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The Role of Entrepreneurial Orientations on Export of Fruits and Vegetables

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Abstract - **This research is a quantitative study which is conducted in fruits and vegetables Small and Medium-sized Enterprises (SMEs) of Tehran Province in Iran. The province of Tehran, capital of Iran, is selected mainly because of the most recent formal national statistics, published by Statistic Center of Iran (SCI), show that more than 27% of all SMEs in Iran are activating in this area. The purpose of this study is investigation of the role of Entrepreneurial Orientation (EO) in export of Fruits and Vegetables. For the purpose of data collection, a structured questionnaire was designed and generated from 44 managers of exporter SMEs. The software 'Statistical Package for the Social Sciences' (SPSS 20) is used to analyze the data with the aim of assessing role of EO in export performance. The results of the survey show that, all the dimensions of EO have positive effects on export performance and the regression coefficients indicate that Competitive Aggressiveness, Risk Taking, Autonomy and Pro-activeness were the predictors of export performance respectively.**

Keywords – **Entrepreneurial Orientation, Export, Fruits SMEs, Vegetables.**

I. INTRODUCTION

SMEs have become an increasingly important component of economic development representing a substantial proportion of the national economies all around the world [1], [2], [3]. Due to globalization, SMEs face increasing pressure from competition across the world. When compounded with the changing sophistication of customers worldwide, it becomes apparent that, SMEs face increasing difficulty in maintaining and improving business performance in time unless they can actively manage these pressures. SMEs are encouraged to implement an entrepreneurial mindset to recognize the threats and opportunities in the environment of the firm in order to make sure that the firm will continue to exist in the future [4], [5]. Ibeh & Young [6] suggest that exporting is an entrepreneurial act and can be defined as the process by which individuals either on their own or inside organizations pursue export market opportunities regardless to the resources that they currently control or environmental disincentives which they face [7]. Exporting has increasingly become an important activity for many SMEs in recent years as a way of sustaining and ensuring their growth, profitability and survival [7]. Several studies have suggested that export has a direct impact on SMEs' growth and profitability [8], [9], [10]. Exports have a positive impact on the national amount of foreign exchange reserves and on national prosperity, and contribute to the development of national industries, to improved productivity, and to the creation of employment. It is a stylized fact that, on average, exporting firms perform better than non-exporting firms; in particular they tend to be more productive, more capital intensive, more innovative, and more efficient [11], [12], [13], [14]. The term entrepreneurship has been used for decades, yet to this day there is little consensus about its definition [15], [5]. Many perspectives can be found in the literature but the most common themes include: creation of wealth, creation of enterprise, creation of innovation, creation of change, creation of employment, creation of value, and creation of growth [5]. Ever since the 1980s, EO has emerged as a major construct within the strategic management and entrepreneurship literature [3]. In recent years there has been an increased focus on the relationship between firm's EO and firm performance [16], [3]. Yeoh & Jeong [17] investigated relationship between firm's EO and export performance, they identified that the fit between EO and export performance may not be a direct one but may be one moderated by environmental factors [18]. The SMEs sectors in Iran play a very vital role in economic development and entrepreneurship growth, because the SMEs sector is totally private. So this study focuses on SMEs and surveys the role of EO in export performance.

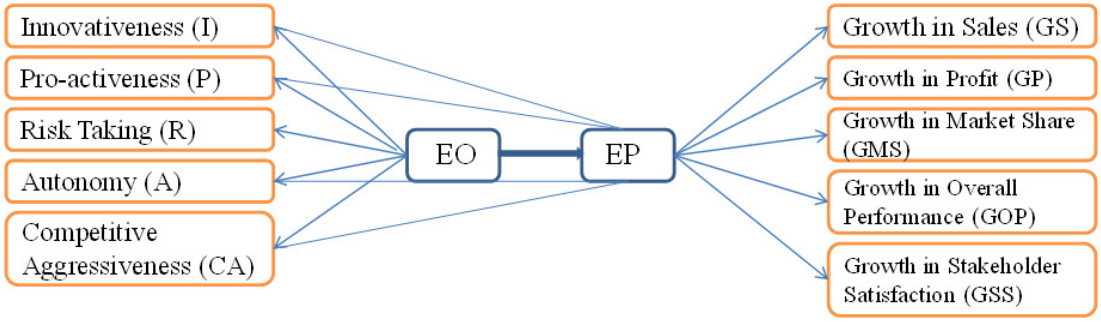
II. ENTREPRENEURIAL ORIENTATION IN SMES

In developing and emerging economies, SMEs play an important role as they represent a major source of employment and generate significant revenue and export earnings. SMEs now have access to new technology and their ability to embrace risk and uncertainty allows them to take advantage of their entrepreneurial and human capabilities, improving their ability to enter challenging new business environments. Entrepreneurship is a very important activity for competitiveness and growth in SMEs [19], [20], [21], [22]. Davidsson [23] claimed that especially in the SMEs, growth means entrepreneurship but there is less research addressing the increasing role of entrepreneurial firms in markets [24], [25], [18]. EO have become a central concept in the domain of entrepreneurship that has received a substantial amount of theoretical and empirical attention [26]. So within the present article, the entrepreneurial activities of an established firm will be referred to as its 'EO'. EO refers to the decision-making styles, practices, processes and behaviours that lead to 'entry' into new or established markets with new or existing goods or services [27], [28], [29]. According to Wiklund [30], most researchers agree that EO is a combination of three dimensions: innovativeness, pro-activeness and risk-taking. But

Lumpkin & Dess [27] expanded the EO model by adding the dimensions of autonomy, and competitive aggressiveness. Thus an EO is characterized by five key dimensions: innovativeness, risk taking, pro-activeness, competitive aggressiveness and autonomy [31], [20]. Autonomy relates to the actions of individuals or teams in establishing new business concepts or visions [32]; innovation refers to the firm's ability to create new products and successfully introduce them to the market [33], [34], [35]. It also indicates the company's commitment to process and organizational innovations [36], [37], [35]. Competitive aggressiveness is concerned with the intensity of the combative posture adopted by firms reacting to competitive trends and market demands [32]; risk-taking concern is a firm's propensity to take business-related chances with regard to strategic actions when faced with uncertainty [38], and pro-activeness refers to a firm's initiative in seizing opportunities in the marketplace [21]. Recently, the correlation between the EO of the firm and its performance has been widely discussed, conceptually [20], [27] and empirically [39], [20], [21]. Firms with high levels of EO tend to constantly scan and monitor their operating environment in order to find new opportunities and strengthen their competitive positions [40]. Slater & Narver [41] did not find a significant relation between EO and business performance at all. Swierczek & Ha [42] found only a partial positive relationship and Walter *et al*, [29] found that EO is not directly related with business performance. Covin & Slevin [43] found that there is a larger positive effect of entrepreneurship on business performance [5]. Several empirical studies have found that firms with high EO perform better than firms with low EO [3]. However, there are also few studies that have purely explored the specific relationship between EO and export [26]. The developing countries like Iran are realized that, to achieve the greater competitive advantages and overcome general societal problems such as unemployment, the development of entrepreneurship programs is essential [44]. So the main purpose of this paper is to identify whether, there is a relationship between the EO and Export Performance of SMEs.

III. Materials and Methods

This research is a quantitative study which is conducted in SMEs of Tehran Province in Iran. Tehran province was studied; mainly because of the most recent formal national statistics published by Statistic Center of Iran (SCI) show that more than 27% of all SMEs in Iran are working in Tehran. To date, 104 SMEs in the fruits and vegetables industry have registered in Ministry of Agriculture (MoA) formally in Tehran province from which 44 SMEs were exporter. For the purpose of data collection, a structured questionnaire was designed and used.In total, 44 questionnaires were distributed in person and by e-mail among the managers of exporter SMEs of Tehran province in Iran. We use the questionnaire developed by Covin and Slevin [43], Lumpkin and Dess [27] and Miller [45] to measure the EO of a firm. We used export performance measure developed by Shoham [46], Sousa [47] and Zou & stan [48].



Enterpreneurial Orientation (EO) = (I + P + R + A + CA)
Export Performance (EP) = (GS + GP + GMS + GOP + GSS)
Fig.I. The Research Conceptual Framework

According to Shoham [46], Sousa [47] and Zou & stan [48], the most frequently used indicators of export performance are "Growth in Market Share, Growth in Stakeholder Satisfaction, Growth in Overall Performance, Growth in Profit and Growth in Sales" and according to Covin and Slevin [43], Lumpkin and Dess [27] and Miller [45] EO are categorized as followed: Innovativeness (12 Items), Risk Taking (11 Items), Pro-activeness (20 Items), Autonomy (11 Items) and Competitive Aggressiveness (13 Items). All dimensions of EO were based on a 5-point Likert scale (ranging from 1 = "Very Low" to 5 = "Very High"). In order to get the reliability of the questionnaire, Cronbach's Alpha was done on the collected data by the preliminary questionnaires in the pilot test. Cronbach's Alpha obtained as 0.98. The data obtained were tabulated and analyzed using the Statistical Package for the Social Sciences (SPSS) Version 20.

IV. Findings

The respondents were questioned to scale by the list of five dimensions of EO (Innovativeness, Risk Taking, Pro-activeness, Autonomy and Competitive Aggressiveness) on a five-point scale. The descriptive statistics of responses to each dimension are shown in Table 1 for exporter SMEs.

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Table I: Frequency of EO in Exporter SMEs

Entrepreneurial Orientation	Very Low		Low		Average		High		Very High		Mean	SD	Rank
	No	%	No	%	No	%	No	%	No	%			
Pro-activeness (P), 20 Items	6	0.68	35	3.97	182	20.6	291	33.1	366	41.6	4.11	0.84	1
Innovativeness (I), 12 Items	7	1.32	45	8.52	138	26.1	137	25.9	201	38.1	3.90	0.96	2
Risk Taking (R), 11 Items	22	4.54	48	9.92	90	18.6	143	29.5	181	37.4	3.85	1.08	3
Autonomy (A), 11 Items	11	2.27	45	9.3	136	28.1	150	31	142	29.3	3.75	1.01	4
Competitive Aggressiveness (CA), 13 Items	7	1.22	50	8.75	165	28.8	215	37.5	135	23.6	3.73	0.93	5

The calculated mean score for five dimensions in exporter SMEs are from 4.11 to 3.73. Mean score of "Pro-activeness" with 20 items as the highest score for EO has a mean above 4.11. For non-exporter SMEs mean score for five dimensions are from 3.22 to 2.17. Mean score of "Autonomy" with 11 items as the highest score for EO has a mean above 3.22.

The managers of 44 exporter SMEs were questioned to scale by the list of five indicators of export performance on a five-point scale. The frequencies and percentages of responses to each option are shown in Table 2. The calculated mean score for five options are from 3.07 to 2.77. Mean score of "GMS" as the highest score for export performance has a mean above 3.07 among other indicators. Data analysis shows that "GSS" (mean score=3.00), "GOP" (mean score=2.95), "GP" (mean score=2.89) and "GS" (mean score=2.77) have next ranks, respectively.

Table II: Frequency of Export Performance in Exporter SMEs

Export Performance	Very Low		Low		Average		High		Very High		Mean	SD	Rank
	No	%	No	%	No	%	No	%	No	%			
Growth in Market Share (GMS)	7	15.9	08	18.2	11	25.0	11	25.0	7	15.9	3.07	1.31	1
Growth in Stakeholder Satisfaction (GSS)	7	15.9	08	18.2	12	27.3	12	27.3	5	11.4	3.00	1.25	2
Growth in Overall Performance (GOP)	8	18.2	09	20.5	10	22.7	11	25.0	6	13.6	2.95	1.32	3
Growth in Profit (GP)	6	13.6	13	29.5	10	22.7	10	22.7	5	11.4	2.89	1.24	4
Growth in Sales (GS)	9	20.5	10	22.7	11	25.0	10	22.7	4	09.1	2.77	1.27	5

Correlation analyses were performed to determine, whether dimensions of EO and export performance are correlated independently. Result in Table 3 shows that, all the dimensions of EO and Export Performance are correlated.

Multiple regression analyses were applied to predict the changes in the dependent variable (Export Performance) in response to changes in the several independent variables (Dimensions of EO).

The dimensions of EO were regressed on export performance (dependent variable) to assess the strength of the potential positive relationship between dimensions of EO.

Table III: Coefficient Correlation Test between Dimensions of EO and Export Performance

	I	R	P	A	C A	EO
Export Performance	.970**	.943**	.973**	.966**	.979**	.973**

Table IV: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987	.974	.970	.953

Table V: ANOVA Test between EO and Export Performance

Model		Sum of Squares	df	Mean Square	F	P
1	**Regression**	1287.067	05	257.413	283.704	.000
	Residual	034.479	38	000.907		
	Total	1321.545	43			

The variables such as Innovativeness, Risk Taking, Pro-activeness, Autonomy and Competitive Aggressiveness as predictors and export performance were entered into the regression equation with the enter method. The multiple coefficients of correlation was 0.99 and the adjusted multiple coefficient of correlation or coefficient of determination to explain the variance of dependent variable was 0.97 and indicates that independent variables were able to explain 97 percent of changes in dependent variable.

The one way ANalysis Of VAriance (ANOVA) was performed to determine the meaningfulness of regression. Result shows that the total model of regression was statistically significant F (5, 38) = 283.704, P<0.001.

Table VI: Regression between EO and Export Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-17.124	1.956		8.756	.000
	Innovativeness	00.254	0.179	0.474	1.419	.164
	Risk Taking	00.390	0.099	-0.761	3.937	.000
	Pro-activeness	00.211	0.084	0.550	2.497	.017
	Autonomy	00.302	0.118	-0.535	2.550	.015
	Competitive Aggressiveness	00.650	0.140	1.239	4.661	.000

The regression coefficients indicate that which independent variables are more important to explain the changes in the dependent variable. Results show that Competitive Aggressiveness with the magnitude B = 0.650, t= 4.66 and p<0.001, Risk Taking with the magnitude B = 0.76, t= 3.94 and p<0.001, Autonomy with the magnitude B = 0.54, t=2.55 and p<0.05 and Pro-activeness with the magnitude B = 0.55, t= 2.50 and p<0.05 were the predictors of export performance respectively.

V. Conclusion

This paper makes some valuable contributions to the study of EO and export performance of SMEs. Results of this study show that all dimensions of EO have significant positive relationship with export performance which is almost comparable to the study findings of Godwin Ahimbisibwe et al [7], Patel & D'Souza [49], Balabanis & Katsikea [50] and Okpara [51]. The results of regression analysis also showed that EO has a positive contribution to export performance. This analysis finds that Risk Taking, Pro-activeness, Autonomy and Competitive Aggressiveness play a role in enhancing export performance of SMEs. However, regression did not find support for Innovativeness as a factor that enhances export performance. According to the result of correlation, Innovativeness could be important but it may not manifest itself as a firm level outcome, this result is comparable to the study findings of Patel & D'Souza [49].

So the findings of this study make one worthy result to the EO research and also this study provide new insights in small business research concerning the widely acknowledged value of EO. Overall, the adoption of relationship between EO and export in SMEs could be not only a challenge but also an appropriate opportunity-focused response by SMEs facing fierce competition by other SMEs. Thus as a general conclusion we can say SMEs in Iran need immediate and adequate enhancement in EO for exporting. The top management of SME must ensure that all five dimensions are practiced in the firms. The government and its agency should provide necessary assistance and consultative service to SME firms to prepare the dimensions discussed above.

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