

Determinant of Managerial Factors on Export Performance of Manufacturing Industries

Harish Kumar N

Assistant Professor, Department of Commerce, Government First Grade College, Srinivasapur – 563135, Kolar District, Karnataka, India

Abstract: *Export is one of the sources of earning foreign exchange through extending the domestic business to international markets. Irrespective of type of business, all the firms would like to internationalize to achieve market share to earn profits. It is observed that there is rapid growth in international business due to the liberalization policies of all the countries. All the firms are trying to export by reducing cost through maximizing their production. In order to grow internationally in terms of increasing export sales and profit, firms are formulating one or the other strategies to explore the market opportunities available and putting efforts into gaining a strong foothold in the foreign markets. A descriptive analytical method has been used to test the association between the variables selected. Regression analysis was used to test the relationship between managerial characteristics and export performance of the exporting firms. A structured questionnaire was used to conduct the survey by selecting export managers of auto component manufacturing firms in South India. There were 88 manufacturing firms that were identified to collect the required data. The results revealed that periodic export market research, competent employees for export operations, maintenance of substantial funds for export businesses, managers frequent international market visits and their international marketing knowledge, knowledge of international financial management, and knowledge of ICT have a significant association with export performance. It is also understood that exports take place if the managers find reduced tariff rates, export stimuli from competitors' export success, and un-sought orders from foreign clients. The research implications of the study showed that there should be use of advanced statistical tools to have more clarity and accuracy in the selected research area. The present topic concentrates only on managerial characteristics affecting export performance. The social implications of the study are to increase exports of south Indian manufacturing firms, which enhances the economic growth of the country and also leads to increased customer satisfaction through exporting quality products to the OEMs. The originality of the research carries to develop an integrated export model for export business from the perspective of managerial characteristics, which is not yet addressed so far.*

Keywords: Managerial Factors, Manager's Knowledge, Export Motivation, Commitment, Export Performance.

1. Introduction

In order to develop international trade around the world, the companies are using a wide variety of approaches such as managerial orientation, marketing strategies, firm resource-based, technical excellence, export commitment, improved quality standards, high degree of promotional programs, etc. (Gilaninia et al., 2013). In this context, a company's managerial characteristics are being identified as one of the key determinants of export performance. Managerial factors and export performance have been widely researched because export policies and export marketing strategies are decided by the firm's management team only (Makrini, 2013). Firm's international market survival, financial growth, market expansion, and success of export performance are vested in the hands of managers's due to their export commitment and their perception of the export business (Kotorri & Krasniqi, 2018). According to many researchers's, managerial characteristics such as manager's skills, knowledge, qualification, experience, network capabilities, frequency of foreign visits, and the commitment towards export business and perception towards foreign business are the important factors to determine export success (Farshid Movaghar Moghaddam, 2012; Kotorri & Krasniqi, 2018). With the increased competition and market challenges in the international markets, companies are focusing on having a well-established management team with all the potential to increase a firm's export performance. Previous research has proved that there is a significant relationship established between managerial characteristics and export success (Kuppusamy & Anantharaman, 2012). The abilities of the managers, such as education, experience, and networks, help the firms reach the desired level of export success. Therefore,

there is a need for exploring the factors related to managerial demographic characteristics and managerial characteristics, which play a significant role in attaining the expected export goals of the firm (Mudalige, 2017).

2. Literature Review

In order to solve international marketing problems, managers should have professional qualifications. Formally acquired education qualification helps in boosting entrepreneurial skills, resulting in applying analytical thoughts to formulate any strategic business policies. Kotorri & Krasniqi, (2018). Many manufacturing firms are motivating the managers to acquire professional qualifications in the area of export business to overcome the threats posed by international markets (Makrini, 2013). Qualification helps managers to improve foreign language skills and avoid technical barriers in foreign markets (Mulyungi, P. M.2015). Qualification helps in formulating export strategic planning, improved export orientation mind, enhanced export marketing strategies, etc. (Makrini, 2013; Mupemhi, 2013). Confirmed that, for the internationalization capabilities of the firm, it needs to have well-qualified managers with necessary skills to achieve the desired level of export performance. (Hambrick and Mason 1984). Better education also enhances the skills of managers to be more receptive and adaptive to cultural differences, avoiding ethnocentric bias (Andersen 1997). All these arguments suggest improved strategic decision-making, thus yielding improved export performance. Some studies, in addition to or instead of workers' education, consider the management's education and provide empirical support for its positive impact on export performance. In the process of internationalization over a period of time,

Volume 7 Issue 12, December 2018

www.ijsr.net

Licensed Under Creative Commons Attribution CC BY

managers get to know firms internal and external factors, which reduces market risk (Kotorri & Krasniqi, 2018). Managers with great export experience in terms of number of years will have knowledge of formulating and appreciating marketing strategies to avoid market risk and grab market opportunities (Farshid Movaghar Moghaddam, 2012; Lages & Montgomery, 2005). It is also understood that managers professional experience and export performance have found a positive association (Mulyungi, P. M.2015). Many of the researchers widely proposed that export experience in terms of the number of years that the export managers worked in foreign business transactions leads to improved export performance (Gilaninia et al., 2013). Export sales can be increased from well - developed export markets if the managers develop strategic partnerships with their clients (Ciszewska - Mlinari 2010). Kotorri & Krasniqi, 2018) Both the concepts of young and aged managers's contribution towards export success are widely debated. Managers perceived risk towards availability of marketing information, quality of the product, legal and regulatory barriers, and technical differences must be taken into consideration while deciding export strategies (Gilaninia et al., 2013). Managers perceptions towards export marketing have been widely researched. Managers who are ready to accept the risk tend to achieve higher export goals. If the managers are more attentive and have a positive perception towards international business, the export sales will be higher (Mupemhi, 2013). Managers frequent visits abroad, and export performance was widely researched. It is understood that more foreign visits on export assignments lead to increased export intensity (Chen, 2017). Those managers who travel on foreign market assignments will have the ability to grab the business opportunity to serve the customers before the competitors (Gilaninia et al., 2013). Managers ability to speak multiple languages helps in negotiating, understanding customer requirements, exploring local market conditions, etc. (Chen, 2017). Managers with a strong hold on English language proficiency avoid miscommunication between clients and the firm. Therefore, researchers advised that it is worth conducting research on managers's language proficiency and export performance (Farshid Movaghar Moghaddam, 2012). It is proven that, instead of having only one language, it is better to have multiple language skills that enable export managers to decide appropriate marketing strategies. It is also observed that foreign language proficiency plays an important role in the process of entry into foreign markets. Most of the researchers found a positive relation between managers's perceptions and export performance. If the manager's perception is positive, then stronger the export expansion otherwise negative relation with exports (Kotorri & Krasniqi, 2018; Ciszewska - Mlinari, 2010). Attitudinal characteristics refer to management's international orientation, management's export commitment, management's perceived export competitive advantages, as well as barriers for exporting (Chen, 2017). Exceptional attributes of the managers include internationalization, commitment towards exports, availability of export advantages, and ability to overcome international market difficulties. (Coudounaris, 2018). The perception of the managers can be classified into two variables: one is positive perception, which means managers are very enthusiastic and motivated to export due to export sales, profits, and high growth; on the other hand, negative perception, which means managers feel that the

international business is a risky and costly practice, and export complexity due to unexpected export barriers leading to reduced export sales, declining export growth, and decreased export success (Farshid Movaghar Moghaddam, 2012). Export managers get influenced to export positively due to their personal confidence, strategic plans, and unexpected orders. The positive perception is because of export intensity and export profit. (Chen, 2017). If the managers are more international - oriented, they tend to commit to export expansion, which leads to new market entry and active participation in international business for better export performance (Makrini, 2013). Through proper training programs, the managers are able to upgrade necessary skills to face export challenges (Kotorri & Krasniqi, 2018). At the stage of internationalization, many researchers found a high degree of association between management commitment and export performance (Hind El Makrini, 2015). Management commitment plays an important role in exploring the foreign market opportunities with the help of strategic planning and the allocation of substantial financial and human capital. Management commitment towards export business leads to increased export performance and operational efficiency (Farshid Movaghar Moghaddam, 2012). Generally, management commitment refers to the level of involvement in allocating required financial, human, and physical resources for the purpose of extending the business operations abroad (Chen, 2017). Farshid Movaghar Moghaddam, 2012) The commitment also includes willingness to attend international trade shows, exhibitions, technical presentations, high degree of promotion programs, and export market research to gather export information to achieve the desired level of export goals (Makrini, 2013). Because of the allocation of financial and managerial resources with strategic export plans for export businesses, the uncertainties and market challenges can be addressed easily, which also leads to enhanced export performance (Makrini, 2013; Fitrianingrum et al., 2017). It is understood that export performance is influenced by the manager's willingness to learn new methodologies of export operations and the application of business strategies that are necessary for the export success in terms of utilizing the best resources available, etc. (Fitrianingrum et al., 2017). Highly dedicated managers are always stimulated to enter into international business with careful export planning based on the information collected related to export operations. They are very serious and rigorous in exploring foreign market opportunities for export business efficiency rather than the domestic business (Fitrianingrum et al., 2017). Those managers who are committed, positive, and flexible towards export operations in terms of innovation are highly successful in export markets (Barcic et al., 2016). Knowledge gained through export experience and skills acquired through formal training have found positive associations with export performance (Chen, 2017). (Love et al., 2016), Identified different ways of acquiring export market knowledge, such as knowledge utilised from the promoters or founders at the time of commencement of export business. Gilaninia et al., 2013), Noted that managers's knowledge on international markets, international business management, international financial management, knowledge on international legal and regulatory policies, and knowledge on information and communication technologies have a significant impact on export performance. Firm knowledge - based resources are

considered one of the important determinants of export performance. According to Mupemhi (2013), it is understood that a manager's knowledge helps in developing new skills and technological and organizational capabilities of the firm. Well - knowledge managers are flexible enough to adopt marketing elements and are able to face legal and regulatory barriers in international markets (Ciszewska - Mlinari 2010). A number of researchers explained that managers's knowledge through export experience enables them to build good network relationships, which helps in understanding competitors moves, collecting market information related to product development, formulating marketing strategies, and following the best world - class export practices of other firms (Mupemhi, 2013). More generally by Neubert & Van der Krogt (2018), through proper network relationships, market intelligence can be created, which helps in effective export decisions. In addition, knowledge obtained through industrial networks has been found to be more significant with export performance than knowledge obtained through market research (Yan, H., and He, X.2017; Chen, 2017). (Mudalige, 2017) Stated that export knowledge is regarded as organizational values, experience, export skills, firm image, firm's intellectual capabilities, code of conduct, and manager's behavior (Gilaninia et al., 2013). The main drivers of export motives of export managers are targeted sales, export revenue, market growth, and market share (Kuppusamy & Anantharaman, 2012). Managers willingness to export and enthusiasm, seriousness, and export commitment make the firm attain the desired level of export goal (Anil et al., 2016).

Export Performance

(In the study of Ayan, T. Y., and Percin, S.2005), he states that export intensity is considered powerful financial performance, which means the ratio of export sales to the total sales. The researcher has used subjective measures to measure the export success to capture the export perceptions from the managers by using a Likert 5 - point scale. The parameters to measure subjective export measures such as satisfaction with respect to achieving export goals, satisfaction with an increase in the number of export markets, achievement of export goals against plans, satisfaction with the export product success rate, and satisfaction with respect to achieving overall export goals. In most of the research work published, subjective measures have been used due to secrecy of business. Both objective and subjective measures are used in the measurement of export performance. Subjective measures are the measurement indicators of managerial satisfaction. (Dubayyan, S et al., 2013), observes that export performance deals with the efforts related to the achievement or failure put by a firm in a country to enter overseas markets by exporting manufactured goods. The indicators such as export sales data, export profit, and market size are the other tools used to measure export performance. Customer satisfaction is also considered one of the export performance indicators through subjective measures such as the satisfaction level of the distributor or customer satisfaction. (Malai, V 2012) indicates that export profitability, number of new markets explored, export market share, and export sales are considered as export performance measurements. There are other export performance measures that exist, such as export profit after tax, which is treated as confidential and that cannot be questioned directly with export managers of the

firm. Many of the research articles supported measuring the export performance by using the Likert scale as a measurement parameter. Using this scale, the variables such as export satisfaction are related to export growth rate, export market shares, export sales, etc.

Research Problem

It is understood that there is a lack of systematic research on managerial characteristics that determine export performance in spite of many research articles published in the recent past that are vague in nature with reference to manufacturing sectors. There are many ambiguous results found by researchers related to factors influencing, such as the export manager's commitment, knowledge, and motivation, the export performance of the firm. No research articles were published with reference to the Indian manufacturing industry, and there were no specific measurements for the indicators of managerial characteristics to link with export performance. None of the research articles has shown universal acceptance to measure managerial factors to understand the intensity of export performance.

Objectives of the Study

- 1) To find out relationship between managerial commitment and export performance.
- 2) To examine the impact between factors related to manager's knowledge and export performance.
- 3) To determine how manager's export motivation influence export performance.
- 4) To develop integrated model of managerial characteristics and export performance.

Hypothesis

H1: There is a significant influence of managerial commitment on export Performance of manufacturing industry.

H01: There is no significant influence of managerial commitment on export Performance of manufacturing industry.

H2: There is a significant influence of manager's knowledge on export Performance of manufacturing industry.

H02: There is a significant influence of manager's knowledge on export Performance of manufacturing industry.

H3: There is a significant influence of manager's export motivation on export Performance of manufacturing industry.

H03: There is no significant influence of manager's export motivation on export Performance of manufacturing industry.

Need for the Study

After intensive literature review, it is understood that there is a need for identifying and analyzing indicators of managerial characteristics, which helps in developing conceptual theory and constructing an integrated model for enhancing export performance. The main reason for conducting this research is to develop systematic knowledge to increase the export performance of the firm.

3. Methodology

The research uses descriptive analytical methods based on fieldwork, selected samples, and independent and dependent

measurements. The hypotheses are developed to identify the significant relationship between the variables. The variables of managerial factors and export performance for the empirical study are selected from a related literature review. The present research is descriptive and analytical in nature, which applies a regression model to understand the significant relationship of managerial factors with export performance. The intensive literature on managerial determinants such as managerial commitment, manager's knowledge, and manager's export motivation was the base for study. Multiple regression analysis has been used to test the hypotheses framed. A structured questionnaire was developed to conduct a preliminary survey by selecting 10 firms on a random basis. Once the questionnaire achieved the reliability of the variables selected, the final survey has been administered.

Sample Size

In India, there are more than 1225 manufacturers who are members of All India Manufacturers' Organisation, Mumbai. Among the members of this Organisation, there are 308 companies locating in south India, out of which 119 firms are in the export business. All the companies were targeted to collect the data during the survey, but only 88 firms responded, which shows the response rate is 74%.

Survey and Data Sources

The sample was drawn by visiting manufacturing companies in Tamil Nadu, Telangana, Karnataka. The secondary data has been collected from relevant research articles from various journals and master theses and research projects. This study extracted the data through the survey method from 88 export managers who completed questionnaires through the face - to - face interviews during 2018. Respondents were key informants, primarily the export marketing managers, or export in charge, the general manager marketing of manufacturing companies, who had information about the export performance of the company.

Research Instrument

The questionnaire was distributed to ten exporting companies in Bengaluru, Karnataka, prior to the commencement of the full - scale study. This step of the pilot test ensured that the ambiguity of wording was minimized. It took the form of a structured questionnaire, which consists of four major parts. The first part aimed to collect information regarding managerial commitment towards export operations. The second part consists of the manager's export knowledge; the third part is to collect information on the manager's export motivation; and the fourth part refers to the manager's satisfaction with regard to the export performance of manufacturing companies.

Respondents

The interaction was made with senior - level people who have knowledge about export operations. This survey was implemented by personal visits to manufacturing firms. Managers were requested to give their appointment for the discussion. A questionnaire has been sent online to the respondents, but the response was very poor due to their busy schedules. A scheduled questionnaire was issued to collect the necessary data by visiting personally. The target respondents for the survey were the managers who have occupied the positions of Export In - Charge/Export Manager/Vice - President Marketing.

Scope of the Study

The study is particularly to know the influence of managers' export commitment, export knowledge, and export motivation on the export performance of manufacturing firms engaging in export operations in South India. The data collected for the analysis is from the financial year 2017 - 18. This research has been narrowed down to the study of managerial factors affecting export performance. The study has been conducted in some of the selected industrial areas of Karnataka, Tamil Nadu, and Andhra Pradesh states.

Data Analysis: Results and Discussions

Linear regression is a statistical procedure for predicting the value of export performance variables from an independent variable such as managerial commitment, manager's export knowledge, and manager's export motivation when the relationship between the variables can be described with a linear model. Simple linear regression has been used to predict export performance by given variables of managerial characteristics. The regression test was run using SPSS software to test the data collected for the analysis purpose. The managerial characteristics, such as managerial commitment, manager's knowledge, and export motivation, were measured by using a five - point Likert scale. More specifically, export managers were asked to indicate on a five - point scale for a given statement in the questionnaire, viz., 1) Strongly Disagree, 2) Disagree, 3) Neutral, 4) Agree, (5) Strongly agree. Similarly, export performance variables were measured in the form of the satisfaction level of export managers with respect to the export performance of the firm. With the help of the Likert scale, the export performance has been measured, viz., 1) Highly Dissatisfied, 2) Dissatisfied, 3) Neutral, 4) Satisfied, and (5) Highly Satisfied. In order to examine the reliability of constructs in the questionnaire, the Cronbach's alpha was run to test the validity of the variables. The construct of managerial commitment Cronbach's alpha of $\alpha = 0.849$, manager's knowledge $\alpha = 0.841$, export motivation $\alpha = 0.755$, and export performance $\alpha = 0.857$ indicated good reliability and had a high level of acceptance.

Table 1: The Influence of Managerial Commitment on Export performance

Independent variable	B	Std. Error	Beta	t	Sig.
Strategic Export Business Units	.046	.072	.047	.649	.518
Frequency of Conducting Export Market Research	.133	.057	.151	2.306	.024*
Employees are Competitive Advantage	.282	.087	.213	3.252	.002*
Maintain Substantial Funds	.305	.046	.365	6.560	.000*
Frequent International Market Visits	.256	.071	.216	3.592	.001*
Undertake Strategic Planning	.105	.058	.109	1.812	.074

Dependent Variable: **Export performance** * Significant

$R = .956$, $R\text{ Square} = .913$, $Adjusted\ R\text{ Square} = .907$, $F = 141.67$, $Constant = - 1.041$

$$Exp_Performance = \alpha + \beta1ex_mr * + \beta2emp_ca * + \beta3fund * + \beta4mrk - vis * + \dots (\beta5nINDn) + \mu$$

The managerial commitment has been considered a key subject area for conducting research in most of the previous research articles. The export commitment of the managers facilitates allocating the required financial budget for future export actions, which helps firms gain a competitive advantage in long - run international business. The commitment of the managers will enhance the enthusiasm and interest with respect to putting efforts to chalk out strategic export plans to achieve export goals. The commitment enables the managers to formulate rational decision - making related to export marketing strategies. Commitment also helps in developing network capability with clients and partners, which leads to increased outcomes of export performance. Management commitment with regard to monetary (finance allocation) and non - monetary variables (strategic plan and allocation of human resources for export operations) has a significant relationship with export performance. Along with the domestic business operations, the managers rigorous commitment towards international business has been found to be significant with export performance in much research; sometimes it is dependent on the size of the firm. Seriousness in making export market plans and allocating adequate resources, such as appointing the required number of skilled employees and substantial financial resources within the firm

and having network relationships with clients, suppliers, and intermediaries, reduces the export business uncertainties. Managerial commitment is related to acquiring advanced technologies and acquiring necessary skills through formal training and education. In order to achieve the desired level of export success, the managers should conduct regular market research in international markets, which helps to understand market uncertainties and explore market opportunities. Regular market visits to understand export markets will also have a positive association with export performance. Table 1 indicates the relationship between the manager's export commitment and export performance. The understanding points from Table 1 indicate that the firm's periodical export market research (p =.024), employees as a competitive advantage (p =.002), the firm's allocation of substantial funds for the export purpose (p =.000), and frequent international market visits by the managers (p =.001) have a significant relationship with export performance. It can be argued that there was no significant relationship between variables such as a firm having a standalone export - oriented unit and managers strategic export planning with export performance. In this case, H1: There is a significant influence of managerial commitment on export Performance of the manufacturing industry is accepted.

Table 2: Influence of Manager's Knowledge on Export performance

Independent variable	B	Std. Error	Beta	t	Sig.
International Marketing Knowledge	.204	.084	.179	2.415	.018*
Knowledge of International Financial Management	.151	.054	.149	2.771	.007*
International Logistics Knowledge	.004	.181	.004	.021	.983
Awareness of Legal and Regulatory Procedures	.234	.177	.229	1.323	.189
Knowledge of ICT	.399	.077	.464	5.197	.000*

Dependent Variable: Export performance * Significant

R=.935, R Square=.875, Adjusted R Square=.867, F=114.71, Constant=0.07

$$Exp_Performance = \alpha + \beta1int_Knw * + \beta2int_FM * + \beta3knw_ICT * + \dots (\beta4nINDn) + \mu$$

As Table 2 clearly exhibits the relationship between manager's knowledge on export performance. It can be seen that the manager's knowledge variables such as international marketing knowledge p= (.018), knowledge of international financial management p= (.007), knowledge of information

and communication technology p= (.000) have significant relationship with export performance. In this case H2: There is a significant influence of manager's knowledge on export Performance of manufacturing industry.

Table 3: Influence of Manager's Export Motivation on Export performance

Independent variable	B	Std. Error	Beta	t	Sig.
Potential Export Market opportunities	.150	.080	.146	1.866	.066
Reduced Tariff Rates	.475	.059	.553	8.025	.000*
Stimuli by Competitors	.183	.066	.228	2.797	.006*
Government Export Incentives	-.107	.072	-.115	-1.486	.141
Dynamic Managers for Operating Export	.104	.076	.100	1.370	.174
Un - sought Orders	.112	.055	.117	2.055	.043*

Dependent Variable: Export performance * Significant

R=.949, R Square=.901, Adjusted R Square=.894, F=123.66, Constant= -.127

$$Exp_Performance = \alpha + \beta1red_tar * + \beta2sti_com * + \beta3un_ord * + \dots (\beta4nINDn) + \mu$$

Based on international experience, the managers get market intelligence, i. e., gaining knowledge on various aspects such as logistics knowledge, knowledge about legal and regulatory policies, knowledge about customers and distributors, and comprehensive knowledge on integrated marketing to market products in foreign countries. Knowledge gained by the managers through international experience and through networks and personal interaction with local markets has been considered a competitive advantage for the firm, as it often

gets motivated to internationalize its business operations. In international business relations, the managers get knowledge about competitors, export practices, marketing strategies, technological changes, customers' needs and requirements, etc. Those managers having potential knowledge on information and communication technology are able to communicate with clients over the phones, video conferences, and mails, which increases the ability of technical presentation. Most of the time, the existing knowledge of ICT

can facilitate in developing software that enables product designs and increased online transactions, etc. Table 3 clearly exhibits the relationship between a manager's export motivation and export performance. It can be seen that there was a significant relationship between the manager's export motivation variables, such as reduced tariff rates $p = (.000)$, stimuli by competitors $p = (.006)$, un-sought orders $p = (.043)$, and export performance. The managers get motivated to earn foreign exchange, organizational growth, and market expansion. This is not enough for export motivation; there is a need for some drivers to internationalize, such as excess capacity, unsolicited orders from foreign countries, adequate financial and managerial resources, government - favorable export policies, export incentives from the government, availability of advanced technologies, managers market intelligence, potential demand for the products in the foreign markets, etc. The manager's motivation can be categorized into two parts. 1) internal motivation and 2) external motivation. The internal motivation consists of the firm's capacity to utilize its excess capacity, state - of - the art technology, R&D capabilities, financial stability, managerial intelligence, etc. External motivation consists of demand for the products in a foreign market, reduced tariff rates, government export support, less competition, liberal regulatory policies, availability of market information, etc. Sometimes managers get motivated when they feel the internationalization process is more profitable than the domestic market. It is also proved in much research that if the domestic completion is getting tough, then managers are willing to export to foreign markets. During the early stage of internationalization, the managers are very serious in planning and organizing with respect to international marketing strategies. In this case, H3: There is a significant influence of the manager's export motivation on the export performance of the manufacturing industry.

4. Research Findings

It is proven that those managers who meet their clients personally are able to bag substantial export orders through technical presentations. Personnel network relationships with foreign clients enable export managers to understand the needs and requirements of the OEMs. It is found that those managers having knowledge about international financial management such as foreign exchange and currencies and knowledge on international accounting are successful in export operations. It also proved that managers with international marketing knowledge such as promotion strategies, network relationships, knowledge about distribution and logistics, knowledge about products, and international pricing are successful in export business. It is also understood that managers must have knowledge about information and communication technology to communicate with foreign customers related to product design and development. It can be achieved through video conferences, sending mail, virtual and technical presentations, software - enabled designs, etc. The research also found that the managers often get motivated to export due to internal and external stimuli. It is identified that manufacturers are conducting regular market research to collect information on customers, changing technologies, market conditions, competitors moves, foreign countries economic conditions, etc. Through that, they are able to upgrade technology and

decide appropriate export marketing strategies to achieve export success. Most of the manufacturers have recruited skilled and technically competent employees like engineers, designers, R&D staff, and export managers to face any kind of international marketing challenge. It is found that when those firms allocate financial resources for the internationalization, they are successful in achieving export performance. Adequate finance allocation to meet expenditures such as promotions, technological upgrades, training, R&D investment to meet foreign customers's quality standards, etc. If the export managers feel the tariff rates in the foreign countries are low, then it is a kind of motivation to export. Sometimes the managers get motivated to export due to competitors's success in the foreign markets. Often firms decide to export due to unsolicited export orders keeping coming from foreign customers.

5. Results and Discussions

Empirically, in the present research, the regression model describes the relationship between variables. According to the findings, firms regular international market research, competitive employees of the firm and its adequate fund allocation for export operations, managers market visits and managers's motivation due to reduced tariff rates, export stimuli by competitors, un-sought orders, and managers marketing knowledge, financial management, and ICT knowledge have a significant relationship with export performance. A conceptual model has been designed to represent the relationship between management characteristics and export performance, as shown in the following figure 1. The integrated model shows the indicators selected under each category of managerial characteristics, such as the manager's commitment, knowledge, and motivation, that influence export performance. It is understood that the variables shown in the model have a positive association with the export performance of the manufacturing industry.

6. Suggestions

Export managers should not leave the orders that are generated through uninvited export orders. They should try to understand what made the foreign clients place such orders. Export destinations can be chosen where the tariff rates are very low, so the transaction cost can be reduced, which leads to increased foreign revenue. Export managers should keep track of competitors marketing strategies adapted in foreign markets and should follow the best practices followed by them to achieve the desired level of export performance. It is strongly suggested that managers must plan strategically through strong commitment towards the allocation of financial and human resources for the export operations. Manufacturing firms must conduct marketing research from time to time to understand the export markets in depth, and they should make this research activity a regular practice. With more expertise and competent employees for the export operations, there are more chances of achieving export success. It is good to visit foreign clients to have personal interactions to get export orders regularly. The managers can acquire export knowledge through market research, knowledge through published reports, and knowledge through continual international marketing experience.

Managers should be provided adequate training to gain knowledge on international financial knowledge and adequate knowledge on ICT to make export operations smooth.

7. Limitation

The firms might have been selected from other states of the country to achieve more reliability in the study. Objective measures would have been used to measure the variables selected instead of measuring the construct using subjective measures. Advanced statistical tools such as the chi square test, structure equation model, and Mann - Whitney "U" test might have been used to study the significant relationship between managerial characteristics and export performance. The study is confined to finding out the relationship between managerial characteristics and export performance. There are other internal and external factors affecting export performance that are not taken into consideration for the study. The samples are selected only from manufacturing industries.

8. Directions for Future Research

Other industries such as electronics, pharmaceuticals, FMCG, and engineering goods manufacturing firms can use the present research approach to find out significant relationships with exports. The variables related to export marketing standardization and adaptation strategies can be tested on the export performance of manufacturing firms. Along with managerial characteristics, other variables such as external market environment, product characteristics, completion intensity, and legal and regulatory barriers can be taken into consideration to build an integrated export model for the manufacturing industry. Comparative analysis can be done between exporting and non - exporting firms to study what makes the firms enhance export intensity.

9. Conclusions

It also, observed that, managers with strong knowledge on international markets, international financial management and knowledge with ITC have found positive association with export business. Often managers export due to reduced tariff rates in the international markets. Sometime by observing competitor's success in international markets the firms are getting motivated to export. It is interesting to note that, due to improved quality and technological capabilities of manufacturing firms, the foreign OEM's are placing an order for their assemblies. This has made south Indian firms to respond for the unsolicited orders and trying to internationalise t have strong foot hold in the foreign markets. The objective of the research is to find out the significant relationship of managerial characteristics with export performance of the manufacturing firms. The results showed that, regular market research, competent employees for the export operations, maintenance of substantial financial resources for the export activities, managers international market visits have found significant with export performance.

References

- [1] Ayan, T. Y. and Percin. S. (2005). A Structural Analysis of the Determinants of Export Performance: Evidence from Turkey, *Innovative Marketing*, 1 (2).
- [2] Barcic, A. P., Motik, D., Oblak, L., & Vlosky, R. (2016). Management activity linkages to innovation deconstruction: An exploratory study of the furniture industry in Croatia. *Bio Resources*, 11 (2), 3987–4005. <https://doi.org/10.15376/biores.11.2.3987-4005>
- [3] Castagna, F., Centobelli, P., Cerchione, R., Oropallo, E., & Strazzullo, S. (2020). applied sciences Assessing SMEs' *Internationalisation Strategies in Action*.
- [4] Chen, Y. (2017). Impacts of Managerial Characteristics on the Export Performance of Small and Medium - sized Firms: Review and Implications. *DE - Stech Transactions on Economics, Business and Management*, ECED, 169–172. <https://doi.org/10.12783/dtem/eced2017/9851>
- [5] Ciszewska - mlinari, M. (2010). Small Firms in a Small Country: Managerial Factors, Internationalization and Performance of Slovenian SMEs. *Managing Global Transitions*, 8, 239–259.
- [6] Coudounaris, D. N. (2018). Current Research in Global Business.2.
- [7] Dubayyan, S., Alshammari, and Islam, R. (2014). Impact of The Antecedent Factors on the Performance of Malaysian Export Companies, *American Journal of Economics and Business Administration*, Published Online, 6 (2).
- [8] Farshid Movaghar Moghaddam. (2012). Management influence on the export performance of firms: A review of the empirical literature 1989 – 2009. *African Journal of Business Management*, 6 (15), 5150–5158. <https://doi.org/10.5897/ajbm11.1408>
- [9] Fitrianingrum, A., Fernando, Y., & Richardson, C. (2017). Organisational determinants of export performance: evidence from exporting firms in Batam, Indonesia. *International Journal of Business Excellence*, 11 (1), 95. <https://doi.org/10.1504/ijbex.2017.10000679>
- [10] Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual Framework for the Strategic Management: A Literature Review Descriptive.2020.
- [11] Gilaninia, S., Taleghani, M., & Damirchi, F. G. (2013). Impact of Managerial Factors on Export Performance of Export Firms. *Singaporean Journal of Business, Economics and Management Studies*, 1 (8), 27–33. <https://doi.org/10.12816/0003787>
- [12] Hind El Makrini, A. C. (2015). In Export Performance: A Meta - Analysis. *The Journal of Applied Business Research*, 31 (4), 1205–1223.
- [13] http://fundamentaljournals.org/ijfpss/downloads/1_IJFPSS_March_2013_01_09.pdf
- [14] Kotorri, M., & Krasniqi, B. A. (2018). Managerial Characteristics and Export Performance - Empirical Evidence from Kosovo. *South East European Journal of Economics and Business*, 13 (2), 32–48. <https://doi.org/10.2478/jeb-2018-0008>

- [15] Kuppusamy, J., & Anantharaman, R. N. (2012). The Link between Export Performance and Export Development: Does Managements' Motivation Play a Role? *The Journal of Organizational Management Studies*, 2012, 1–11. <https://doi.org/10.5171/2012.645053>
- [16] Lages, L. F., & Montgomery, D. B. (2005). The relationship between export assistance and performance improvement in Portuguese export ventures. An empirical test of the mediating role of pricing strategy adaptation. *European Journal of Marketing*, 39 (7–8), 755–784. <https://doi.org/10.1108/03090560510601752>
- [17] Love, J. H., Roper, S., & Zhou, Y. (2016). Experience, age and exporting performance in UK SMEs. *International Business Review*, 25 (4), 806–819. <https://doi.org/10.1016/j.ibusrev.2015.10.001>
- [18] Makrini, H. El. (2013). Which Managerial Determinant Is Better for an Export Performance of Firms? A Meta - Analysis. *International Journal of Fundamental Psychology and Sciences*, 3 (1), 1–9.
- [19] Malai, V. (2012). The Effect of Internal Forces, External Forces, and Export Marketing Strategies On Export Performance, Las Vegas International Academic Conference Las Vegas, Nevada USA. The Clute Institute <http://www.cluteinstitute.com>. Management Warwick Business School, Warwick University.
- [20] Mudalige, D. (2017). Export Behavior of Small and Medium Scale Enterprises (SMES) in Sri Lanka: The Role of Entrepreneur and the Moderation Role of Industry Context. *International Journal of Advanced Research*, 5 (2), 30–46.
- [21] Mulyungi. P. M, Mukulu. E & Waititu. A. G (2015), Influence of Skill Based Management Characteristics on the Export Performance of Agri - Based Export Oriented Small and Medium Enterprises in Kenya. *International Journal of Education and Research* 3 (3), 361–376.
- [22] Mupemhi, S. (2013). Factors Affecting the Internationalization of Manufacturing SMEs in Zimbabwe by Richard Duve Ronicah Mupemhi Midlands State University, Gweru, Zimbabwe. *Investment Climate and Business Environment Research Fund*, October.
- [23] Neubert, M., & Van der Krogt, A. (2018). Impact of Business Intelligence Solutions on Export Performance of Software Firms in Emerging Economies. *Technology Innovation Management Review*, 8 (9), 39–49. <https://doi.org/10.22215/timreview/1185>