



**DETERMINANTS OF EXPORT PERFORMANCE:
THE CASE OF SESAME SECTOR IN TIGRAY MULTIPURPOSE
MARKETING FEDERATION COOPERATIVE**

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DEPARTMENT OF MARKETING MANAGEMENT**

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DECLARATION

I, the signer, declare that this thesis is my original work, prepared under the guidance of Temesgen Belayneh (Ph.D.), my advisor. All sources of the materials used for the thesis have been acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher education institution for the purpose of any academic qualification.

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Signature & Date

Letter of Certification

Here is to certify that Alganesh Weldu Teklu has carried out her research work on the topic titled as “**Determinants of Export performance The Case of Sesame Sector IN Tigray Multipurpose Marketing Federation Cooperative.**” The work is original in nature and is suitable for submission for the award of Masters Degree in Marketing Management.

Advisor: _____

Signature: _____

Date: _____

DEDICATION

I dedicate this thesis manuscript to **my Husband, Kinfe Tesfay** and **my kids;**
Kal-kidan Kinfe and Eyobel Kinfe for their unconditional love and dedicated
partnership in the success of my life.

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First and for most, I would like to extend my deeper gratitude to my advisor Dr. Temesgen Belayneh for his excellent suggestions to accomplish this thesis.

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Above all, I extend my special thanks to the **Almighty God** for everything of merits is due to his kindness.

ACRONYMS

EMS - Export Marketing Strategy

EP - Export Performance

EPOSPEA- Ethiopian Pulses, Oilseeds, and Spices Processors
Exporters Association

FAPDA- Food and Agricultural Policy Decision analysis

FC - Firm characteristics

MA - Management Attitude

MOT- Minister of Trade Ethiopia

NBE- National Bank of Ethiopia

RBV - Resource Based Theory

TMMFC- Tigray Multipurpose Marketing Federation Cooperative

ABSTRACT

This study was prompted after observing the problem of sesame seed export in Ethiopia farmers' cooperative the last 5 years. This fact was strengthened by the overall fall in exports in Ethiopia to other neighboring countries and the low engagement in global trade by Sub-Saharan Africa countries despite the beginning of globalizations and regional economic integration and corporation. The objectives of this study therefore were to: Determine the relationship between firm characteristics and export performance, determine the relationship between management attitude and export performance and determine the relationship between export marketing strategy and export performance. To achieve the above objectives, a quantitative correlation research design was used to execute the study. A sample of 149 unions was taken from the population and then sampling purposively. Data was collected using a well pre-tested questionnaire and analyzed using statistical package for social scientists (SPSS). The study demonstrated that indeed firm characteristics, management attitudes are significant at, $P < 0.05$ and they are key determinants of export performance among sesame producers & exporters in Tigray Multipurpose Marketing Federation Cooperative . This was confirmed by R^2 of 50.7%. Therefore ,Management of sesame exporting unions should consider putting in place strategies to address aspects of firm characteristics, management attitudes and export performance in order to win in the international market.

Keywords – *Export marketing strategy, firm characteristics, management attitude, export performance and TMMF*

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Nowadays international marketing gets more focus among other market actors. Either the companies, customers or the country's economy. This can be defined by reduced limitations and more free relations between nations offering to free commercial exchange. (Albaum and Duerr,2008) To become successful in the international market demands additional experience and knowledge in marketing strategies are needed. A firm, connected with global market, should be aware of many aspects of the applications, only knowing the basic principles of marketing is not enough. To every foreign market, these rules shall be adjusted and applied by considering the local context. (Czinkota and Ronkainen, 2010)

Exporting performs a vital role in the world economy and has benefits for the firms and the countries economy growth. Exporting is a core strategy for ensuring company's survival and growth, and the firms may achieve a competitive advantage in international markets. In many developed countries, export has been serving as the primary driver for economic growth offsetting the need of finance to imports. Though, given the limited size of the domestic markets, expanding the export capacity and increasing the competitiveness is vital for rapid growth and development (Navarro et al., 2009).

Ethiopia's major exports include coffee, oil seeds, gold, chat, flowers, pulses, and live animals. Sesame seed is the leading export next to coffee. There are a large number of sesame seed varieties existed In Ethiopia. The varieties of origin are well known from Humera and Wellega. Indeed, the Humera variety is appreciated worldwide for its color, odor and taste. It has quite large good and uniform white seeds. It makes the variety very suitable for bakery products. Based on the above data, noticeably sesame is one of the significant and economically important commodity crop produced and exported.(EPOSPEA, Annual report, 2014)

Table 1: - Top 5 Global Exporters of Sesame Seeds

Country	2013-14	2012/13	world Share (%)
India	257,000	299,000	18.65
Ethiopia	185,000	226,000	13.43
Nigeria	155,000	136,000	11.25
Sudan	160,000	184,000	11.61
Tanzania	80,000	109,000	5.81
Other	541,000	468,000	39.26
Total	1,378,000	1,422,000	100

Source: Minster of Trade Ethiopia (2015)

Sesame Export market in Ethiopia decrease in 2015 G.C, according to the Ministry of Trade(MoT), in 2015 G.C exportation marks a USD 227 million (or 24.3 percent) revenue drop. The decline in revenue caused by an excess of sesame supply and lowering prices in the global market, in addition to poor local sesame quality resulting from unfavorable climate, hoarding of seeds by the farmers and a limited number of export destination places.

Table 2: Top 5 Global Importers of Sesame Seed

Country	2013-14	2012-13	Share (%)
China	410000	443000	29.41
Japan	148000	152000	10.62
Turkey	100000	103000	7.17
Korea	82000	76000	5.88
Vietnam	65000	32000	4.66
Others	589000	614000	42.25
Total	1394000	1420000	100.00

Source: Minster of Trade Ethiopia (2015)

China, the world's largest importer country of sesame products and buyer of the 64.5 percent of Ethiopia's sesame seed export. Decreased the import of Ethiopian sesame, having met its demand through imports from India and local production.(MoT,2015)

According to National Bank of Ethiopia, Total merchandise export decreased by 6.2 and 11.3 percentage compared with the same period in last year.The preceding quarter, respectively and it amounted to USD 639.2 million. The quarter -on- quarter decline in export industry was ascribed to the fall in export earnings from oilseeds (10.0 percent), khat (1.3 percent), gold (45.3 percent), pulses(2.9 percent), leather and leather products (14.3percent), live animals (30.6 percent) due to lower volume, international price or both.(NBE, second quarter 2014/15)

Several factors can affect the export company performance, whether it will be a successful result or there are some hinders for that. Many types of research have been made to reveal what factors contribute to export success or hinder it, in other words, what factors can be determined as barriers. It is quite obvious to suppose that different companies accommodate resources in various proportions.

Zou and Stan (1998) in their review of factors, affecting export performance, distinguish internal and external factors. They explain such distribution by two theoretical approaches. The internal factors can be explained by the resource-based theory and the second ones by industrial organization theory. Zou and Stan (1998) divide the internal factors into controllable and uncontrollable, but the external are just uncontrollable, still, they point out that such distribution does not have any theoretical support (in comparison with theoretical approaches for a distinction between internal and external factors).

According to some reports inadequate international market knowledge, weak entrepreneurial skills, limited access to finance and restricted access to production as some of the key constraints to export performance among the exporting firms.

In Ethiopia Farmer Cooperative performance was compromised by the absence of well-defined and regularly observed procedures. To strengthen and implement new strategies, and by inadequate or inappropriate management skills. The management obstacles may diminish if the government facilitators had a clear exit plan from the time. The organization is established as

this would focus their attention on the important task of empowering small farmers to conduct business.

Therefore, this study conducted to investigate determinants of export performance in sesame producer sector in Tigray Cooperative Federation. And which export marketing strategies are contributing a vital role for their high export performance would be the primary concern of this study.

1.2 Background of the Cooperative

Tigray Multipurpose Marketing Federation Cooperatives Ltd (TMMFC Ltd), is the apex body of Cooperatives operating in Tigray National Regional State. It established in October 2009 by twenty-nine voluntary members Cooperative Unions (owned by 382 different kinds of primary cooperatives which are serving more than 552,339 households of the region). The initial capital was of Birr 8.6 million and legally registered as Cooperative Federation on November 06, 2009. The federation has 680 affiliated primary cooperatives consisting more than 600,000 individual farmer members and 21 commercial farmers with the aim of improving the well-being of its members through diversifying and expansion of its market position. Since its establishment, TMMFC has engaged in input-output marketing to support the rural people to boost their production and improve their livelihood. (TMMFC annual report 2013/14).

TMMFC is playing its role in importation and distribution of agricultural inputs such as fertilizer, improved seeds, vegetable seeds, chemicals, farm tools, different technologies, etc... Above and beyond, it also occupied in the output market to assist the farmers in getting reasonable value to their produce. On this regard, TMMFC played a paramount role in marketing different farm products, particularly in the sesame value chain, by exporting nearly 40,000 MTs in the last five years. Apart from the mentioned activities, TMMFC as part of its developmental function is engaged in building the capacity of member cooperatives for sustained program implementation and empowering the farmer cooperatives as to achieve the desired objectives to make a difference.(TMMFC annual report 2013/2014).

As sesame is mainly an exportable product of commodity, this study is primarily focused on Determinants of export performance in the case of sesame sector in Tigray Multipurpose Marketing Federation Cooperative.

Therefore, this research examines the practice of sesame export market with a particular reference to TMMFC by considering the various experiences in the area.

1.3 Statement of the problem

As clearly noted in the *supra* background, In recent years sesame has become important export commodity next to coffee. This indicated that these days sesame is playing an important role in the diversification of export items. The key success for Tigray Marketing Federation Cooperative members is exporting quality products with a competent price of sesame to the world market.

As the government of Ethiopia gives more attention to the agriculture sector, many investors join the market and use the opportunities available; and they become successful. Taking this into consideration, Tigray National Regional State with the understanding of the importance of cooperative movement for the development of agriculture-based rural economy; particularly its contribution to the improvement of agricultural marketing and enhancing production and productivity, by pooling scattered resources of small-scale farmer, the government has taken the motive to establish, strengthen and assist cooperative development in the country and consider it as core strategic direction for attaining sustainable rural development.(TMMF Annual Report2003)

TMMFC members are one of the top sesame exporters in Ethiopia. However, the export performance of the federation members has becoming decreasing year to year due to various reasons or challenges as compared with the opportunities available.

Table 3: TMMFC export amount for sesame seed

Year(E.C)	Sesame seed type	Quantity (Ton)
2003	Humera whitish color	15000
2004	Humera whitish color	10000
2005	Humera whitish color	8000
2006	Humera whitish color	5000
2007	Humera whitish color	1500

Soruce: TMMFC annual report 2015 G.C

The pieces of evidence showed that the average exported amount in the first Five years were 15,000 MTs which decreases to 1,500 MTs which means almost 85% drops regarding quantity.

Therefore, why sesame export performance in Tigray Multipurpose Marketing Federation Cooperative members becoming decreased? Is the core issue in this research and the research will assert and address the situation.

It also performs weak firm characteristics, and poor management attitudes are contributing to low export performance as clearly noted in the supra background. It is also argued that the export marketing strategy might be small among the firms. The size of the companies involved and level of managerial skills the exporters seem to compound the problem.

Some studies are available in oilseeds export performance in Ethiopia. But there is no specific published research done related to determinants of export performance in sesame seed sector in Cooperative members. Hence, the researcher intended to investigate determinants of export performance in sesame sector in Cooperative members.

1.4 Research Question

The research focuses on providing answers to the following questions:-

1. What is the relationship between firm characteristics and export Performance?
2. What is the relationship between management attitudes and export Performance?
3. What is the relationship between export marketing strategy and export performance?

1.5 Objective of the Study

1.5.1 General Objectives of the Study

The general purpose of this study is to identify determinants that influence the export performance of sesame seed producers in TMMFC.

1.5.2 Specific Objectives of the Study

The study has the following specific objectives:-

1. To determine whether there is a significant correlation between firm characteristics and export performance.
2. To determine whether there is a significant relationship between management attitude and export performance.
3. To determine whether there is a significant relationship between export marketing strategy and export performance.

1.6 Scope of the Study

The theoretical, conceptual scope of this study is it only focuses on firm characteristics, management attitude and export marketing strategy. These have been identified as key factors influencing export performance. The geographical scope of the study for this research it only focuses on sesame seed sector in Tigray Region. This has chosen because sesames are the most important export cash crop in terms of sales value and volume.

1.7 Significance of the Study

The study contributes to identifying correctly the most significant determinants affecting export performance in sesame sectors and would have a contribution in filling the existing gap in the field of export market performance as an important component of the federation cooperative members.

The study is also a good source of literature for those interested in conducting similar research activities. The findings and conclusions from this study benefit to managers and policy makers to design appropriate export growth strategies and policies to regulate the sectors.

1.8 Limitation of the Study

The limitations of this research faced by the researcher are time, finance, distance constraints, unavailability of documents due to its confidentiality.

1.9 Organization of the Research

The thesis paper is divided into five chapters to provide clarity and coherence on the discussion of the determinants of export performance.

The first chapter of the study is discussing the background, problem statement, questions, and objectives and the scope of the study, significance and limitations.

The second chapter discussed in the existing theoretical and empirical studies relevant to the determinants of export performance., the researcher provided a synthesis of the whole chapter in relation to the study.

The third part of the study discussed the methods and procedures used in the study. This chapter comprised of the presentation of the utilized techniques for data collection and research methodology.

The fourth chapter is the discussion of the results of the study. The data Presented statistically used to uncover the relationship of the variable involved in the study. With this data, the chapter seeks to address the statement of the problem distinguished in the first chapter.

The last chapter is composed of the summary of significant findings, the conclusions of the study, and the recommendations. With these portions, the chapter addressed the problem stated in the initial chapters of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The goal of this chapter is to review different kinds of literature in the area of export performance. Therefore, this thesis focuses on theoretical concepts and empirical studies on determinants of export performance in cooperatives' sesame export marketing. The review of literature discusses models and frameworks relevant to the research works.

2.2 Theoretical Review

2.2.1 Determinants of export performance

2.2.1.1 Firm Characteristics

According to Cavusgil and Zou's(1994) investigation of American exporters found that a firm's international competence influence its export performance. Similarly, several studies have established a positive relation between firm size and export performance (e.g., Cavusgi and Naor, 1987; Christensen, da Rocha, and Gertner, 1987). According to Kaynak and Kuan(1993), as size and export volume increase, there is a gradual sequential change regarding export marketing attitudes, and therefore, a strong impact by export size on export sales.

Cavusgil and Naor (1987) found a positive relation between a firm size and its export activity. However, small firms can experience more difficulties in establishing on foreign markets, which can be explained by the fact that international involvement requires certain resources (both human and financial), which small firms does not always have in sufficient degree (Bonaccorsi, 1993). Research, conducted by Culpan (1989) shows as well that smaller companies are less successful in exporting, than medium-sized ones.

2.2.1.2 Management attitudes towards exporting

Among internal factors, Zou and Stan (1998) point out a company's export marketing strategy, management attitudes and perceptions to export, management and a company's characteristics and competencies.

According to Aaby and Slater (1993) management attitudes play a large role in a firm's trading success. A Strong connection between perceived opportunities for growth, connected to the export and export performance (Axinn, 1993). Still, according to Axinn (1993), there is a weak connection between perceived profit advantages and export performance. The opposite was found by Leonidou et al (1998), but the researchers confirm the positive relation between perception of opportunities for growth and export initiation.

According to Zou and Stan (1998), when they have summarized previous investigations about managerial perceptions and attitudes, they found that a manager's export commitment plays a key role in export performance. They concluded as well that being international oriented creates a favorable precondition for profitable trading. On the other hand, perceived export barriers can lead to low perceived export success (Zou and Stan, 1998).

2.2.1.3 Export Marketing Strategy

The conceptual framework advocates a close link between export performance and marketing strategy. According to Cavusgil and Zou (1994), export marketing strategy is the means by which a firm response to the interplay of internal and external forces to meet the objectives of the export venture. A firm may either sell its products successfully in a standardized form across different international markets or may adapt to meet divergent tastes, preferences, and requirements of various international markets (Muller 1992). The following issues characterize adaptation: customization, localization, modification, differentiation or tailor-made marketing to accommodate differences in environmental forces, consumer behavior and usage pattern (Leonidou et al. 2002; Wind 1986). The reasons companies adapt include the following:

- Customer needs may not be homogeneous across all international markets. This means that consumer preferences like product features, functions and designs differ across markets.
- Not all firms can take advantage of production centralization, economies of scale, scope economies, learning efficiency, vertical integration and low-cost advantages as advocated by Levitt (1983) in defense of the use of the standardized marketing strategy.

Researchers indicate that the possession of competitive advantage enhances overall export performance show the competitive advantage can lead to superior marketplace performance (e.g. market share, customer satisfaction) and financial performance. (e.g.,. return on investment) Shareholder wealth creation. Cavusgil and Naor found that unique firm advantages contributed to a company's internationalization.

Other authors also highlight the importance of competitive advantage in operating internationally (e.g.,. Cavusgil et al.). Attributes a firms' entry into the world market to competitive advantage. They contend that unique competence leads a company to seek the exploitation of its benefits, including the testing of foreign markets. Other research on competitive advantage and its relationship with exporting supports their position (Bilkey 1978)

2.2.1.4. Export Performance

Performance is an essential guide for any company analyzing its success, both in the domestic and international arenas. Assessing export performance is a complex task, its usefulness depending on the credibility of the measures (i.e. objective and subjective terms). Indeed, dealing with this variable may become very complicated because export performance can be conceptualized and operationalized in many ways (Das, 1994; Diamantopoulos and Schlegelmilen, 1994)

Performance measures such as profitability and market growth opportunities influence export performance measurement within the manufacturing sector, as well as (Schlegelmilch , 1986), indicate that managerial aspirations and expectations about the contribution of exporting to the achievement of basic goals have a direct bearing on the decision to engage in international

trade. (Cooper and Kleinschmidt 1985) Indicate that management's goals and aspiration include the expectation for exports, corporate growth targets, and organizational goals' regarding security of investments impacts a firm's performance. The stronger the firm's motivation to grow, the greater the search for new opportunities to find means of fulfilling its growth ambitions (wiedersheimpaul et al., 1978. Performance measures of profits, growth, security of investment and markets, as well as market development will be examined.

In the international business studies, several literature reviews indicated the most frequently cited variables used to explain export performance. Aaby and Slater (1989) grouped them into four sets: firm characteristics (size, managerial commitment, managerial perceptions), firm competencies (technology, market knowledge, market planning, export policy, control systems, quality control, communication skills), export strategy (market selection, use of intermediates, product mix, product development, promotion, pricing), and external environment. Zou and Stan (1998) considered them either internal (export strategy, managers' perceptions and attitudes, managers' characteristics, and firm's characteristics and competences), or external (industry characteristics, external and domestic market characteristics) determinants of export performance.

According to Moini (1995) suggested three broad classes: organizational characteristics (size, international experience, competitive advantages, etc.); managers' expectations (both positive and negative); and managers' characteristics (age, formal education, experience, knowledge of foreign languages); while adding a fourth factor, systematic search for new external markets. Katsikeas, Leonidou and Morgan (2000) review led to two sets of factors – target market selection and export strategy – with direct effect on export performance and three sets of factors – managers' characteristics, organizational characteristics and environmental variables – indirectly influencing export performance.

Leonidou, Katsikeas and Samiee (2002) found that the impact on export performance varied according to the specific facet or measure of export performance selected and that five types of variables seemed to dominate most of the studies: managers' characteristics, organizational factors, environmental forces, export target, and export marketing strategy.

2.3. Empirical Review

2.3.1 Firm characteristics and Export Performance

To develop a set of specific research propositions within the Patterson and Cicic (1995), Dhanaraj and Beamish (2003) framework, we draw on two theoretical perspectives; the resource-based view (RBV) of the firm and contingency theory. The essence of the RBV is that the firm uses internal resources and capabilities as the basic building blocks to create entry barriers and to obtain a sustainable competitive advantage (Wernerfelt, 1984; Barney, 1991; Ling-yee and Ogunmokun, 2001). A resource or capability is considered a greater source of competitive advantage to the extent that it possess the following characteristics; valuable, rare, imperfectly imitable, not-substitutable (Barney, 1991).

The usefulness of the RBV in marketing e.g, Srivastava et al (2001) on export performance in particular e.g Piecey et al (1998), Ling- yee and Ogunmokun (2001), has recently gained marketing scholar's attention. According to RBV, the firm's assets all considered resources and capabilities that contribute to generating and sustaining customer value in the marketing field (Barney et al. 2001; Srivastava et al, 2001). In the context of this paper, it is argued that if a firm operates in a particular cell i.e., type of product line and possesses some specific internal resources and capabilities to a greater extent, then the competitive advantage will be enhanced, and the export performance will be strengthened.

Research that has examined the effect of firm age on EP led to mixed results. Some researchers found that older and more experience firms are more likely to develop an appropriate strategy and export successfully (Kaynak and Kuan , 1993). Seifert and Ford (1989) found a positive relationship between firm age and EP. Old but innovative firms can be dynamic and fruitful in exporting. However, younger firms are more open to the exterior and act dynamically and proactively than older firms (Zahra et al. , 2000). Its dynamism regarding resources and distinctive competencies.

Whereas there isn't any particular definition of firm characteristics in the existing scholarly literature, it has been described regarding international competencies and overall business skills. For example firm size has been found to have a significant effect on the decision to enter new export markets (Reid, 1983, 2001). Cavusgil(1987) and Christensen et al (1987, 2000) have also concluded that the larger the company, the more likely it is to export. Company size has also been found to be significantly linked to export strength (Culpan,1989; Zhao and Zou, 2002).

The larger the firm, the higher its ability to invest in controlling the upper risk of operating in psychologically distant market (Kogut and Singh, 1988). Agarwal and Ramaswami (1992) demonstrated the firm size influences mode selection, with larger firms preferring full control entry modes. Differences in company size are considered significant in explaining, both directly and indirectly export behavior and performance (Aaby& Slater, 1989). The basic assumption is that important inputs needed for exporting are indivisible and that the economies of scale favor larger firms. Overall, larger firms have more resources, which can be applied to new markets and are less sensitive to risk in market development (Brouthers and Brouthers, 2001; Francis and Collins, 2000). These factors facilitate the development of export competitive advantages (Katsikeas, 1994). Therefore, they will enter psychologically most distant markets sooner and with more aggressive strategies. However, other scholars have found a negative relationship between firm size and future export behavior (Gripsrud, 1990; Cooper & Kliensmidt, 1985). Related studies have found firm's exporting experience to have a positive effect on export performance (Madsen, 1989) and degree of internationalization, (Dominique & Sequira, 1993).

Despite Aaby& Slater's (1989) extensive assessment on the contradicting literature, there is enough consensus that large firms possess more managerial and financial resources, have greater and sophisticated technology and production capacity and tend to be associated with lower levels of perceived risk in exporting operations (Bonaccorsi, 1992). However, it is important to note that scholars have also noted cases of non-significant as well as negative findings. For example, Kaynak&Kuan (1993) and Louter et al (1991) reported a negative

impact of the firm's number of years in exporting on export profitability. It would, therefore, appear that young companies do better at exporting than those that have been in operation for many years.

The relationship between size and EP has been widely studied by international marketing researchers. However, researchers do not agree on the nature of this relationship. Some found a positive correlation between size and EP (Aaby and Slater, 1989), others found a negative relationship (Mavrogiannis et al, 2008) while others found no significant relationship between them (Contractor et al. 2005). Despite these conflicting empirical findings, Hoang (1998) note that most of the research point to a positive relationship between size, measured by the number of employees, and EP. Aaby and Slater (1989), consider the direct and indirect effect of size on EP, through EMS, whereas proponents of the resources approach support the presence of a direct positive relationship between company size and performance (Barney, 1991). We propose, like Aaby and Slater (1989), that :

H1: There is a positive relationship between firm characteristics and export performance

2.3.2 Management Attitudes and Export performance.

The export marketing literature suggests that there are several theories which seek to explain the relevance of stimuli in exporting. It is, therefore, useful to consider the first - principles in this regard and question what is understood by motivation/commitment, which is derived from a stimulus-response (Tajfel and Fraser, 1978; Ellis and Pecotich, 2001). Jones (1955) has contended that motivation describes how behavior is initiated, energized, sustained, directed and stopped. Furthermore, Vroom (1964) has stated that motivation is a process which determines choices made by individuals among various alternative forms of activity. Therefore, common to both of these approaches is the notion that motivation concerns those factors that energize individual behavior, and direct and sustain that action.

Besides, studies intimate that considerable differences are likely to exist between how various stimuli motivate individuals and the intensity with which behavior is pursued (Arnold et al. 1991; Staff, 1994; Zhao 2002). The literature concerning these issues has documented several theories, one of which is the cognitive theory of motivation which forms the basis of expectancy - valence theory (Porter and Lawler, 1968; Slovic et al. 1977; Stahl and Harrell, 1981). This theory suggests that expectancies are beliefs which individuals maintain will lead to certain consequential outcomes. Valence, on the other hand, accounts for the positive or negative value which the different places on achieving the outcome.

These joint influences result in a measure of motivation. Bradley and Keogh (1981) have examined the worth of the expectancy theory in export management and observed the following points: managers always have preferences among various outcomes that are potentially available; managers have expectancies about the likelihood that an effort on their part will lead to the intended behavior or performances; managers have expectancies about the likelihood that certain outcomes will follow their behavior; and the actions a person chooses are determined by the expectations and the preferences a person has in a given situation.

Motivation is shown to be decided by the expectancy that an effort or action will lead to intended behavior (Bradley and Keogh, 1981). Considering these theoretical premises in the context of international marketing, it has been upheld that export stimuli can be present at any stage of export development.

The empirical question of what factors stimulate small and medium-sized firms to export has been investigated by researchers for nearly three decades following the initial work of Simmonds and Smith (1968). Extensive work has been done on the role management attitudes play in enabling companies to engage in the international arena (Zou& Stan, 1998). Accordingly, management attitudes and perceptions have frequently been linked to export performance (Leonidou et al. 1998; Zhao, 2002).

Moreover, management's perceived trading advantage seems to predict well export sales, profits, and growth. On the other hand, management's perceived export barriers either result in weak export sales, slow export growth and low perceived trading success or fail to predict export performance (Zou& Stan, 1998) significantly. These conclusions tie in neatly with those of Aaby& Slater (1989), Chetty& Hamilton (1993) who assert that factors related to management attitudes and perceptions are potent determinants of both financial and non-financial measures of export performance.

Further, it has been conceptualized that exporting pro-activeness (or motivation) leads to significantly higher export sales in markets that are psychologically more distant. Knowledge of perceived distance between the home country and the foreign markets is of limited value if the findings do not identify those areas where strategies can be developed to combat the perceived differences (Evans et al. 2000).

Leonidou (2004) distinguishes between internal and external barriers. Internal barriers relate to the attitude of the manager and lack of resources and trained personnel. Ortiz and Ortiz (2010), categorize barriers into four groups; those related to resources, to knowledge, to procedures and to external barriers. Research on managers' perception of export barriers and their effect on EP reached mixed results. Madsen (1987) found that perception of barriers has a negative effect on EMS and EP while Zou and Stan (1998) found that the perception of barriers is not connected to EP. We line ourselves with Madsen (1987) and formulate the second hypothesis of our research:

H2: There is a positive relationship between Management attitude and Export Performance

2.3.3 Marketing Strategy and Export performance

Export marketing strategy enables firms to respond to the interplay of internal and external forces to meet the objectives of the export venture (Cavusgil and Zou, 1994). Export marketing

strategy variables refer necessarily to the company export product, pricing, distribution and promotion which are key to exporting success (Katsikeas et al. 2000). In international marketing, therefore, an important consideration is whether the marketing strategy should be standardized or adapted to foreign market characteristics (Cavusgil and Zou, 1994; Shoham, 1996). Product adaptation, promotion adaptation, channel development and competitive pricing strategies have been described as the means by which a firm's offerings adapt to fit the idiosyncrasies of foreign markets (Douglas and Craig, 1989; Cooper and Kleinschmidt, 1985; Kirpalani and Macintosh, 1980).

In studying the determinants of export performance in a European context, Katsikeas et al. (1995) conceptualized that managerial commitment to exporting is likely to have a particularly high impact on the behavior and success of such firms. To achieve such success, firms have to have significant mechanisms for understanding the buying behaviors and in selecting those market segments that are profitable to target. This requires that companies develop capabilities such as commitment to have an export department, develop an export planning and control framework and timely marketing research (Beamish et al. 1993; Bonaccorsi, 1993). In a separate but exhaustive review of exporting literature between 1987-97, Shoaming Zou revealed that export marketing strategy influences performance. For example, correlation and factor analysis showed that export planning is a consistent determinant of export sales.

As a marketing strategy is composed of several elements (see Zou and Stan 1998), one possible way of narrowing down these items is to look at export performance as an outcome of the degree of marketing adaptation (Shoham, 1996). The level of marketing program adjustment at the international level "Involves the manipulation of the marketing mix components (product, promotion, price and distribution)".

The export marketing strategy had a significant influence on Export performance, and it was discovered as one of the most frequently used determinants previously (Abdul Adis and Md. Sidin, 2010). Previous research on the significance of the marketing showed the strong

association between export marketing strategy and export performance.

Most researchers now hold the view that export performance is under the control of the firm and its management (Stottinger&Schlegelmilch, 1998). Commitment to export activities has been found to be positively related to export performance (Katsikeas&Piercey, 1990; Francis, 2000). This frequently involves management putting in place a sound export marketing strategy and necessary resources to execute the plan to fruition. Secondly, commitment should not only sound in corporate vision but need to be demonstrated by putting in place systems that harness export opportunities.

Scholars have identified setting up an export department, export planning and control, export marketing research, and regular marketing visits as some of the major critical initiatives (Beamish et al. 1993; Bonaccorsi, 1993, 2004; Cavusgil&Naor, 1987). Whereas Export marketing strategy and export performance have been linked empirically, there is still no agreement on how to precisely measure the following.

According to Zou & Stan (1998), an extensive review of the literature on export performance, management commitment emerged as a key determinant of export performance regardless of the performance dimension. This conclusion by Zou and Stan was a boost to previous reviews by Cavugil and Zou (1994) that concluded that high management commitment allows a firm to go aggressively after the export market opportunities and pursue effective export marketing strategies that improve performance. And formulate the third hypothesis of our research:

H3: There is a positive relationship between Export Marketing Strategy and Export performance

2.4 Research Hypothesis

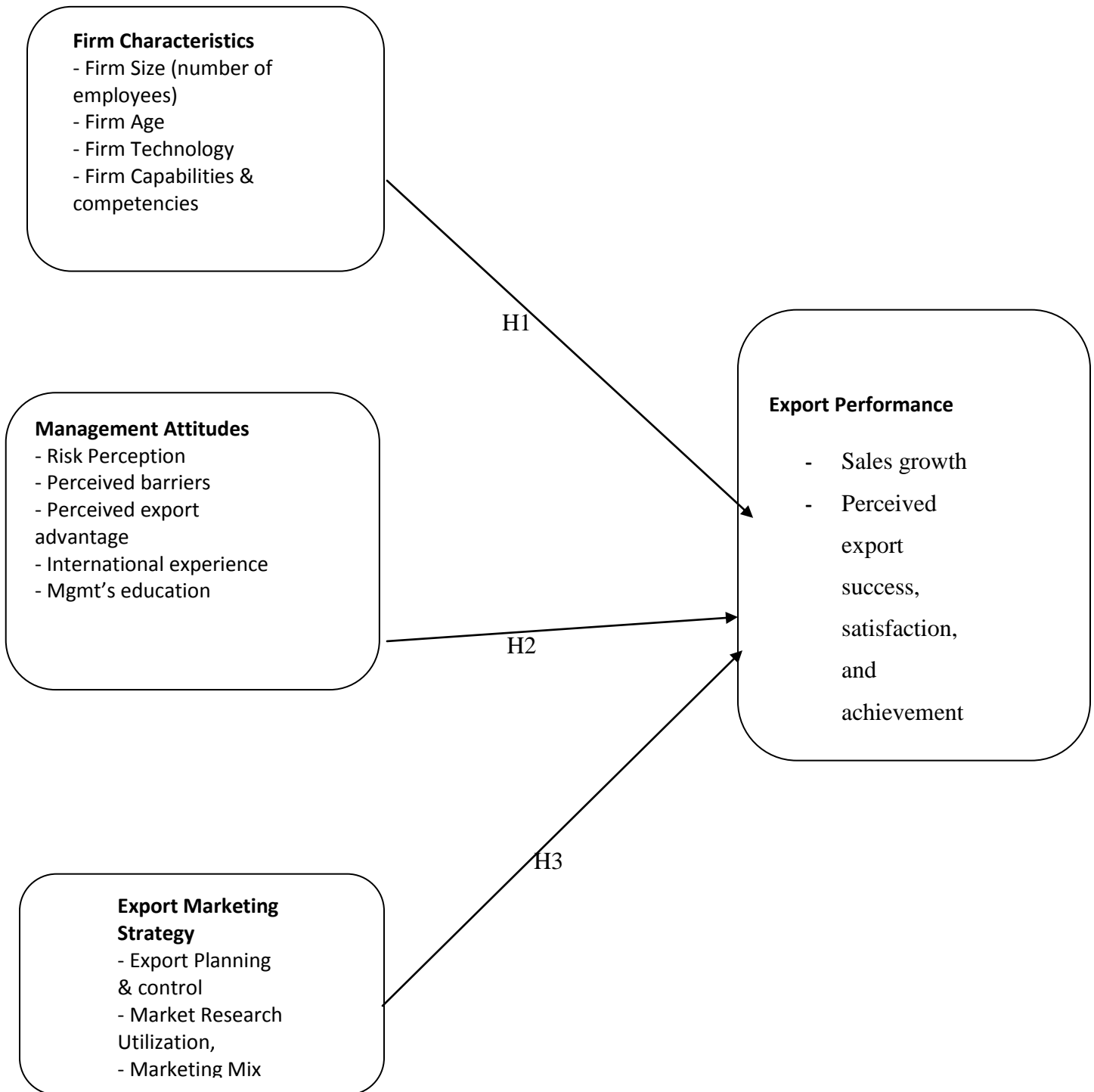
Based on the statement of the problem and objective of the study, the following hypotheses will be tested:-

H1: There is a positive relationship between firm characteristics and export performance

H2: There is a positive correlation between Management attitude and Export performance

H3: There is a positive export manager between Export Marketing Strategy and Export performance

2.5 Conceptual framework



Source: Conceptual framework adapted from Cavusgil and Zou (1994)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The Research Design and Methodology part describes the importance of the design used for this study and indicates the means in which the primary data was collected regarding sampling, target population, unit of analysis, sample frame, and size.

3.2 Research approach:

The researcher used a descriptive research design where the study is undertaken to describe determinants of export performance in a case of sesame seed producers in Tigray Cooperative Federation. To test the hypothesis, the researcher used inferential statistics. The statistical tools are regression analysis, reliability analysis using Cronbach's alpha, descriptive statistics, and correlation to assess the proposed research.

3.3 Research design

To achieve the intended objectives, quantitative research approach was employed. This method is utilized for this study because it helps to generate comprehensions into relationships and associations of data with strong prior assumptions.

According to Creswell (2009), three types of design are advanced: quantitative, qualitative and mixed approach. The distinction between quantitative and qualitative approach framed regarding using words (qualitative) rather than numbers (quantitative). Or using closed-ended questions (quantitative hypotheses) rather than open-ended questions (qualitative interview questions).

3.4. Sources and Data Collection Instrument

The researcher employed both primary and secondary sources of information to collect the data.

3.4.1. Primary data

A self-administered questionnaire which was partially adopted with minor customization from previous research done by Sibanda (2007) was collected specifically for this research project (Zikmund 1999; Malhotra 1999). It was gathered through questionnaires sent to respondents.

3.4.2 Secondary Source

Secondary data were collected from TMMFC board and management minutes, audit reports, and five years of annual export performance reports. This study also reviewed previous research works in the area of export performance and internet sources as a secondary data as to obtain information from the target population and inputs for the research.

3.4.3. The questionnaire

A self-administered and structured questionnaire was used as the main primary data collection instrument. In the study, under the rating scale technique categorical scales, ranging from "yes" to "no" were used as responses. Under the ranking scale, respondents were asked to place answers in order of importance. The Five Point Likert Scale, which is a measure of attitudes ranging from "very negative" to "very positive," was used. This required respondents to indicate how strongly they agreed or disagreed with a statement (Cooper & Schindler 1998). The advantage of this scaling is that it is simple to use. It is the same as the interval scale in nature and therefore provides the use of the mean-based and robust statistical analysis like the correlation and regression analysis.

3.4.4. Pre-testing of questionnaire

Though, the survey which was partially adopted with minor customization from previous research done by Sibanda (2007) a pre-test was made for reliability and validity. The questionnaire was divided into two, the demographic part and determinants of export performance which mean, firm characteristics, management attitude, Export marketing Strategy and export performance. Most of the items were recorded on a 1-5 scale.

3.5 Population, sample and Sample Techniques

3.5.1 Target Population

The target population of the study was all sesame export producer in the case of TMMFC members. Currently, there are eight farmer cooperative unions and 21 investors engaged in sesame producing under TMMFC and TMMFC Board Directors, and officials are part of the population.

3.5.2 Sample and Sample Techniques

The study was used census sample method because the target population of the study is small. Which means the techniques were employed to select the relevant sample was a complete enumeration of all sesame producers or suppliers to TMMFC to get more accurate results

Also, since the focus of the analysis is on Farmers' cooperative level rather than an individual's, purposive sampling also uses the units because the questioner is addressed to managers, experts, and TMMFC board directors TMMF controlling committees, Furthermore, this technique has chosen due to the size of the respondents.

Table 4. The appropriate respondents:

S.no	Name of FCU	Size of Respondents
1	SetitHumera	5
2	DanshaAwurara	5
3	LemlemWelkayit	5
4	Tekeze	5
5	Feleg	5

6	Samre	5
7	Seyemti	5
8	Abergele	5
9	commercial investors	100
10	TMMFC	20
	Total size	160

3.6 Methods of Data Analysis

The primary data gathered from the respondents were checked, and then the data was coded and analyzed using the statistical package for social science (SPSS 20). The data was analyzed using both descriptive and inferential statistics. Descriptive analysis included frequency of distribution (to interpret demographic variables of respondents) and meant (to find the mean scores of those interviewed), and inferential analysis was used for hypothesis testing that included correlations, regression, and variance analysis. To examine the connection between export performance and independent variables Pearson correlation were used. Regression analysis also used to test the hypothesis.

3.7 Research Ethics Considerations

All research participants shall be given enough information/explanation about the research; and The privacy of the informant and the confidentiality of the information provided by respondents shall be respected. All research shall be minimizing respondents' and researchers bias.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

This chapter is a discussion of the results of the study. The data presented statistically treated to discover the relationship of the variable involved in the survey. With the supposed data, the chapter try to find the statement of the problem distinguished in the first chapter.

4.2. Reliability test

Though, the questionnaire which was partially adopted with minor customization from previous research done by Sibanda (2007) a pre-test was made for reliability and validity. 20 questionnaires were sent in five different woredas. All surveys were completed and returned. The Cronbach Alpha was used to test reliability of the scales used from the pre-test

sample. The Alpha coefficient range in value from 0 to 1, the higher the Alpha, the more reliable the test. Usually, 0.7 and above is acceptable for internal consistency based on D.L.R Vander Waladt, T. Robello and W.J brown (2009) an alpha coefficient of = 0.817 was obtained. Thus, the data generation was reliable.

Table. 5 Reliability Scale (Chronbacha) on the study variables

Variables	Cronbach coefficient	alpha
Firm characteristics		0.856
Management attitude		0.789
Export marketing strategy		0.896
Export performance		0.779
Result of all variables		0.817

Source: survey data ,2016

4.3. Normality Test

According to (Yi, 1988) one of the first thing that should be taken care of before researching in to the main part of the analysis is to check whether the data are normally distributed or not. For this checking, (Yi, 1988) suggests that, the standardized skewness distribution result and a Kurtosis result must be between the ranges of ± 2 . As we can see it in the table mentioned below, both the standardized skewness and the kurtosis results fall in the prescribed range. So this was a good signal to start with the subsequent analyses.

Normality test of skewness and kurtosis

	N	Maximum	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MofEP	149	5.00	.926	.199	.247	.395
MofFC	149	5.00	-.012	.199	-1.051	.395
MofMA	149	5.00	-.191	.199	-1.020	.395
MofEMS	149	5.00	.077	.199	-1.072	.395
Valid N (listwise)	149					

4.4 Response Rate

The final questionnaire was sent to all the farmers' cooperative members in Tigray Multipurpose Marketing Federation organization. Out of the 160 questionnaires sent out, only 11 were not returned during collection time. Of the total 149 questionnaires which were returned, and representing a response rate of 93.125 %.

4.5 Descriptive data analysis

In this section, frequencies and percentage are used to describe the sample characteristics regarding respondent's gender, age, job position, educational level, and company's age and size of firms.

4.5.1. The Respondents Profile

This shows the demographic grouping of all the respondents who participated in the surveying process.

Table 6. Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	134	89.9	89.9	89.9
Valid Female	15	10.1	10.1	100.0
Total	149	100.0	100.0	

Source: Survey Data, 2016

Table 6 contains information about the gender of respondents. Almost 89.93% of the interviewees are Male.

Table 7 .Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
26-33	5	3.4	3.4	3.4
34-41	10	6.7	6.7	10.1
Valid 42-49	25	16.8	16.8	26.8
>50	109	73.2	73.2	100.0
Total	149	100.0	100.0	

Source: Survey Data, 2016

Table 7 indicates that 73.2 % of respondents, i.e., the majority have above 50 years old, and the other highest percentage is 16.8%(42-49 years). This shows that relatively majority of the respondents were 42 years and above.

Table 8. Respondents job position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid export manager (EM)	40	26.8	26.8	26.8
marketing manager(MM)	35	23.5	23.5	50.3
senior export officer	5	3.4	3.4	53.7
other specify	69	46.3	46.3	100.0
Total	149	100.0	100.0	

Source: Survey Data, 2016

The above table 8 indicates that 26.8 % of respondents have a position in the export manager . and the majority have other job position means 46%(Board of directors, controlling committees and members of the Federation).

Tabel 9. Respondents Educational level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below high school	5	3.4	3.4	3.4
high school	49	32.9	32.9	36.2
Diploma	5	3.4	3.4	39.6
first degree	90	60.4	60.4	100.0
Total	149	100.0	100.0	

Source: Survey Data, 2016

Table 9.shows that Out of the 149 respondents more than half or 60.4% of them had first degree and above level of education and 32.9 % of them had high school, and the rest are diploma holders and below high school.

Table 10. Age of the firm and exporting year

Age of the firm				
	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid 2-3 YEARS	15	10.1	10.1	10.1
>5 YEARS	134	89.9	89.9	100.0
Total	149	100.0	100.0	

Exporting year				
	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid 2-3 YEARS	5	3.4	3.4	3.4
4-5 YEARS	5	3.4	3.4	6.7
>5 YEARS	129	86.6	86.6	93.3
5	10	6.7	6.7	100.0
Total	149	100.0	100.0	

Source: Survey Data, 2016

Table 10.Contains information about the *age of the firm and export experience*. All the firms have more than five years exporting experience.

Table 11. size of the firm

	Frequency	Percent	Valid Percent	Cumulative Percent
20-50	5	3.4	3.4	3.4
51-70	5	3.4	3.4	6.7
Valid 71-100	14	9.4	9.4	16.1
>100	125	83.9	83.9	100.0
Total	149	100.0	100.0	

Source: Survey Data, 2016

As per the above table shows that The majority of the firm employees are above 100. And that implies that majority of the firms are large farmers' cooperative.

Table 12. Shows the years of experience the employees have in business management

	Frequency	Percent	Valid Percent	Cumulative Percent
<5	14	9.4	9.4	9.4
5-10	65	43.6	43.6	53.0
Valid 11-15	25	16.8	16.8	69.8
>15	40	26.8	26.8	96.6
5	5	3.4	3.4	100.0
Total	149	100.0	100.0	

Source: Survey Data, 2016

The table indicates that the majority of the firm (90.6%) has been in business for more than five years. This implies the majority of the firm has had substantial business experience.

4.6. Inferential statistics

4.6.1. Correlation Analysis

In this section, a correlations analysis were done to establish whether relationships do exist between variables conceptualized in the framework. The results would enable the researcher to

determine the regression on the dependent variable. The researcher used Pearson's correlation methods because of the statistical accuracy that usually results from this process.

The Pearson correlation coefficient (sometimes called the Pearson product-moment correlation coefficient or just the Pearson r) determines the strength of the linear relationship between two variables. The correlation coefficient would be between two variables. It would be between -1.0 and +1.0. Coefficients close to 0.0 represent a weak relationship. A coefficient close to 1.0 or -1.0 represents a strong relationship. Correlation results that is greater than 0.7 are considered strong. Additionally, Correlations less than 0.3 are considered weak. Relationship between 0.3 and 0.7 are considered moderate (Cronk, 2008).

Table 13 – The correlation between combined variables in the conceptual framework

Correlations		MofFC	MofMA	MofEMS	MofEP
MofFC	Pearson Correlation	1	.543**	.632**	.539**
	Sig. (2-tailed)		.000	.000	.000
	N	149	149	149	149
MofMA	Pearson Correlation	.543**	1	.699**	.681**
	Sig. (2-tailed)	.000		.000	.000
	N	149	149	149	149
MofEM S	Pearson Correlation	.632**	.699**	1	.573**
	Sig. (2-tailed)	.000	.000		.000
	N	149	149	149	149
MofEP	Pearson Correlation	.539**	.681**	.573**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	149	149	149	149
**. Correlation is significant at the 0.01 level (2-tailed).					

source: researcher's survey data spss(2016)

The firm characteristics verse export performance

Regarding firm characteristics, a literature review suggests a lot of factors that positively influence export performance. Similarly, there is a significant positive relationship between firm characteristics and export performance ($r=0.539$, $P=0.005$). This implies that the existence of firm characteristics in the firm is likely to lead to better export performance.

H1: There is a positive relationship between Firm characteristics and Export Performance

The management attitude versus export performance

There is a significant positive relationship between Management attitude and Export performance ($r=0.681^{**}$, $p=0.000$). This implies that a high degree of management attitude will most likely guarantee a high degree of Export performance in the firm.

H2: There is a positive relationship between management attitude and Export Performance

Export marketing strategy and Export Performance

There is a significant positive correlation between Export marketing strategy and Export Performance ($r=0.573^{**}$, $p=0.000$). In firms where management is highly committed to planning and control as well as marketing strategies for exporting, there is a likelihood of high export performance. All the elements of Export marketing strategy was found to be significantly related to export sales performance.

H3: There is a positive relationship between export marketing management and Export Performance

4.6.2. Regression analysis

To determine the extents of independent variables can explain and predict for the variation of dependent variable which is export performance, the researcher conducted regression analysis.

Table 14 - Shows the regression for export performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	Adjusted R Square	F	p
	B	Std. Error	Beta							
	1									
(Constant)	.340	.307		1.105	.271	.712 ^a	.507	.497	49.786	0.000
MofFC	.221	.081	.209	2.732	.007					
MofMA	.559	.092	.506	6.104	.000					
MofEMS	.081	.084	.087	.971	.333					

a. Dependent variable : Export Performance (MofEP)

Source: researcher’s survey result SPSS(2016)

From the above regression table we develop model as follow:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n + \epsilon$$

Where,

Y= Dependent Variable (EP)

α =constant (coefficient of intercept)

β = regression coefficient of latent independent variables

X=latent independent variables

E=random error

Thus, to find the impact of predictors on dependent variable, the specified regression equation in this study takes the following form

$$EP = \alpha + \beta_1(FC) + \beta_2(MA) + \beta_3(EMS) + \epsilon$$

Where,

EP= Export performance

FC= Firm characteristics

MA= Management Attitude

EMS= Export marketing strategy,

Therefore, the equation comes as,

$$\text{Over all export performance} = 0.340 + 0.209(\text{FC}) + 0.506(\text{MA}) + 0.087(\text{EMS})$$

The results in the above table shows that firm characteristics (B=0.209) and management attitude (B=0.506) have significant influence on overall export performance at 95% confidence level (P<0.05), whereas export marketing strategy not has a significance impact on export performance as P>0.05. this result shows that the element of management attitude and firm characteristics are strong predictors of export performance. It is confirmed by adjusted R=0.497, this means that 49.7% of the variance in export performance is due to management attitude and firm characteristics. Hence to improve export performance there is need to address management attitude and firm characteristics.

4.7 Multicollinearity Test

To conduct multiple regression analysis, there are three assumptions should be passed. Linearity test, Heteroscedasticity and multicollinearity. Linearity test is passed since the data are scattered around diagonal line P-P plot, the data are proven to be homogeneity since the data are spread above and below zero on all parts of scatter plot/ graph and no multicollinearity problem where the tolerance is close to 1 and VIF (variance inflation factors) value is round to 2. (see appendix B).

4.8 Findings of Discussion

	Statement	Result	Reason
H1	Relationship between firm characteristics and export performance	Significant	B=0.209, P<0.05
H2	Relationship between Management attitude and export performance	significant	B=0.506, P<0.05
H3	Relationship between export marketing strategy and export performance	Insignificant	B=0.087, P>0.05

H1: There is a significance impact between firm characteristics and Export Performance

The study find out that there is a significant positive relationship between firm characteristics and export performance, specifically; exporting experience, firm capabilities and competences, & firm size were found to be significantly related to export s performance. on the whole, the findings between firm characteristics and export sales performance support earlier work that was posted by Dhanaraj (2003), Dean & Menguc (2000), Barney & Collis (1991) in accordance to the resource - based theory. Other scholars include: Daft and Wernefelt (1984) who asserts that since firms aim at increasing efficiency and effectiveness, they will aim to increase employee productivity and other internal capabilities so as to be internationally competitive. This finding implies that firms that are engaged in sesame exporting need to address the capability and competence question as a way of managing success in the international arena. One can therefore infer that the key firm characteristics that impact directly on export performance are exporting experience, firm capabilities and competences, and Firm size.

H2: There is a positive relationship between Management attitudes and Export performance

The study established a strong positive relationship between management attitude and Export performance. According to the study, perceived export advantage (low firm gate prices, proximity to markets, good credit terms with importers, etc) is the major significant element of management attitudes that influences Export performance. The research also revealed that experience of manager has positive relationship with export marketing. This indicates that international experiences of the manager affect the overall export pefromance. Perceived export advantage turned out to be significantly related to export performance because Ethiopian government give so much attention on export trade specially in oil seed sector, thus they emphasis on favorable situation of export advantages. The finding that management attitude is related to Export performance in agreement with earlier work done by scholars like Zou & Stan (1998), Leonidou et al (1998), Katsikeas & Piercey (1990), Francis (2000), Zhao (2002), Annavarjula (2002) among others.

H3: There is a positive relationship between Export marketing strategy and Export Performance.

Export marketing strategy and Export performance (H3) were found to have no significant positive relationship. The elements of Export marketing strategy that are critical to export performance include: export planning & control and marketing strategy. This finding is in tune with previous scholarly results posted by Inglis (1988), Stottinger & Schlegelmilch (1998), Francis (2000), Dhanaraj (2003) among others. In this research area , marketing strategy, and export planning & control were found to be no significant .

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

The main objectives of the study were:

1. To determine the relationship between Firm Characteristics and Export performance
2. To determine the relationship between Management Characteristics and Export performance.
3. To determine the relationship between Export marketing strategy and Export Performance.

5.2. Conclusions

Exporting plays a vital role in the world and has benefits for firms and countries. Exporting is a fundamental strategy in ensuring firm's survival or growth, and firms may achieve a competitive advantage in international markets. Sesame seed sectors with the export income and the value it creates have become an important commodity of Ethiopia.

The study has revealed those variables that drive overall export performance. Firstly, the study in general revealed that firm characteristics and management attitudes are related and predictors of export performance, however, export marketing strategy was found not to be related to export performance as per the questionnaire given in this study. However, data from annual planning and reports of the cooperative show that they give much emphasis on export marketing strategy and planning and controlling system, so that enable them compete with the competitive international trade.

Some elements of management attitude (risk perception, perceived barriers, export motivation, management education & experience) appeared to deviate from internationally published results that show that they are significantly related to Export marketing strategy. However, to compete and sustain in the international market, the sesame producer sector need to plan on its competitive advantage for better performance. Major work in areas of marketing strategy and human resource development has to be carried out by the sector in order to be competent in the international oil seed market.

Furthermore, The study has revealed those variables that drive export performance.

Firstly, the study in general revealed that firm characteristics and Export performance is related and direct predictor of export performance, there for H1 is *supported*.

Secondly, elements of management attitude (risk perception and perceived barriers, management education & experience) appeared resulted in positive relationship with performance. Therefore, ***H2 is supported***

Thirdly, firm export marketing strategy is found to be no significantly related and direct predictor

to Export performance. Therefore, *H3 is not supported*.

5.3. Recommendations

The researcher would like to recommend the following to the managers and for policy makers in the sesame sector:

- That managers should Improve and sustain superior firm characteristics (exporting experience, firm technology, firm capabilities and competences) and management attitudes (Perceived export advantage) in order to Continuously achieve export performance of the unions.
- Manager should give so much emphasis in firm technology (production methods, quality assurance, Product quality and systems management) in order to compete on international trade.
- Participants in this study faced some problems, e.g. financial problems that hindered them from meeting export standards. It is revealed that barriers related to export standards or certifications become a significant barrier to direct or indirect exporting. Here, the importance of capabilities Assessment

5.4. Areas of further research

In the present research only some of the internal factors influencing export were studied.

Further studies can investigate in internal and external factors influencing export performance aspects existing on organizational and managerial level in a firm.

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APPENDIX A. Survey Questionnaire

ADISS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF MARKETING MANAGEMENT
GRADUATE STUDIES MA PROGRAM

Dear Respondents,

This questionnaire is prepared to collect data from Cooperatives farmers for the Purpose of studying factors affecting the export Performance: The case of sesame producers of Tigray Multipurpose Marketing Federation Cooperative. This questionnaire will be used only for the academic purpose. Therefore, I will keep the information confidentially and will not be transferred to the third party without prior consent of you. Thank you for your cooperation.

Section I: General Characteristics of the respondent

The below-listed questions are related to general characteristics of the respondent. Therefore, you are kindly requested to put/make a mark on the chosen box which represents you.

1. Gender: 1. Male 2. Female
2. Age: 1. 18-25 2. 26-33 3. 34-41
 4. 42-49 5. >50
3. What is the title of your position within the organization?
 1. Chief Executive Officer /CEO/
 2. Export Manager /EM/
 3. Marketing Manager /MM/
 4. Senior Export Officer
 5. Other specify
4. Educational Level:
 1. Below high school
 2. High school
 3. Diploma
 4. First Degree
 5. Masters Degree
 6. Above Masters Degree

Section II: Determinants of Export performance

Here under are questions related to export performance and its factors influencing the export performance.

In responding to the questionnaire, please place a tick or a circle when requested to indicate your answer to each of the questions.

Part I – Firm characteristics

1. Exporting Experience

FC1 .For how long has your company been in operation? Indicate number of years

1. Less than two years 2. 2-3 years 3. 4-5 years 4. Above five years
 FC2. For how long has your company been exporting Sesame Seed?
 2. Less than two years 2. 2-3 years 3. 4-5 years 4. Above five years

2. Size

FC3. What is the average size of your workforce (both permanent and temporary) at the moment?

1. Less than 20 2. 20-50 3. 51-70 4. 71-100 5. Above 100

3. Firm Capabilities and Competencies

3.1 Please rate the following statement in relation to firm capabilities and competencies where 1 = Very insignificant 2 = Insignificant 3 = Neither Significant nor Insignificant 4 = Significant 5 = Very Significant

FC4	Grade/variety of sesame seed	1	2	3	4	5
FC5	Personnel experience & training	1	2	3	4	5
FC6	Importers distribution network	1	2	3	4	5
FC7	Export marketing knowledge	1	2	3	4	5
FC8	Company reputation	1	2	3	4	5
FC9	Proximity to export market	1	2	3	4	5
FC10	Price Competitiveness	1	2	3	4	5
FC11	Personal Contacts with Overseas distributors	1	2	3	4	5
FC12	Promotional Efforts	1	2	3	4	5

4. Firm Technology

4.1 Please rate the following statement in relation to firm technology : where 1 = Very insignificant

2 = Insignificant 3 = Neither Significant nor Insignificant 4 = Significant 5 = Very Significant

		1	2	3	4	5
FC13	The production methods right from the farms	1	2	3	4	5
FC14	Quality assurance processes	1	2	3	4	5
FC15	Product quality and systems quality management.	1	2	3	4	5

Part II – Management Attitude

1. International Experience

MA1. How many years of experience do you have in business management?

1. Less than five 2. 5-10 3. 11-15 4. Above 15 years 5. Non-business

MA2 .How many years of experience do you have in exporting of Sesame seed?

1. Less than two years 2. 2-3 years 3. 4-5 years 4. 6-7 years. 5. Above seven years

MA3. Have you ever worked or lived abroad?

1. Yes, 2. No.

1.4 Have you attended any of the following organized events within Ethiopia?

Where 1=0 times, 2= attended once, 3= attended twice, 4=attended thrice, 5=attended more than three times.

		1	2	3	4	5
MA4	Trade fair/expo	1	2	3	4	5
MA5	Exporting seminar/workshop	1	2	3	4	5
MA6	Trade mission	1	2	3	4	5

1.5 Have you attend any of the following organized events outside Ethiopia?

Where 1=0 times, 2= attended once, 3= attended twice, 4=attended thrice, 5=attended more than three times.

		1	2	3	4	5
MA7	Trade fair/expo	1	2	3	4	5
MA8	Exporting seminar/workshop	1	2	3	4	5
MA9	Trade mission	1	2	3	4	5

2. Risk Perception

2.1 Please rate the following statement in relation to risk perception where 1 = Strongly agree

2 = disagree 3 = Neither agree nor disagree 4 = agree 5 = Strongly agree

	Risk Perception	1	2	3	4	5
MA10	My firm considers exporting to be risky	1	2	3	4	5
MA11	Exporting risks are of less concern to us than the opportunities	1	2	3	4	5
MA12	We consider exporting after satisfying domestic market	1	2	3	4	5
MA13	Despite the trade risks, we feel it is still viable to export	1	2	3	4	5

3. Perceived Export Advantage

3.1 To what extent is each of the following explains the export advantage of your firm in comparison to your competitor?

Where: 1=strongly disagree 2= disagree 3=neither 4=agree 5= strongly agree

	Perceived Export Advantage		2	3	4	5
MA14	Proximity to export market	1	2	3	4	5
MA15	Low farm gate prices	1	2	3	4	5
MA16	High quality product	1	2	3	4	5
MA17	Production method used, e.g use of organic methods	1	2	3	4	5
MA18	Constant supply	1	2	3	4	5
MA19	Low Price charge to importers	1	2	3	4	5
MA20	Good credit terms with importers	1	2	3	4	5

4. Management Education and Experience

4.1, Please rate the following statement about experience by circling the appropriate number on a 5- point Likert scale Where: 1=strongly disagree 2= Disagree 3=neither 4=agree 5= strongly agree

		1	2	3	4	5
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MA21	To what do you understand how the world financial system works? For example payment systems, currency conversions, etc.	1	2	3	4	5
MA22	To what extent do you understand multilateral trading agreements related to your export items?	1	2	3	4	5
MA23	To what degree do you understand multilateral trading agreements related to your export items?	1	2	3	4	5

Part III – Export Marketing Strategy

1. Export Marketing Strategy

1.1 Please rate the following statement in relation to Export Marketing Strategy :where 1 = strongly disagree 2 = disagree 3 = Neither agree nor disagree 4 = agree 5 = Strongly agree

1		1	2	3	4	5
EMS1	We have a clear pricing objective for the export market	1	2	3	4	5
EMS2	We usually do promotion to expand our presence in the export market.	1	2	3	4	5
EMS3	My company is ever pursuing vigorous brand management	1	2	3	4	5
EMS4	We carefully choose importers with a strategic distribution system to maximize benefits for the company	1	2	3	4	5

3. Planning & Control

3.1 Please rate the following statement by circling the appropriate number on a 5- point Likert scale where 1 = strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree

		1	2	3	4	5
EMS5	My company involves in deliberate planning for the export market	1	2	3	4	5
EMS6	We ensure there is a carefully export market strategy in place	1	2	3	4	5
EMS7	We regularly measure our performance against set export targets	1	2	3	4	5
EMS8	All concerned managers are aware of how we are performing in the export market on regular basis	1	2	3	4	5
EMS9	We regularly develop carefully forecasts to help us in exporting.	1	2	3	4	5
EMS10	We are aware of the risks associated with exporting	1	2	3	4	5
EMS11	We rarely use market information in marketing export decisions	1	2	3	4	5
EMS12	Our planning department is well developed	1	2	3	4	5
EMS13	We usually conduct planning sessions/training/seminars for most our staff	1	2	3	4	5
EMS14	We have experienced staff in the planning department	1	2	3	4	5

Part IV – Export Performance

1. Export Performance (Subjective Measures)

Concerning ways of measuring export performance, to what extent do you rely on the following indicators? Use the following rating: 1 = to a very small extent 2 = to a small extent 3 = occasionally 4 = to a great extent 5 = to a very great extent

		1	2	3	4	5
EP1	To what extent are you satisfied with your export sales value	1	2	3	4	5
EP2	To what degree are you satisfied with profits from export sales	1	2	3	4	5
EP3	To what extent do you feel you have attained your overall export sales goals/objectives?	1	2	3	4	5
EP4	To what extent are you satisfied with the frequency of exporting/export orders you are receiving?	1	2	3	4	5

EP5: What percentage of your overall firm performance by the export as the ratio of profitability of the overall sales of the company?

1. Less than 10%
2. (10%-19%)
3. (20%-29%)
4. (30%-39%)
5. Above 39%

End

Thank you for sparing your precious time to answer the questionnaire.

APPENDIX B:

Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	134	89.9	89.9	89.9
Valid Female	15	10.1	10.1	100.0
Total	149	100.0	100.0	

Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 26-33	5	3.4	3.4	3.4
Valid 34-41	10	6.7	6.7	10.1
Valid 42-49	25	16.8	16.8	26.8
Valid >50	109	73.2	73.2	100.0
Total	149	100.0	100.0	

Respondents job position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid export manager (EM)	40	26.8	26.8	26.8
Valid marketing manager(MM)	35	23.5	23.5	50.3
Valid senior export officer	5	3.4	3.4	53.7
Valid other specify	69	46.3	46.3	100.0
Total	149	100.0	100.0	

Respondents Educational level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below high school	5	3.4	3.4	3.4
Valid high school	49	32.9	32.9	36.2
Valid diploma	5	3.4	3.4	39.6
Valid first degree	90	60.4	60.4	100.0

Total	149	100.0	100.0
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Firm has been in operation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2-3 YEARS	15	10.1	10.1	10.1
>5 YEARS	134	89.9	89.9	100.0
Total	149	100.0	100.0	

Firm exporting experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2-3 YEARS	5	3.4	3.4	3.4
4-5 YEARS	5	3.4	3.4	6.7
>5 YEARS	129	86.6	86.6	93.3
5	10	6.7	6.7	100.0
Total	149	100.0	100.0	

Firm size

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-50	5	3.4	3.4	3.4
51-70	5	3.4	3.4	6.7
71-100	14	9.4	9.4	16.1
>100	125	83.9	83.9	100.0
Total	149	100.0	100.0	

Descriptive Statistics

	Mean	Std. Deviation	N
MofEP	3.9718	.46790	149
MofFC	4.3686	.44225	149
MofMA	4.1635	.42333	149
MofEMS	4.1371	.50196	149

Correlations

		MofEP	MofFC	MofMA	MofEMS
Pearson Correlation	MofEP	1.000	.539	.681	.573
	MofFC	.539	1.000	.543	.632
	MofMA	.681	.543	1.000	.699
	MofEMS	.573	.632	.699	1.000
Sig. (1-tailed)	MofEP	.	.000	.000	.000
	MofFC	.000	.	.000	.000
	MofMA	.000	.000	.	.000
	MofEMS	.000	.000	.000	.
N	MofEP	149	149	149	149
	MofFC	149	149	149	149
	MofMA	149	149	149	149
	MofEMS	149	149	149	149

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	MofEMS, MofFC, MofMA ^b	.	Enter

a. Dependent Variable: MofEP

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 ^a	.507	.497	.33178

a. Predictors: (Constant), MofEMS, MofFC, MofMA

b. Dependent Variable: MofEP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.441	3	5.480	49.786	.000 ^b
	Residual	15.961	145	.110		
	Total	32.402	148			

a. Dependent Variable: MofEP

b. Predictors: (Constant), MofEMS, MofFC, MofMA

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF	
1	(Constant)	.340	.307		1.105	.271	-.268	.947					
	MofFC	.221	.081	.209	2.732	.007	.061	.381	.539	.221	.159	.580	1.724
	MofMA	.559	.092	.506	6.104	.000	.378	.741	.681	.452	.356	.494	2.024
	MofEMS	.081	.084	.087	.971	.333	-.084	.247	.573	.080	.057	.421	2.377

a. Dependent Variable: MofEP

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	MofFC	MofMA	MofEMS
1	1	3.985	1.000	.00	.00	.00	.00
	2	.007	23.245	.62	.00	.02	.32
	3	.005	29.279	.06	.82	.34	.00
	4	.003	35.265	.32	.18	.65	.67

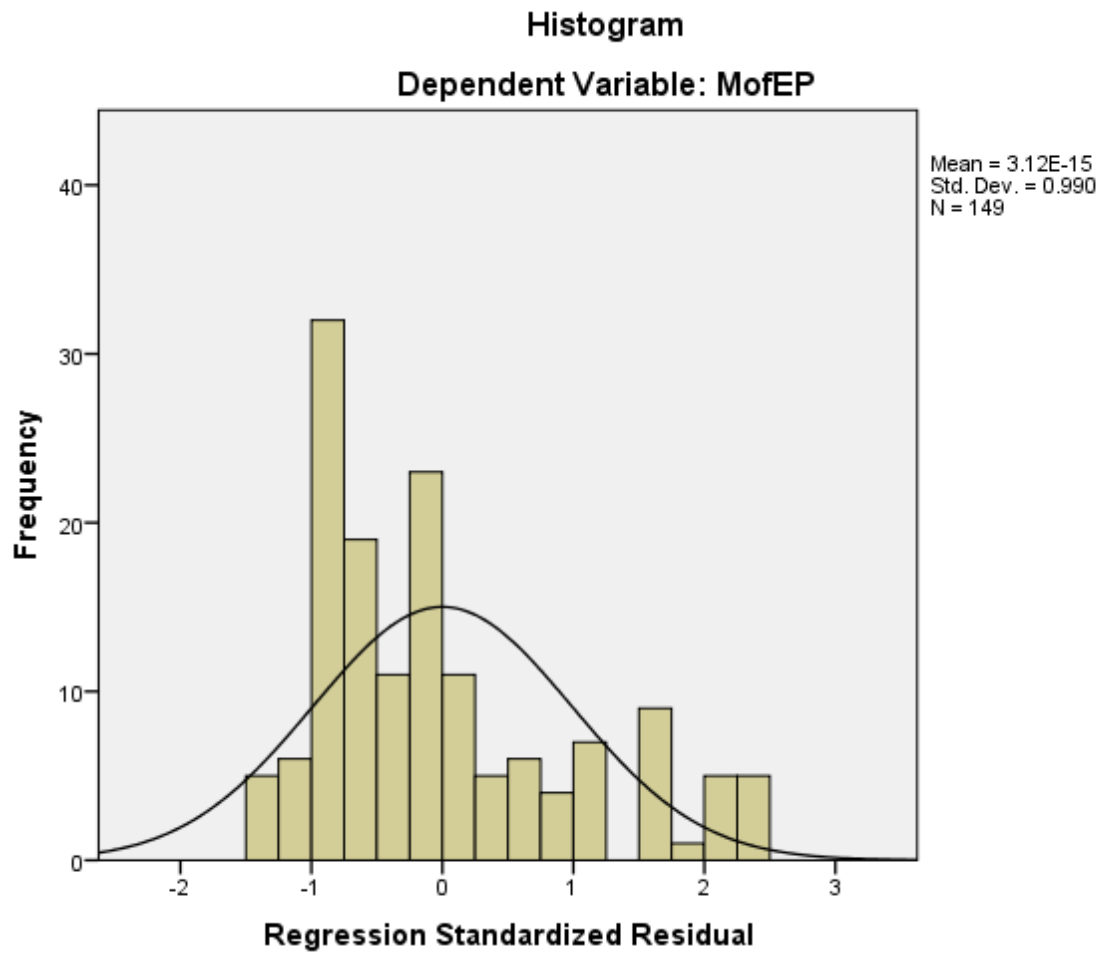
a. Dependent Variable: MofEP

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3908	4.6497	3.9718	.33330	149
Std. Predicted Value	-1.743	2.034	.000	1.000	149
Standard Error of Predicted Value	.036	.097	.053	.011	149
Adjusted Predicted Value	3.3905	4.6370	3.9719	.33328	149

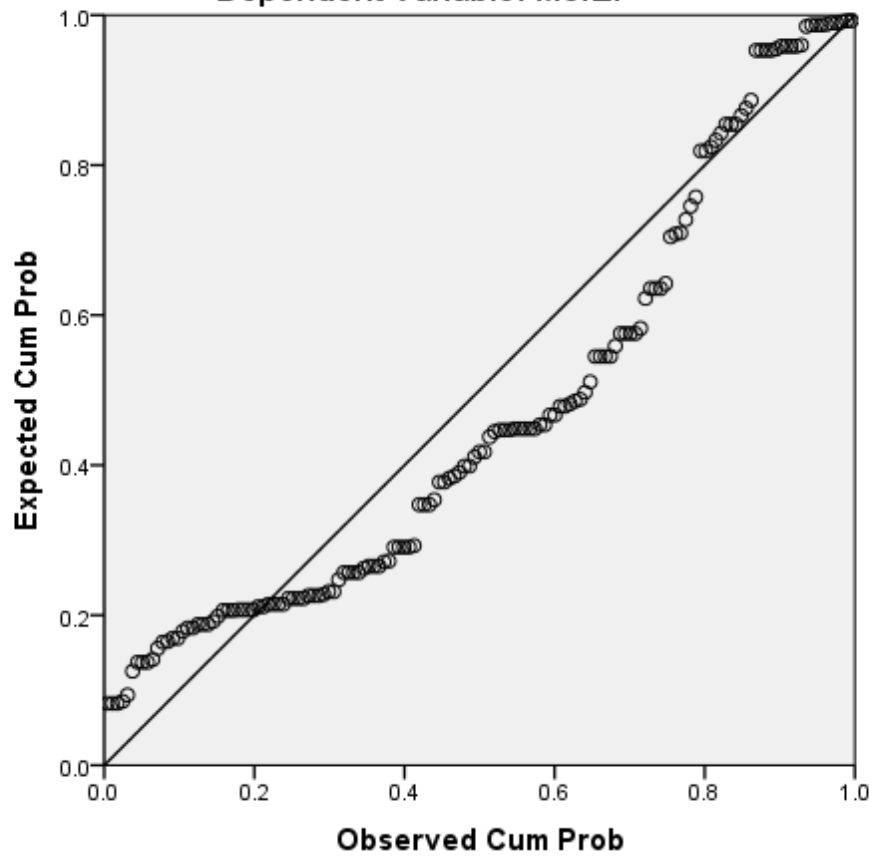
Residual	-.46070	.80994	.00000	.32840	149
Std. Residual	-1.389	2.441	.000	.990	149
Stud. Residual	-1.408	2.480	.000	1.002	149
Deleted Residual	-.47377	.83562	-.00014	.33677	149
Stud. Deleted Residual	-1.413	2.525	.003	1.009	149
Mahal. Distance	.764	11.631	2.980	1.693	149
Cook's Distance	.000	.049	.006	.009	149
Centered Leverage Value	.005	.079	.020	.011	149

a. Dependent Variable: MofEP



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: MofEP



Descriptive Statistics

	N	Maximum	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MofEP	149	5.00	.926	.199	.247	.395
MofFC	149	5.00	-.012	.199	-1.051	.395
MofMA	149	5.00	-.191	.199	-1.020	.395
MofEMS	149	5.00	.077	.199	-1.072	.395
Valid (listwise)	N 149					

