

A Survey on Facilitator Factors and Barriers for Development of Export Market-Oriented (EMO) Behavior in Export Manufacturing Companies in East Azerbaijan (Iran)

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Abstract

To improve their business performance and acquire competitive advantage in marketing field, trading enterprises have to inevitably take market-oriented behavior. As the most frequent technique for entering into international markets, success in exportation requires a comprehensive knowledge about predictor variables of Export Market-oriented (EMO) Behavior where the past studies have indicated that some variables differed from marketing domestic setting. Nevertheless, little attention was paid to identifying these factors at international arena. Thus, by adoption of EMO behavior antecedent model in this study, it has been tried for demonstration of such factors so they led to facilitation of using EMO behavior or in some cases, to create barriers against it. The used data for testing research hypotheses were collected from the questionnaire that was given to 68 export manufacturing companies in Eastern Azerbaijan Province (Iran). The results from the multiple regression showed that variables of exportation experience and export coordination had the greatest positive effect on taking EMO behavior while export formalization have negatively and significantly affected EMO behavior under some export unstable environmental conditions as well. Variables of EMO reward system and their focus on market orientation and environment turbulence played no predictive role in this model. Eventually, it is expected that due to cultural differences among nations' businesses, the unprecedented results and outcome highly vary.

Keywords: Export Market-oriented (EMO) Behavior, Exportation Structures, Export Systems, Export Development Indicators, Export Environmental Turbulence

Introduction

Coincided with increasing desire toward world open economy and by focus on enhancement and improving of national economic faults, international trading became highly important both of national aspect and for private enterprises. For this reason, exports are purposed as the most frequent state for entering into international commerce field so it drew attention of many researchers (Leonido, 1995). Most of researchers have focused their attention on success factors in exportation performance (Abhay and Slater, 1989; Zav and Stan, 1998).

The technique, which one may call it as success factor in exportation affair, is taking market-oriented. During two recent decades, several extensive studies have been carried out by emphasis on these concepts. Empirical evidence showed that market-oriented behaviors and market-oriented culture are some of the important factors in determining the performance of enterprises and their long run success.

Market-orientation is a concept that has been stemmed in theory of marketing and it is used for marketing concept. At first place, market-oriented enterprises emphasize on competitiveness by identifying customers' requirements and supply of better and more different products to them than their competitors. Enterprises with high level of market-orientation mainly focus their attention on

creation of preferred value for customer and improvement of organizational performance by this technique. Organizational culture efficiency that was created by market orientation effects, which causes increased value for customers and leading business to prosperity, signifies necessity of taking such behavior. Thus, trading companies should try to improve their own market-oriented behavior.

Despite of the resultant advancements in the field of market orientated behavior; exporters have not yet obtained too satisfactory outcomes of it. So far, no absolute reason has been obtained, which shows the effectiveness of repeating of market-oriented behavior invariably exerted by exportation activities in domestic market. Researchers stated some remarks about difference of market-oriented level of a Strategic Business Unit (SBU) from other units and measured market orientation by SBU level criterion (Plundran et al, 2000; Narver and Slater, 1990). The existing difference in market orientation level within domestic and exportation affairs is stemmed in this topic. The majority of enterprises are failed in export markets through the path of execution of their own marketing plan; and reason for failure in implementation of such plans in export markets is not varied and adjusted by foreign market field.

The conducted extensive studies in the field of market-oriented behavior reflect its undeniable impact on performance of corporations. According to these studies, one may imply that taking market-oriented behavior is necessary for improvement of performance in exportation companies. Many conducted surveys in the field of exportation affairs are concluded in that market oriented activities in export markets at enterprises are completely related to their performance levels (AQL and Eckhart, 2003; Cadogan et al, 2002). In such circumstances, it is quite obvious that managers of exporting enterprises will be able to provide some conditions which lead to development of Export Market Oriented (EMO) Behavior and or to acquire more commercial profit when barriers encountered in some occasions. Nevertheless, few studies are conducted rarely concerning to predicator factors for such behavior with exportation content and often market oriented predication studies are more commonly carried out in non- exportation fields (Chelario, 2002).

It should be noted that nature of effective variables on EMO behaviors differs from the purposed variables in market-oriented topics in domestic markets. The results from the conducted surveys on the field of market-oriented behavior are in such a way that the resultant outcomes in these studies may not be generalized to the affairs in exporting corporations in the field of market-oriented behavior. For this reason, it should be tried to recognize those variables which affect on behavior of market-oriented exports and at the same time due to their nature in prediction models of enterprises' market-oriented behavior, no attention was paid to it in domestic markets. Thus, to obtain a comprehensive concept from prediction variables of EMO behavior, it should deal with the factors, which facilitate taking EMO behavior in enterprises and or in some cases they may hinder taking such behavior (Cadogan et al, 2001).

With respect to composition of background theoretical structure of market-oriented behavior, it could be said that such structure lacks exportation content and it is adopted based on domestic markets. It is difficult to make sure that the purposed factors have similar effect in facilitation of market oriented behavior at domestic levels or hinders them at exportation level. In fact, facilitator factors for domestic market-oriented behavior does not necessarily play role in facilitation of market orientation of exporting affairs. As a result, conceptualization of market orientation background for exportation affairs may require avoidance from unreasonable generalizations in solely domestic factors.

By study on exclusive background of market oriented behavior in exportation affairs, we may encounter some new factors in Theory of Antecedents, which show no impact of themselves on

domestic market-oriented behavior model and due to their specific nature while they affect on exportation affairs remarkably.

With respect to this fact that market-oriented requires commitment to sources and acquiring of benefits which may be preferred on their costs and by considering the complexity, cost- and time-consuming nature of development and preserving of market-oriented behavior, the active enterprises in exportation field may often reject taking such behavior.

For this reason, with respect to the necessity of taking EMO behavior and non-responsiveness nature of the existing market-oriented theoretical models in exportation field, facilitator factors for EMO behavior and the barriers against taking such behaviors have been explored.

Thus, with respect to this fact that no regular and empirical studies have been conducted for achieving more deeply comprehension about these variables in exportation field, particularly in Eastern Azerbaijan Province environment and by considering the existing lack of studies in this regard and knowing the importance of taking market oriented behavior by exporting corporations, in the present study, we intend to investigate the effects of structural factors in exports organization, exportation systems, exports development indicators and exportation setting on taking market oriented exportation behavior.

Literature Review

Market orientation is one of the aspects of organizational culture, in which the personnel attach the greatest value for corporative profitability and maintenance of customer by creation preferred value. Market orientation is a behavioral norm that has been spread throughout the organization and by creation of innovation in responsiveness ad meeting current and future requirement for market and customer.

Market-oriented enterprises possess competitive advantage in rapidly meeting the market and customers' needs; and at the same time they act effectively in response to market opportunities and threats. Panigirakis and Theodoridis (2007) stated that during 1990s, among other the related terms to marketing, market-oriented has drawn more attention since as a corporative ability for learning about customers, competitors and environmental factors, market orientation has been constantly and potentially defined inside the existing markets as well. In market orientation, value- orientation means that it makes the organization ready to encounter against business new conditions and it could acquire the needed information from the market and be prepared to meet market's requirements. Such kind of market-oriented culture is purposed as a competitive privilege for the organization if it could not be imitated and at the same time it would be rare and valuable (Slater, 2001).

Since 1950s, market orientation literature is divided into three separate investigatory periods and with different subjects. Literature of the first period has to do with marketing concepts (McNamara, 1972). The second period was laid on foundation of ideas from marketing and introduction of market-oriented specified concepts (Jaworski and Kohli, 1993). Third period has focused on making valid structures for market orientation and composition of such structures with other created marketing relationships (Fisk, 1990). Similarly, at this period, we are faced with combined market-oriented structures with other organizational structures (e.g. Theory of Learning) and acceptance of them by greater businesses and with managerial content.

During the previous years, many scientific efforts were made concerning to market-oriented, which may be divided into five following groups. Certainly, in marketing literature, market orientation possesses a special status; however, its empirical tests were faced by several problems

while a kind of diffusion (dissemination) may be observed among its tested models so this has caused creating restriction in market orientation.

- 1- Shapiro and Glaser's decision-making process perspective;
- 2- Jaworski and Kohli's market intelligence perspective;
- 3- Narver and Slater's culture-based perspective;
- 4- Ruekert's strategic marketing perspective; and
- 5- Deshpande's customer-oriented perspective

Despite of trying to achieve a comprehensive approach, several attitudes were purposed to interpret this concept. Lafferty et al (2001) have tried to achieve combined approach by integration of common components of five aforesaid perspectives. They introduce four agreed general areas in the studied perspectives as follows: Focus on customer, importance of the shared (information), coordination among activities and communications in marketing, and responsiveness to market activities by taking appropriate measure. Although, combined perspective has more dimensions than its predecessors but it lacks the needed comprehensiveness.

It is worthy to note that among the aforementioned perspectives, two have been the bases for many studies on market orientation and purpose a theoretical infrastructure for others. These two approaches are Narver and Slater's culture- based and Jaworski and Kohli's market intelligence perspectives, which possess behavioral approach (Panigirakis and Theodoridis, 2007). Attitudes of each of these researchers have been followed by some critiques; including Lado (1998) has believed that Kohli and Jaworski ignored the interfunctional conflict and competitors' role.

Nevertheless, these two studies are similar to each other in some aspects. Harris et al (1999) have suggested that these two studies are like each other in 4 cases. First, both deem customers and competitors' knowledge and information and interfunctional coordination (in market) as market orientation focus. Secondly, both of these perspectives identify nature of market orientation as an inclusion form not in separated dimensions; and thirdly they observe and consider market orientation at the level of a trading unit. Lastly and first of all, both may be classified into behavioral form. In fact, both signify that market orientation depends on managerial behavioral. Thus, despite of the existing difference in title of these components, one may conclude that competitor- orientation and customer orientation in Narver and Slater's perspective are identical as combination of dissemination and generating of intelligence by Kohli and Jaworski. Also, component of interfunctional coordination in Narver and Slater's perspective and responsiveness component in Kohli and Jaworski's denote the ability for taking measure on the collected and distributed information (Lancaster, 2004). The common characteristic among both conceptualizations is in that market orientation is based on behavioral concept (AQL & Eckhart, 2003).

Export Market Oriented (EMO) Behavior

In 1996, Diamantopoulos and Cadogan expressed market oriented structure by international content. In general, the conducted market orientation for enterprises has been explained and interpreted for all organizational levels. Amid this trend, Narver and Slater (1990) and Polianderan et al (2000) expressed other aspects where market orientation may vary ranging from a SBU to other unit; therefore, market orientation is measured by SBU scale at the organizational level. One reaction to the various changes is to considering SBU structure. According to Cutler, any SBU possesses three characteristics: (1) it is a business or group of the related businesses, which be planned and separated from other enterprises; (2) it has specific competitors; and (3) its management may control over many effective factors in profitability. SBUs should determine their strategic planning goals and allocate the needed sources for implementation and realization of such

objectives. Headquarters and central head offices will play the role of revision in strategic planning goals, decision making about development, maintenance, reduction, and dissolution of them.

Consequently, several studies have been carried out concerning to market orientation in organizations within performance various plans (Cadogan et al, 1999), at different applied levels (e.g. Zaploski, 2000), and among all personnel at all units, SBUs and hierarchical levels of an organization (Bartoleus, 2000).

The conducted researches on exportation marketing context have shown that enterprises may reflect market orientation at different levels in their own domestic and exportation affairs. As it stated by Holey and Neukom (1983), "Perhaps the most frequent finding from corporative exportation performance is in that many enterprises are failed in their path toward exportation marketing strategy and this due to this fact that they implement their domestic market orientation plans in foreign market without exertion of any changes. As a result, management may be slowly adapted to market orientation in corporative foreign affairs and also set up the researching affairs about foreign markets with postponement". Similarly, Cadogan et al (2002) and Rose and Shoham (2002) have supported the existing possible difference at corporative market orientation levels in domestic and exportation marketing activities through the enterprises. Moreover, the evidence has indicated that the assumption of utility and appropriateness of one-level market orientation may not be secure in the corporation. In EMO conceptualization, the suggested perspective by Cadogan and Diamantopoulos (1995) will be pursued. Their approaches have been created based on integration of two predominated market orientation perspectives [Jaworski and Kohli's market intelligence and Narver and Slater's culture-based perspectives] and they have indicated that they could be adopted in exportation context. In this perspective, EMO behavior has been necessarily constructed based on duration of behavioral triple components (export market intelligence, Export Market Intelligence Dissemination and Export Market Responsiveness); a integrated dimension (coordination mechanism) suggested by Narver and Slater that has been added to it. Behavioral components may integrate the general relevant various activities with generation, diffusion (dissemination) and responsiveness to export market intelligence and it is oriented in parallel with exportation customers and competitors and the effects on foreign market. Some of conducted activities may be reflected in coordination mechanism; that is coordination toward trying for generating preferred higher value (Narver and Slater, 1990) and organizational comprehensive responsiveness to market orientation activities (Kohli and Jaworski, 1990) and by being confident of this fact that market orientation activities have the needed efficiency and effectiveness (Cadogan and Diamantopoulos, 1995).

The aforementioned EMO behavior conceptualization indicates that the main nature of this structure may not vary by results from variations, which are exerted (Dajik, 1994). Although, export environmental complexity (Miller, 1993), confidence (certainty) in increasing need to information (Balish and Dubinsky, 1995), and demonstrated relevant problems to accessibility, validity and quality of exports information (Douglass and Craig, 1983) are all those barriers to which the enterprise is faced with in development EMO behavior. Thus, in changing course of activities from domestic to exportation affairs, adjustment of the existing scales may not be often sufficed by internationalization only by their own specified concepts. The other cases will be required, which they extremely differ from the affairs in domestic markets (Cadogan and Diamantopoulos, 1995).

The relevant activities to EMO behavior concept are interpreted in detail as follows:

Generating export intelligence; includes those activities, which lead to produce of export market intelligence (for instance, export market studies and exportation aid) while focusing on export customers and competitors and it is related to environmental changes in exportation field.

Dissemination of export intelligence; comprises of the activities, which involve in sharing of export market intelligence (e.g. official sessions) while emphasizing on export customers and competitors and it is related to environmental changes in exportation field.

Responsiveness to export intelligence; consists of design and application of all responses to intelligence, which were generated and disseminated. Many responses are in the course of export customers and competitors while relating to environmental variations in exportation field.

Coordination mechanism includes those efforts which are made for generating customer higher value and giving response to market oriented activities at organizational level by making sure that market oriented activities possess the needed effectiveness and efficiency.

As a result, to achieve the given goal, we will adopt definition of EMO behavior cited from Cadogan et al (1999). Their definition has been purposed along with triple components of information oriented process. Generating of export market intelligence, dissemination of such intelligence and responsiveness activities are included in this integrated definition. EMO behavior main axis emphasizes on exportation customers in enterprises and foreign factors (e.g. exportation competition, international technological advancements, foreign legislation policies and other external environmental factors). Generation of export market intelligence includes all relevant activities for creation of information in exports market (e.g. exportation market studies). Dissemination filed of export intelligence comprises of all export and non-export activities for sharing in corporative export market intelligence. Responsiveness to market export intelligence and giving response to the occurred changes form in foreign and domestic environment (For example: product's standardization rate, foreign pricing policies, and export customers' services).

Market–Oriented Antecedents

The market-oriented antecedents are organizational factors, which may improve adoption of business philosophy purposed by marketing concept or hinder it. The resultant assessments from review of this literature and adding managerial specific approaches may express market orientation special preliminary as three- level hierarchical contexts as follows: Personal, Intergroup, and factors at organizational levels. Kohli and Jaworski have categorized these items into some other factors such as top-level management, intersectoral dynamics, and organizational systems (Kohli and Jaworski, 1990).

- Factors relating to top- level managers;
- Exports coordination (intersectoral dynamics)
- Organizational systems
- Market-oriented exportation systems
- Environmental moderating factors for market orientation- business performance relationship

One may say about market orientation that it has increased transparency of the given strategy and facilitated its perspective. It is not surprisingly that all interviewees have expressed market orientation as strengthening factor for organizational performance. Some favorable indices for business performance include Return of Investment (ROI), profit, sale rate, market share, and sale growth. The first report of results in this topic was purposed by Narver and Slater (1988).

The second item that could be stated is market orientation impact on organizational personnel. Such effects have not often been implied in studies. Many managers have referred that market orientation has some mental and social advantages. The common effort that is to be made is for achieving a common goal for giving services to customer(s), which may create sense of attachment and pride among organizational personnel. Realization of such objective will be possible

by active participation of personnel in organizational affairs and this leads to reaching to higher level of job satisfaction and commitment to organization. In management literature, adjustment of participation and loyalty spirit has been purposed and it is very similar to intergroup structure presented by Zeithamel et al (1988) with service marketing content while it may be included in results of positive approach toward market orientation.

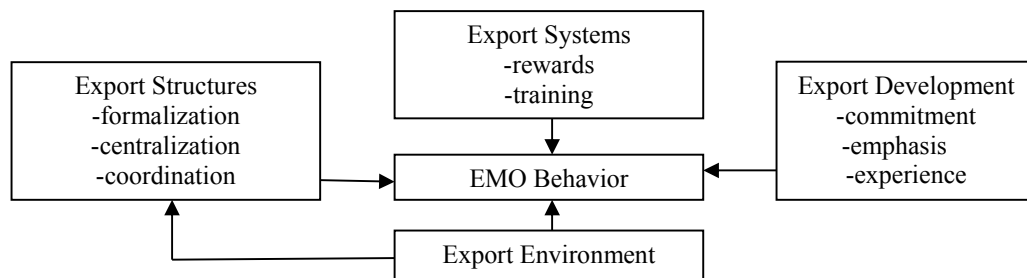
Third series of market orientation results corresponds to customers' attitude and behavior. The accurately implementation of market orientation principles may lead to customers' satisfaction. This idea was well expressed in statement by Cutler (1988) that market orientation may lead to customer's satisfaction and repurchase by him or her.

In one of the latest researches conducted by Cadogan et al (2009), EMO behavior and export performance was studied under the impact of moderating variables, and market dynamics degrees and internationalization. U- Shaped inverse relationship has been derived from developing of theory of market orientation and relation with its performance. Higher levels in market orientation may lead to reduction of performance; they concluded to the result that managers' tasks should not be based on compulsory increase in market orientation at all levels, but it should be based on management of market orientation rate in order to achieve optimal level in facing with the environment and types of internationally pursuing strategies.

In the field of domestic studies, most of researches have been often conducted in internal area and this behavior was less considered in international arena. As the most comprehensive surveys in this field, we may refer to studied carried out by Haghghi and Ataee (2010) that was intended to measurement the rate of acquisition to exports market information and review the effect of adoption of such information in decision making for exports and also a survey that was conducted by Doaee and Hosseini Rebat (2010), which was aimed at exploration into potential impact of exporters' market orientation on their international relations.

Research Conceptual Model

After study on theoretical foundations and subject history which were expressed in domestic and foreign literature in previous chapter, some issues were purposed including factors of export organizational structure along with export variables of formality, focus and coordination, export systems with variables of reward system and training market oriented export, exports development with variables of commitment to exports, emphasis on market-oriented exports and exportation experience as well as exportation environmental factors along with variables of competitive and technological environment turbulence, as effective factors on facilitation and or hindrance nature in development of EMO behavior. Environmental variables were characterized as moderating variables in relationship between export structure factor and EMO behavior. Research dependent variable is also adoption of EMO behavior. With respect to the above explanations, study conceptual model is drawn as followings.



Model of antecedents to EMO behavior

Research Hypotheses

In the course of study goals and for review of relationship among the studied variables, research hypotheses are purposed as follows.

1- a) There is a positive relationship between exportation formalization with EMO behavior under environmental stable conditions while it relation will be negative in unstable environmental conditions.

b) Under stable environmental conditions, export making decision centralization is positively related to EMO behavior and this relation will be negative if environmental conditions are unstable.

c) Corporative exports coordination is positively related to EMO behavior.

d) Lack of certainty in exportation environment establishes a positive and stronger relationship among exportation coordination and levels of EMO behavior.

2- a) There is a positive relationship between market orientation reward systems and EMO behavior.

b) There is a positive relationship among training system of market-oriented exports and EMO behavior.

3- a) Management commitment to exports is positively related to EMO behavior.

b) There is a positive relationship among management emphasis and EMO behavior.

c) Exportation experience is positively related to EMO behavior.

4- There is a positive relationship between lack of certainty in exportation environment and EMO behavior.

Methodology

The present study is of survey type in terms of methodology in group of descriptive researches. The statistical population in the present study includes exporter manufacturing companies in Eastern Azerbaijan Province (Iran). According to the obtained information from provincial mines and industries organization, up to October 2013, total number of provincial manufacturers comprises of 8794 companies. Meanwhile, given that there was no comprehensive list of provincial manufacturing exporters so that to find quantity of statistical population, this number was identified by simple sampling method; thus, about 945 exporting manufacturer companies currently act in this province. With respect to quality nature of the studied variables and absolutely acceptance of some rate for error margin at the sampling by the researcher, Kukran formula has been used to determine appropriate sample size. With respect to the conducted computations, the appropriate sample size will be 87 companies for this study.

To gather data, surveying study was deemed as more appropriate method. In the present research, surveying study was intended to explain and interpret statistical variance of the definite indicators of relationships among EMO behavior, facilitator factors and or its barriers in exporters at Eastern Azerbaijan Province. A review of methodology in the previous studies may also show the appropriateness of adopting surveying study since it is aimed at achieving quantitative data from sample companies in respect of such relations. To carry out librarian studies, by reference to literature of case study of subject and research history, some of written information about this subject was used including marketing specialized books, the written essays and conducted researches inside the country and abroad.

To give answers to questions in questionnaire of target survey, researcher made contact to exports marketing manager, marketing director, Chief Executive Official (CEO) or any other person, who was acquainted with corporative exportation affairs. Finally, a questionnaire was designed with 47 questions about the variables under study (Likert 5- point scale). The first part of this

questionnaire was allocated to measurement of EMO behavior level. 5 questions were considered to measure generation of exports market intelligence, 5 questions to measure dissemination of intelligence, and 4 questions to evaluate exports market responsiveness. At second part, we dealt with measurement of facilitator factors and barriers for development of EMO behavior. Exportation structure factor includes variables of exportation formality and focus where each of them has 3 questions while variable exports coordination has 4 questions. The second factor is exportation systems along with variables of reward systems of market-oriented exports and training systems of market oriented exports where each of them has 3 questions for measurement. Third factor denotes exportation development indicators along with variables of leaders' commitment to exports, leaders' emphasis on market oriented exports and exportation experience where they were measured by 4, 3, and 4 questions, respectively. At the end, variable of exports environmental factor has been considered. Variables of this factor comprise of competitive turbulence in corporative exportation markets and technological turbulence corporative exportation markets where each of them was evaluated by 3 questions.

In the current study, data processing is done by application of SPSS 19 software at three levels: 1) one-variable analyses; 2) two- variable analyses; and 3) multivariate analyses. At first part, central tendency and dispersion of mean and standard deviation are calculated respectively for creation of an overall image from research variables in the studied population. Then, to conduct two-variable analyses, with respect to type of research variables, which are all of multiple value ranked kinds, Spearman's (rank) correlation test is used. Finally, also for third part and conducting multivariate analyses, stepwise regression is adopted for review causal relations among independent and dependent variables as well as overall validity measurement in the studied model.

Results

In this section, the results of conducted statistical analyses on the collected data from population are studied. In this course, Table-1 shows the results of analyses of descriptive statistics.

The results of Spearman's correlation test about variables Pairwise relations are given in Table-2. Level of certainty is 95% in this test.

Table1: Results of statistical analysis

Variable	Statistic	Average	SD
Export Formulization		3/48	0/64
Export Centralization		4/2	0/94
Export Coordination		3/74	0/81
Export Training system		3/22	0/94
Export Reward system		3/71	0/84
Commitment to Exporting		4/29	0/70
Emphasis on export MO		4/12	0/74
Export Experience		3/75	0/76
Export Environment Turbulence		4/06	0/64
EMO behavior		3/9	0/43

As it identified in Table-2, except for 4 items, Pairwise relationships among variable are verified. Thus, this shows validity of the selected variables for case study.

Table 2: Spearman correlation test results

Variable i	Variable j	EMO Behavior
Export Formulization		Confirmed negative relation (r=-0/269)
Export Centralization		Failure to confirm the relation
Export Coordination		Confirmed positive relation (r=0/46)
Export Reward system		Failure to confirm the relation
Export Training system		Confirmed positive relation (r=0/391)
Commitment to Exporting		Confirmed positive relation (r=0/419)
Emphasis on export MO		Failure to confirm the relation
Export Experience		Confirmed positive relation (r=0/458)
Export Environment Turbulence		Failure to confirm the relation

With respect to the obtained results from the previous sections, we intend to show that given those effects of variable exportation environment turbulence control, to what extent the relationship among the incorporated variables will be changed in organizational structure factor and EMO behavior. Results of this test are given in Table-3.

Table 3: The result of partial correlation

Independent variables		Export Formulization	Export Centralization	Export Coordination
EMO Behavior	Correlation coefficient	-0/244	-0/336	0/427
	Sig	0/047	0/005	0/000
	Control variable	Export market turbulence		

The obtained results indicate that by controlling variable of exportation environment turbulence, the relationship of all variables of exportation structure factor may become significant while before control of the given variable, the relationship between variable exportation focus and EMO behavior was insignificant. The point that should be noted is that severity of correlation exists among variables of exportation formality and exports coordination, which is controlled by variable exportation environment turbulence, has been reduced up to little level.

To test hypotheses in the present study, regression analysis has been carried out so that their results are given Table-4.

Table 4: The regression coefficients

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	sig	VIF
	B	SD	Beta			
(Constant)	24.062	5.303		6.423	0.000	
Export Formulization	-0.748	0.307	-0.244	-2.441	0.018	1.036
Export Coordination	0.422	0.197	0.237	2.197	0.032	1.212
Export Training system	0.158	0.264	0.066	0.597	0.553	1.292
Commitment to Exporting	0.43	0.239	0.205	1.799	0.077	1.351
Export Experience	0.608	0.216	0.313	1.795	0.000	1.284

With respect to Table-4 and based on Beta coefficients and the computed Eigen values, 3 out of 10 hypotheses, which express positive relationship among independent variable(s), are

verified. In other words, variables of “Exportation Experience, Exportation Formality, and Exports Coordination” are significantly related to “EMO behavior”. It is because of the fact that the calculated Beta coefficients have positive sign for them and the correspondent Eigen values are lesser than 0.05 ($p > 0.05$). The computed values for Variance Inflation Factor (VIF) also reject the existing problem of multicollinearity among independent variables since this figure is lesser than 2 for each of variables.

Conclusion and Suggestions

The current study was conducted by aiming at review of the effective factors on taking market-oriented behavior in texture of exporter manufacturing companies in Eastern Azerbaijan Province. The major findings of this study verify some of the assumed relationships among the survey variables. In this course, and with respect to regression test, it is identified that among independent variables, in this research, variables of exportation experience and exports coordination have the strongest positive relation with EMO behavior while exportation formality has the greatest negative relationship with these variables.

By a review over previous studies, it seems that there is a considerable difference between results of previous reported results from the reported findings from exporter enterprises in Eastern Azerbaijan Province. Regardless of rate of environmental instability, the existing formality in exporting units structure had an efficient impact than other studied factors while in enterprises at Hong Kong, this factor not only had not a positive impact but also it has led to an interactive positive effect, whereas like in Finland and New Zealand, this relationship is negative in Eastern Azerbaijan Province. The managerial application of such results may be in that slightly decentralization in decision making process may have a positive impact on behavior of the studied enterprises. It is worthy to note that by making environment more turbulent, such decentralization should be increased further while it is observed a negative relationship among two variables of exportation focus and EMO behavior.

One may also describe these findings by using the norms formed among the people in Eastern Azerbaijan Province. In contrast to Hong Kong, which more tends to centralized decision-making in organization and the personnel are also habituated to this condition, intra-organizational and social activities and expectations of personnel noticeably differ from them in enterprises at Eastern Azerbaijan Province. Results show that adoption of centralization process may limit EMO behavior. As a result, it is suggested in these conditions to make decentralized decisions under the environmental uncertain conditions.

We may find that those variables which have been necessary in determination of EMO behavior among exporters at western countries had not the similar effect in Hong Kong. Despite of this fact and according to studies in Europe and New Zealand, it has been suggested to companies to develop exportation market-oriented rewards and their training systems and employ those managers who show their commitment to exports and operate exportation by focus on importance of EMO behavior. While these findings have not been demonstrated in Hong Kong, so in such condition, no one may impose confidently cost for design of reward systems of market-oriented exports to the given companies. By using of participants' remarks, one may not comment about variable of focus on market orientation by managers.

The results from variables of exports coordination and exportation experience are of those items, which may have positive and important effect on EMO behavior like many previous studies. These variables may be controlled by the enterprises, especially about the exportation experience

that is acquired over the time and or developed systematically. Also export coordination may be upgraded by accurately management of interfunctional interactions among units.

With respect to study results, the following points are suggested to managers of manufacturing enterprises:

1) The previous studies have shown that those companies which act further market-oriented in their exportation affairs, they will be successful more in this field. Thus, exportation managers should try for raising the level of their EMO behavior. In a prospective study, development and business are aimed at acquiring a deeply insight into the presented models for EMO behavior. The present study was ended while it could determine the key factor to identify rate of EMO behavior.

2) Export coordination represents the enhancing ability of an organization in acquiring the diffusion and responsiveness capabilities for exportation market intelligence. It is perfectly clear that if any enterprise decides to upgrade market orientation level in exportation affair, then it should convert the exports into some part of organizational norms and standards. For this purpose, some qualitative factors, including common values, common ideas, confidence toward goals, reduction of performance conflicts and guaranteed relations, are those cases, which the given corporation has to inevitably enhance its instinctive capacity for leading EMO behavior at those conditions.

3) Concerning to effect of formality and focus on market orientation, some evidences have been also obtained in parallel with supporting from such impact. Nature of the revealed relationship depends on exportation environment variations; as a result, application of them may be as followings: (1) Formalized exportation systems along a lot of changes which govern on market and customers' preferences promptly vary so it seems difficult to predict them and at the same time they are less correspondent with this condition. (2) Formality may be appropriate in those environments where the activities are done at the higher level of avoidance from lack of confidence as well as in environmental stable conditions. Similarly, one may infer from these findings that: (1) Centralization (focus) on decision making is not appropriate under the above environmental conditions and changes, (2) By considering environmental turbulent conditions, in those enterprises which have the same cultural characteristics like in Eastern Azerbaijan Provinces, focus may have determinant impact on EMO behavior.

4) Top- level managers play undeniable role in facilitation of EMO behavior inside the enterprise. Consequently, these managers are ones, who could select exportation as a technique for competition in the market. Instead of mere slogans (lip service) about importance of exportation affairs, managers should reflect their practical commitment to involve in corporative exportation affairs through investment on exportation sources and expansion of exportation activities. At the same time, managers are required to draw their personnel's attention toward this subject by emphasis on market orientated exportation rather than adding exportation competitive aspect. Without managerial emphasis and with respect to variable requirements of foreign customers, success is seemed unbearable in the selected foreign market.

5) The open advantages of training of market-oriented exports in providing the individuals with perfect comprehension of the relevant practical requirements to successful exportation activities, the increased value for exportation customer is revealed from personnel's view and through emphasis on foreign and exportation competitors. By designing of training plans, one may contribute to reducing of the limited world- view and nearsighted approach toward exportation marketing.

6) Eventually, these are exportation experiences, which play very important and key role in enabling an enterprise to reflect EMO behavior itself. Today, the important and vital challenge for managers is to move into a path where they could create a setting thereby to train and maintain the

personnel, who possess the sufficient skill in exportation field and obtain a comprehensive knowledge about foreign market. However, adoption of training and exercise plans may also be useful. At the same time, organizations may also increase experience in exportation field by improvement of various processes of organizational learning; for example, by implementation of some inspections over successful and failed exportation partnerships or through development of databases of export-related customers and rules and regulations for foreign markets for using by current and future personnel; enterprises may both upgrade corporative memory and increase rate of learning.

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