019 8th of June	“The International Library of Bioethics”	Problem faced by the business while operating on an international level. If the model use by the organisation is good than the productivity of the organisation also increases. The structure of the organisation plays a major role in the organisation because the flow of command is very good.
	“Anny Key de Souza Mendonca, Gabriel de Andrade Conradi Barni, Matheus Fernando Moro, Antonio Cezar Bornia, Emil Kupek and Lincoln Fernandes”	2020 April	“Sustainable Production and consumption”	This information has provided information regarding the problem faced by organisations while using the different models in an

				organisation. The tall structure is good for businesses that operate in multiple countries whereas it has also some loopholes that the consequences are faced by the organisation.
“To provide recommendations about the strategies which can help international businesses to overcome issues of applying multilevel models”	“Brahim Herbane”	2019	“Entrepreneurship & Regional development”	This study has provided information regarding the strategies that can be used by different organisation to mitigate the problems faced by the organisation.

Table no.10: Thematic table

(Source: Created by the researcher)

