

**Investigating factors affecting the development of export performance in
small and medium entrepreneur companies (Case Study: dried fruit
exporting companies of Tehran Province)**

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Abstract

Today success in export is very important. In some studies, the highlighted role of entrepreneurship in the implementation of export strategies is investigated. The entrepreneurial attitude of managers may have an effective role in the export performance. This study is an applied descriptive research that conducted by field survey method. Data collection tool in this study has been through questionnaire. In this study, factors affecting development of export of entrepreneurs in the international markets has been investigated. In this survey, dried fruit exporting companies in Tehran have been studied. Variables include: Entrepreneurship, export, performance of innovation, organizational learning, which were tested using PLS software, and the results of research showed that entrepreneurial orientation as mediator has an impact on export and organizational learning and innovation.

Keywords: entrepreneurship, export, organizational learning, innovation.

Introduction:

The growth and development of non-oil exports is a category that during history of Iran's foreign trade, its importance is faced with many rises and falls. Given the country's economic dependence on revenues from oil, given that oil-rich sources of Iran is limited and will be completed in not too distant future, no choice but to replace the oil exchange revenues with non-oil export revenues and this alternative must now be planned by considering past, present time and present potentials as a major goal of economy. Iran's dried fruit export as a traditional export items is a step in this direction that has several years dating in Iranian export. With the development of marketing and promotional activities in other countries in the field of dried fruit and its export by traditional way and not considering innovative marketing standards, the relative decline in market share of Iran dried fruit has been occurred and consequently its exchange revenues and reducing customers of Iranian dried fruit is occurred (Tak, 2010)

The main concern of many governments is to encourage export. Export by governments around the world as an economic strategy to succeed in the new global division is upgraded. (Griffith and Czinkota, 2012: 252). A lot of resources from the governments to design programs for export development, knowledge transfer and training to active exporters in foreign markets, is allocated (Martinkus and Carballo, 2010: 1720). In two past decades, governments have allocated large funds for export development (Freixenet, 2012: 1068). Even though many channels are considered to allocate funds for export development, the governments have investigated the effect of allocated resource for the development of national exports. To develop exports, not only, resource allocation, but also understanding and awareness of companies from export activities are also very important (Leonidou et al., 2011: 4).

In the new millennium, the theoretical framework of international trade due to improvements in the economy has been accompanied by changing technology. In fact, the main problem in the field of business models in different countries is technology and innovation behavior. Some early studies such as STO (1987), Porter (1990) or DC et al (1990) have provided a total overview about the relationship between innovation and international through the analysis of macro-economic factors. Generally, studies in the field of attention to the companies' internal capabilities and innovation performance according to assessment approaches, innovation behavior have been taken into consideration for economic evaluation. (Rudil et al., 2015: 3).

Over the past few years, small and medium-sized businesses are known as the main sources of creating job in developed and developing countries. The mentioned businesses due to the nature and its special characteristics and because of the important contribution that have in the level of employment in the countries and increasing growth and economic development of communities, for governments are very important. The mentioned companies, due to small and simplicity in the organizational structure have much flexibility against the changes, acceptable speed in carrying out the activities, the competitiveness power in the external environment of company and great capacity and ability to improve their performance and achieve planned targets using available resources (Biddokhty and Zargar, 2011: 126).

According to the definition of World Bank, Small and medium-sized companies are companies that their number not exceed of 300 people and the maximum income or annual financial turnover is 1 and their assets are \$ 15 million. In Iran, industrial firms according to firm size and according to available statistics are separated in four different sizes with 10-49 employees, 50-99 employees, 100-149 employees and 150 employees and more. In table (1) the definition of small and medium industries are in different countries; The point that should be mentioned is that in Iran, industrial firms according to firm size and according to available statistics are separated in four different sizes with 10-49 employees, 50-99 employees, 100-149 employees and 150 employees and more (www.bcdm.ir, 2015).

Table 1: Definition of small and medium industries in different countries

Country	Definition of small and medium industries		Classified criteria
Indonesia	Small and medium industries	less than 100 employees	The number of employees
Malaysia	Small and medium industries	Less than 150 employees and annual sales turnover less than 25 million ringgit (Malaysian currency = RM)	The number of employees and level of sales
India	Micro industries	Invest up to 50 thousand dollars	The size and amount of investment
	Small industries	The investment between 50 thousand to 1 million dollars	
	Medium industries	The investment between one and two million dollars	
Turkey	Micro industries	Less than 10 employees and an annual turnover of less than 1 million pounds	The number of employees and annual turnover volume
	Small industries	Between 10 and 50 employees and an annual turnover of less than 8 million pounds	
	Medium industries	Between 50 and 200 employees, an annual turnover of less than 40 million pounds	

Italy	Small industries	Less than 50 people, annual turnover of less than 5.7 million euros and the value of assets and liabilities less than 10 million euros	Number of employees, annual turnover of the firm and its assets and liabilities
	Medium industries	Between 50 and 250 employees, an annual turnover less than 20m and value of assets and liabilities less than 75 million euros	
Germany	Small and medium industries	Less than 500 employees	The number of employees
America	Small and medium industries	Less than 500 employees	The number of employees
Iran	Micro firms	Less than 10 employees	The number of employees
	Small firms	Between 10 to 49 employees	
	Medium firms	Between 50 to 149 employees	

The survival and expansion of firms' activities heavily depend on their understanding of the factors affecting export performance. The important issue is how can become a successful exporter. In response to this question, extensive research was investigated the factors affecting the success of the export performance of small and medium businesses (SMEs) and some factors were identified. In the field of entrepreneurship orientation plays a prominent role in adopting risk-taking strategies in the research literature. Many export operations are moving toward entrepreneur that are a set of core elements (power of innovation, risk-taking and accepting an active position) that can explain decisions of company to use the opportunities in the foreign market (Omri and Becuwe, 2014: 4).

Entrepreneurship plays an important role in decisions of exporting companies, but may be the attitude of corporate managers not fit to export performance. According to the research literature, certain traits of entrepreneurial managers affects in explaining the companies' international behavior. SMEs increasingly are entering to the international markets and the most common mechanism of these companies is the use of the export to participate in international markets. Export, particularly in SMEs, indicates an input mode to international markets with lower commitment and therefore less economic cost that adopted by entrepreneur. Small and medium companies are exporting actively at the international level that shows in European Commission that has achieved remarkable efficiency with respect to

the employment and innovation, with non-international counterparts (European Commission, 2010). Thus, for Europe increasing international capacity of SME's is a fundamental principle (Commission for Europe, 2011).

Position and importance of agriculture in the economy of Iran is due to its considerable contribution in development and expansion of non-oil export, food security and increasing employment (Tohidi, 2013). Export of dried fruit in Iran has a long history and is considered as the oldest traditional export string. Some of the items of dried fruit were sent out of the country about five thousand years ago as offerings. For example in the period of Pishdadian, among the gifts that were given to the Egyptian pharaohs, pistachios surely could be seen. In general, our country due to variations in climate, proper soil and other factors in the export of horticultural products and dried fruit especially in global markets has well position (Qods, 1999: 51). Unfortunately, the wrong policies and lack of proper planning and also drop behind the development of the technology are caused gradually the export decreases, and World markets are depleted of our products and some states replaced it that had no name and address in production and supply of these products (Moghaddasi and Ali Shahi, 2007: 22).

For many years, the Iranian government is trying to reduce its dependence on oil by increasing non-oil exports. In fact, government leads its policies towards non-oil export and with the help of investors and traders in different sectors, tries to take advantage of all its resources and opens a place in international markets for itself. The policies in eleventh government are also strongly pursued (Mirzaee, 2015).

Although previous studies showed that export is a credible mechanism to improve performance of SME and certainly these companies for export are faced with resource constraints and capabilities and this issue involves on their export activities. To date, most research analyzes the export from certain views, such as the desire to export or export performance. But does this argument express sustainable strategy for internationalization of export of Companies? Whether decisions to export and its persistence are related to certain factors that fit to different situations of international exports? Given the complexity and the dynamic increase of business entrepreneurs at the international level may lead to adopting strategies at the international level for companies that are not profitable, thus leaving the international markets rises and even changes as a desirable goal for these companies. This paper analyzes the relationships between entrepreneurial orientations, export with the role of mediator of organizational learning capability and performance of innovation in dried fruit exporting companies. The method is applied descriptive that is conducted by field survey method. The population of this research is exporters of Iran's dried fruit in Tehran province. A questionnaire was used to collect the information.

1. Theoretical framework and hypotheses:

The companies' strategic situation can be categorized along a continuous framework of conservation to entrepreneurship (Qovin, 1991). Conservative companies are risk-averse, passive and non-innovative. While entrepreneurial companies are risk-taking, innovative and active. The concept of conservatism and entrepreneurship in accordance with the basic concept is developed in the organizational and management literature. For example, searching companies, in terms of strategy are similar to entrepreneurial companies (Miles and Snow, 1978) and defensive companies are similar to conservative companies (Miles and Snow,

1987; Mintzberg, 1973). Yoh and Zhang (1995) argue that conservation and Entrepreneurship have similarities with the existing literature in export, including: Active-passive (Pirsi, 1981), invasive- passive (Rocha, Christensen, & da Cunha, 1990); Active-reaction (Johnston & Czinkota, 1982). Active – passive (Eshghi, 1992) and adaptive (Ganitsky, 1989). According to Covin and Slevin (1989), Entrepreneurship as a management approach with three dimensions: the integration of continuous innovation and radical innovation, competitive orientation, aggressive or active decisions with the level of high risk. Increase attention to the development of entrepreneurial teams in literature of international business for success in the international business plays an important role (Nielsen, 2010: 189). The empirical findings show that companies with working teams able to achieve top results in international markets and therefore, market development and export growth.

Based on the existing literature, entrepreneurial traits of managers is an important factor in explaining the international behaviors of companies. In the entrepreneurial traits, managers' professional experience affects their export decisions (Evers, 2011: 508). Work experience of entrepreneurs, special knowledge or management capabilities may contribute to the development of more successful international strategies. Bell and colleagues showed that decision makers in the industry affect the level of international commitment of companies. Criteria for international companies as well as international entrepreneurship literature, in general consider the perception of risk and uncertainty as factors affecting in determining the level of participation in international markets. Risk tolerance plays an important role in export (Lafont et al., 2015: 25).

With regard to the raised issues, argued that, in order to globalization, companies should be trying to search for opportunities in the foreign markets. Their entrepreneurship orientation enables them to identify export opportunities to achieve a higher level of export. According to the above, the hypotheses are formulated as follows:

- First hypothesis: the entrepreneurial orientation has a positive impact on export of small and medium companies.

Generally accepted that one of the factors influencing on create competitive advantage especially in the field of export is the innovation capabilities (Lachenmaier & Woßmann, 200; Nassimbeni, 2001). Rogers (2004) suggests that creative companies to increase sales and expand fixed costs to more units have a great desire to enter foreign markets. In addition to this innovation improves the strength of the market and ultimately facilitates export (Quinta's, Va' zquez, Garcí'a, & Caballero, 2009: 745).

According to the literature, there is a positive relationship between export, innovation and productivity. Given the mechanisms that companies choose, companies that are more innovative in the domestic market, by offering diverse products will be more successful in exports (Cassiman and Golovko, 2011: 58). The development of innovative measures is an important aspect of success in export markets. Exporting companies comparing the domestic market, in foreign markets are faced with further changes in technology and global competition (Hortinha et al, 2011: 39). However, the development of innovation capabilities in companies is an important and dangerous challenge due to difference in cultural environments, social and domestic and foreign markets. In export markets, compared to the

domestic markets has harder predicted and changing conditions and due to incomplete information on foreign markets (Morgan et al, 2004: 94).

Small and medium companies are usually faced with the problems of management expertise, access to finance and effects of managerial experience, which management efforts should be focused on growth strategies. In this regard, Golovko and Valentini (2011) found recently that adoption of an innovative case in SME cause a positive impact on export strategy.

- Second hypothesis: the innovation performance has a positive impact in export of small and medium companies.

Research has shown that this positive effect can directly affect the company's entrepreneurial orientation. With a deeper look, the relationship between entrepreneurship and export trends show that innovation is one of the expanding areas in corporate entrepreneurship studies (Rauch, Wiklund, Lumpkin, & Frese, 2009: 764). Innovation is an important factor in the company's performance results due to the current competitive environment (Newey & Zahra, 2009). The importance of innovation on long-term returns of small and medium businesses has been widely emphasized in previous research. In fact, Schuler (1986) considers understanding of entrepreneurship as innovation performance and claims that difference aspect of entrepreneurship and non-entrepreneurship companies is effective in their innovation. Thus it can be claimed based on the stated literature that entrepreneurship orientation can be considered as background for the performance of innovation of small businesses. According to the above, the performance of innovation may affect entrepreneurship orientation as an important driver and have an increasing impact on exports. The third hypothesis is formulated as follows:

- Third hypothesis: performance of mediators' innovation is the association between entrepreneurship orientation and export of small and medium companies.

In addition, the companies should be able to learn things about other organizations (customers, suppliers, and competitors), market developments and technological changes. In this case have a better chance to detect and appropriate action against dynamic environments, based on studies (Wu and Fang, 2010: 265). Organizational learning consists of the acquisition, dissemination and use of knowledge and is a very useful process for the production of new ideas. Previous research has shown that organizational learning has a positive impact on export (Bengtsson, 2004: 31). A number of previous studies state export as a process of organizational learning and knowledge gathering during the identification of environmental factors and take advantage of opportunities in foreign markets. The revival of knowledge and use and application of knowledge about foreign markets may lead to increase exports (Balabanis et al., 2004: 356). Because companies that have effective learning, will be able to use their experiences to develop exports and reduce their errors. Indeed, stated model show that the properties of the internationalization processes of companies are trying to develop commitments and improve their position (Johanson & Vahlne, 2009). Experience makes the companies' knowledge structure and this structure affects decision-making and commitments of companies to develop activities and increases their learning. So more produced learning through the process of globalization makes more commitment for the company.

In terms of management according to this view, the factors facilitating organizational learning may be the first step toward learning organizations. So we define organizational learning capabilities (OLC) as organizational and managerial features that facilitating organizational learning process (Dibella, Nevis, & Gould, 1996). Chiva, R., & Alegre (2009) have stated the following factors as organizational learning facilitator: testing, risk, environmental interaction, dialogue and participatory decision-making. As a result, these factors may facilitate organizational learning and export shall be considered as a learning process through which companies will better understand the global market and international customers (Balabanis et al., 2004). Small and medium companies can implement organizational learning processes easily due to its flexibility. Based on the above discussion, the fourth hypothesis is formulated as follows:

- Fourth hypothesis: organizational learning process has a positive impact on the export of small and medium companies.

Many studies argue that this positive impact may be affected directly by the entrepreneurial orientation. With a deeper look, the relationship between entrepreneurial orientation and performance shows that normal behaviors used in a number of studies for entrepreneurial orientation is to investigate the organizational learning process (Wang, 2008). In this regard Dess et al (2003) showed that entrepreneurship has a direct impact on organizational learning and can be considered as a mediator between entrepreneurship and knowledge. Entrepreneur Company encourages creativity and cooperation and dialogue (Cope, 2003 Covin et al., 2006; Fletcher and Watson, 2007).

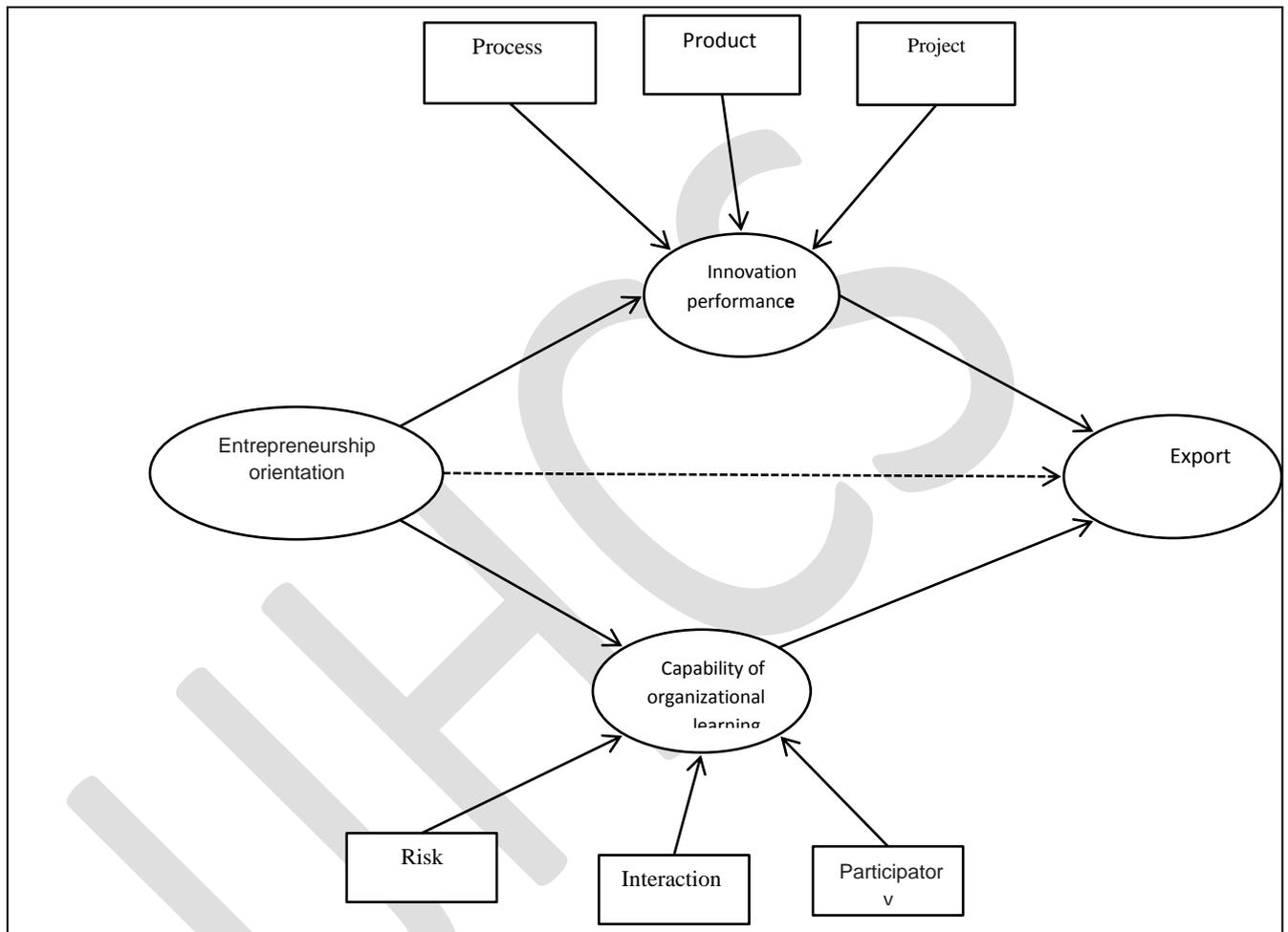
Similarly, Zahra et al (1999) showed that the development of entrepreneurial orientation supports the organizational learning, learning values, using teamwork and openness. Entrepreneurship may be regarded as a general managerial approach to support organizational learning. Managers with a focus on organizational learning are able to create open space for organizational changes and this key factor is related to organizational learning at the time of entering company to foreign market. For example, a company with entry into foreign markets faces a different definition of market actors. In other words, determine what factors in this complex relationship are invisible, must be considered (Johansson and Vale, 2009).

In addition, developing capabilities, and using it, over time cause creating distinct companies in the market which can be regarded as a competitive source (Tippins & Sohi, 2003: 748). According to the above, the organizational learning process may affect entrepreneurship orientation and create a synergistic effect. Due to the foregoing, the fifth hypothesis is formulated as follows:

- Fifth hypothesis: organizational learning process is mediator variable in the relationship between entrepreneurship orientation and export of companies.

Thus conceptual model were drawn as Figure 1:

Figure 1: conceptual model



Serra and colleagues (2012) investigated the factors affecting the willingness of export in companies of Great Britain and textile companies in Portugal. In this study, 167 Portuguese companies and 165 Britain companies were studied. The results showed that the size of company, educational level of managers, age of companies and perceived costs are the key factors influencing the willingness to export. Companies with certain characteristics such as size, competitive advantage and technology are able to increase their exports.

Monreal Pe et al (2012) investigated the relationship between export activity and innovation in Spanish companies and role of productivity management in the field. By investigating the Spanish exporting companies in the period 2008-2001, showed innovation increases performance of exporting companies and inter-organizational learning not have any impact in create product development and process innovation.

Cireraa et al (2015) investigated the explanation of export diversification through innovation in Brazilian companies. Findings showed that access to resources in the study of innovation in emerging economies cannot lead to export diversification. Innovation efforts, the company's strategic position in the domestic markets are important in creating this export diversity.

Lafond et al (2015) investigated the export to enter international markets through entrepreneurial traits. The results showed that export is not a single event but rather is a function of several variables that entrepreneurial orientation has an impact on companies' export decisions. To present in international markets requires management studies and entrepreneurship teams and is heavily dependent on management decisions. Entrepreneurs' fear of failure in international markets avoids their presence in international markets and, as a result to export development requires a comprehensive approach for better presence in international markets.

Vicente et al (2015) measure innovation capabilities in the exporting companies. The results showed that creative and innovation capabilities in organizations higher than other aspects have the product development capability, strategic and technological capabilities that these four dimensions has a positive and significant impact on the performance of investment.

Fernandez and colleagues (2015) investigated the trend to entrepreneurship and export intensity, review interplay of organizational learning and innovation. The results showed that management's attitude increases export and the amount of organizational learning and innovation have an impact on this relationship.

Rodil et al (2015) investigated the relationship between innovations of investment behavior in Galician companies (in West Spain). In this study, using multiple regression concluded that the existence of organizational support is positively related to innovation and export.

Kolah Kach Darziban (2013) investigated the impact of entrepreneurial development on export performance of small and medium companies. Karampour and Ebrahimi (2014) explained the competitive strategy and innovation of technical knowledge on export performance. The results indicate that strategy of competitiveness and innovation of technical knowledge both have impact on export performance, but the impact of innovation of technical knowledge on export performance is more than the application of kind of strategy. Results also indicate there is a significant relationship between strategy and innovation of these companies. On the other hand, the findings indicate that environment has a significant impact on the relations between exogenous variables (types of strategy and innovation of technical knowledge) and endogenous variables (export performance) and this issue moderates this relationship.

2. Research design:

This study is an applied descriptive research that is conducted by survey method. The population of this research is exporters of Iran's dried fruit in Tehran that 10 companies were selected randomly. These companies are namely: Hasas Company, Nadere Shargh Company, Arman Pegah trading Company, Arat Company, Almas Yar Company, Altaf Company, Bina Company, Aban Ariya Tejarat Gostar, Hessian Company and Javaher Company. Which of these companies, six companies have been the component of small companies and 4

companies have been the component of medium company. In the period of study referred to the headquarters of considered companies. After developing the draft of questionnaire were tried to determine the validity and reliability of questionnaire. Data gathering tool was a questionnaire from the research of Palabarbar and Allegri (2007); Vicente et al. (2015) and Fernandez et al. (2015). In each of dried fruit export companies, 30 questionnaires were distributed. After a week, 200 questionnaires were collected. To analyze the data, the software Smart Pls was used.

3-variables and model of research

- Reliability and validity of variables of research models

Since the standard questionnaire is used to measure the variables, first, considered indicatives were translated and then, referring to the elite, required corrections were done. In Figure 2, it can be seen all variable loads has a value greater than 0.5 and confirms that the reliability of the measurement model is acceptable.

Then, the reliability of variables by Cronbach's alpha indices with the standard rate of 0.7 (Cronbach, 1951) and combined reliability (CR) with a standard rate of 0.7 and developed average variance (AVE) with the standard rate of 0.5 (Fornell and Lacker, 1981) using Smart-PLS software were investigated. In Table 2 it can be seen that research variables have converged validity and reliability.

Table (2) reliability and convergent validity of variables of research model

Variable	Number of questions	Cronbach's alpha	AVE	CR
Entrepreneurship orientation	12	0.807883	0.632045	0.872674
Export	4	0.754622	0.578328	0.844983
Innovation performance	10	0.922326	0.545482	0.934105
Organizational learning	4	0.923029	0.597238	0.936027

- Divergent validity (Fornell and Larker method):

In the divergent validity, the difference between the indices of a structure compares with other structures indices. This issue is calculated by comparing the square root of AVE each structure with the correlation coefficient between structures. To do this must form a matrix that is values of the main diagonal of matrix of square AVE of each structure and the lower and higher values of original diameter is correlation coefficients between each structure with other structure. This matrix is shown in Table 3:

Table (3): Matrix of comparing square AVE and correlation coefficient of structures

	Entrepreneurship orientation	Export	Innovation performance	Organizational learning
Entrepreneurship orientation	0.795013			
Export	0.473694	0.7604788		
Innovation performance	0.228723	0.734811	0.7385675	
Organizational learning	0.390938	0.641404	0.593835	0.7728117

As specified from the above matrix, the square root of AVE of any structure from correlation coefficient of that structure is increased with other structures that suggest the acceptability of divergent validity of structures.

- Findings

As observed in diagram (2) the value of path coefficient for the relationship between two variables of entrepreneurial orientation on the export is calculated 0.265 and according to the diagram (3) can be seen a significant value 3.608 is obtained for this path that isn't placed at interval (1.96 and -1.96). It can be concluded this path coefficient is significant at the error level of 0.05 and in other words entrepreneurship orientation has a positive and significant impact on export. The first hypothesis is proved.

The value of path coefficient for the relationship between two variables of entrepreneurial orientation on the innovation performance is calculated 0.229 and according to the diagram (3) can be seen a significant value 2.736 is obtained for this path that isn't placed at interval (1.96 and -1.96). It can be concluded this path coefficient is significant at the error level of 0.05 and in other words entrepreneurship orientation has a positive and significant impact on innovation performance. The second hypothesis is proved.

The value of path coefficient for the relationship between two variables of innovation performance on export is calculated 0.548 and according to the diagram (3) can be seen a significant value 8.670 is obtained for this path that isn't placed at interval (1.96 and -1.96). It can be concluded this path coefficient is significant at the error level of 0.05 and in other words innovation performance has a positive and significant impact on export. The third hypothesis is proved.

In the relationship between the impact of entrepreneurial orientation on exports through innovation performance can be said since the value of the path coefficient for the relationship (Entrepreneurship orientation and innovation performance) as well as (innovation performance and export) is positive and significant, the fourth hypothesis and medium role of innovation performance is confirmed.

The value of path coefficient for the relationship between two variables of entrepreneurial orientation on organizational learning capability is calculated 0.391 and according to the diagram (3) can be seen a significant value 2.738 is obtained for this path that isn't placed at interval (1.96 and -1.96). It can be concluded this path coefficient is significant at the error level of 0.05 and in other words entrepreneurship orientation has a positive and significant impact on organizational learning capability. The fifth hypothesis is proved.

The value of path coefficient for the relationship between two variables of organizational learning capability on export is calculated 0.212 and according to the diagram (3) can be seen a significant value 2.743 is obtained for this path that isn't placed at interval (1.96 and -1.96). It can be concluded this path coefficient is significant at the error level of 0.05 and in other words organizational learning capability has a positive and significant impact on export. The sixth hypothesis is proved.

In the relationship between the impact of entrepreneurial orientation on exports through organizational learning capability can be said since the value of the path coefficient for the relationship (Entrepreneurship orientation on organizational learning capability) as well as (organizational learning capability and export) is positive and significant, the seventh hypothesis and medium role of organizational learning is confirmed.

Figure 2. The research model in standard estimate state

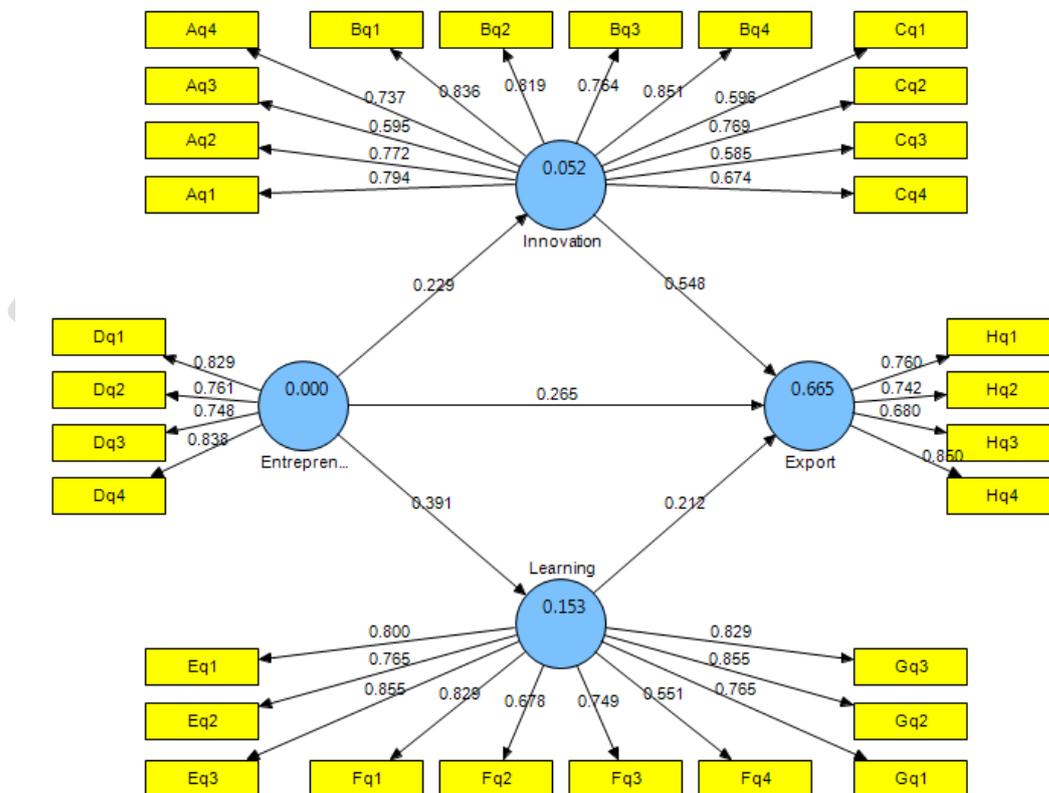
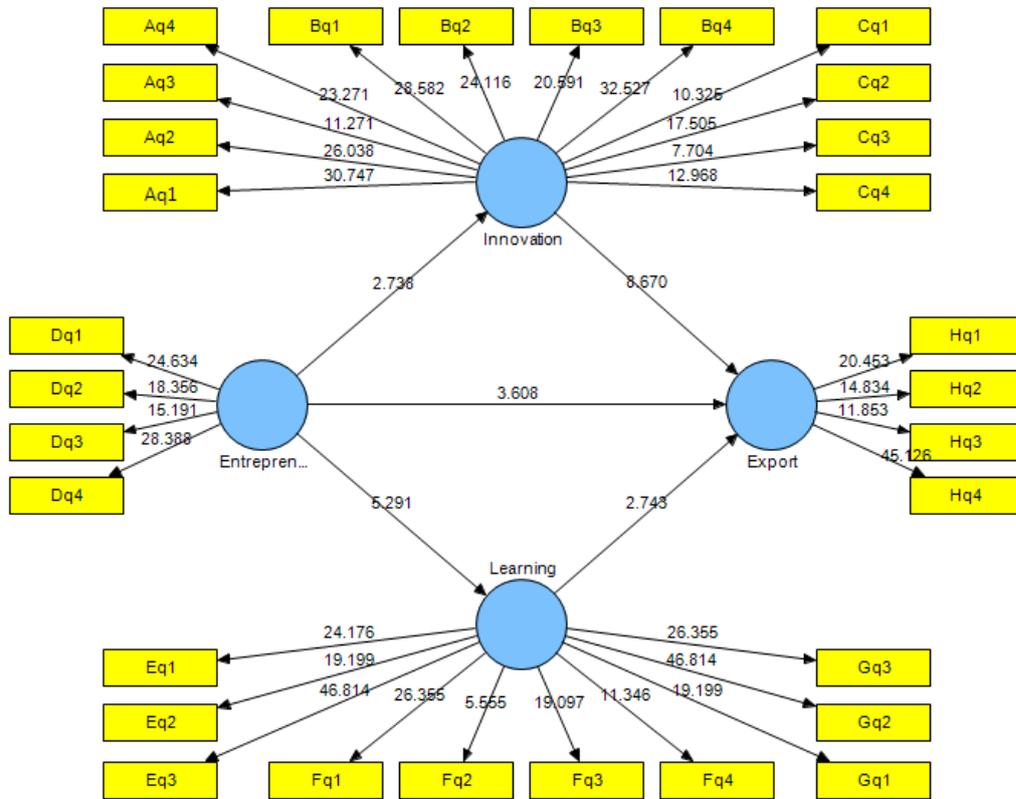


Figure 3. The research model in significant state of parameters (t)



- Investigating indices of fit model:

To investigate the quality or the validity of the model, the investigating validity is used that included the index of investigating common validity and index of investigating redundant or redundancy validity. Common index measures the quality of the measurement model of each block. Redundant index that is called Q^2 Aston-Giser, with positive values of the indices indicate acceptable quality of measurement and structure model. In Table 4, values of each index related to dependent and independent variables are presented. As can be seen indicators are positive and greater than zero.

Figure 4 Indices of fit research model

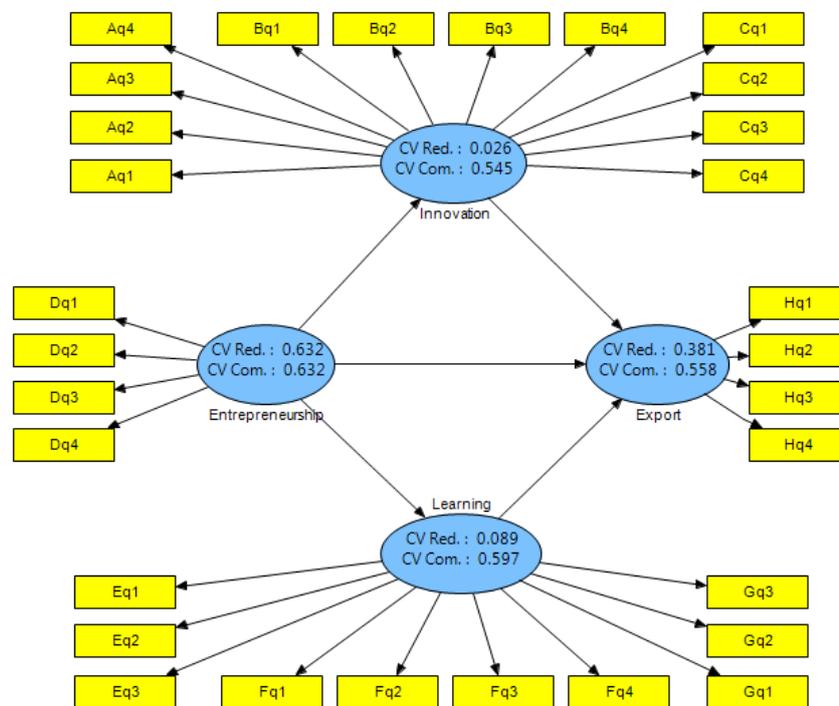


Table 4. Common indices (CV Com) and redundant index (CV Red)

Variable	CV Red	CV Com
Entrepreneurship orientation	0.632378	0.632378
export	0.380638	0.557663
Innovation performance	0.025946	0.545365
Organizational learning	0.088641	0.597091

4. Conclusion

Globalization of markets, the integration of the global economy, intense competition, the uncertainty, instability of business environment in the world have created new requirements for countries wishing to survive and compete in the complex and volatile global economic environment, these requirements, including such things as the use of tools, technologies and new ways of doing business, including export. Scientific findings and practical experiences show, having strategy in competitive markets, particularly for export markets is essential. That is why the export of dried fruit is the most important non-oil export of Iran, given the role of small and medium industries in export promotion and entrepreneurship is one of the factors that have the greatest impact on the success and economic growth of firms, countries and governments, export is one of the most important economic activities affecting success of different companies that have been the focus of many researchers and strategists. The amount of attention due to ease of use this strategy to enter the arena of international competition and also due to the useful features that export has in the development and progress of companies is very important. According to the results of testing hypotheses can be concluded, entrepreneurial orientation has an impact on exports. In this regard also, the innovation performance and organizational learning positively affected this relationship. In the meantime, the innovation performance on export with a path coefficient of 0.548 has had the greatest impact. Entrepreneurship orientation on export with path coefficient of 0.265 is placed in the second rank and organizational learning capability on export with path coefficient of 0.212 is placed in third rank. The results are consistent with the research of Fernandez et al. (2015); Lafont et al (2015). It can be concluded that to increase export, in addition to the characteristics of entrepreneurship should also be considered innovation and organizational learning. Therefore, companies are always following to achieve information and promote the export knowledge in their various subsidiaries to be able to guarantee their success in the field of export. Export creates the opportunity for the company's growth and development. The success of a company in export can be assessed with the export performance. The most important factor that was identified in this study can be cited innovation. In this regard, according to survey results suggest that organizational innovation culture and management style of entrepreneurs should be investigated. Also the relationship between innovation and marketing strategies on small and medium businesses should be investigated.

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