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DETERMINANTS OF EXPORT PERFORMANCE MARKET IN ETHIOPIA: IN THE CASE OF AGRICULTURAL PRODUCTS AND MANUFACTURED GOODS

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ABSTRACT

The major objective of this study is to identify and investigate the effect of these factors on the level of exporter's performance in Ethiopia. The questionnaire was distributed to 325 exporters of agricultural and manufactured goods and 284 have been collected and analyzed using correlation and regression analysis. All the predictor variables have a positive correlation with dependent variables at significant value of $P < 0.01$. Moreover, all determinant factors are significantly explaining Export Performance at $P < 0.01$ for all determinant variables, except, Strategic Motivation $p < 0.05$. In this study, samples were taken from exporters operating in Addis Ababa and excluded exporters operating in other regional states due to time and other resource constraint. Provides an insight on the effect of various factors to assist exporters to enhance their level of performance & the Ethiopian export promotion agency to promote the export sector in Ethiopia to make them competitive at international level. The study identified a number of the major determinants of export performance that affect the level of performance of exporters in Ethiopia.

KEYWORDS

agricultural products, determinants, export performance, manufactured goods.

INTRODUCTION

Recent decades have been marked by the rapid internationalization of business and the emergence of global competition. Markets in many industries, whether for consumer products, agricultural products, industrial goods and services or markets for resources such as capital, materials and technology, are becoming increasingly integrated worldwide (Douglas and Craig, 1992). Now days, it is an inevitable to firms to participate in global markets (Craig and Douglas, 1996a). Naturally, an increasing number of firms have seen in these sweeping developments the opportunity to expand their operations internationally in order to achieve their growth objectives, raise their sales and profits, diversify their business risks, and even retaliate to the entry of foreign competitors into their domestic markets. Exporting has been the most popular approach adopted by firms in their endeavors to enter and penetrate foreign markets, as it requires less commitment of resources, has minimal effect on the ordinary operations of the firm, and involves low investment and financial risks (Leonidou et al., 2002).

LITERATURE REVIEW: DETERMINANTS INFLUENCING EXPORT PERFORMANCE

A significant amount of research exists regarding export performance within the manufacturing sector (Aaby and Slater, 1989; Cooper and Kleinsehmidt, 1985; Dominguez and Sequeria, 1993; Koh, 1991). These variables encompass seven general categories: firm characteristics, management attitudes, market characteristics, international orientation of managers, performance, competitive/strategic advantage, or strategic motivation. Each of these categories has been shown to influence significantly the export performance of a substantial number of companies in other countries. However, it is unclear as to whether these variables will contribute to export performance in the Ethiopian business context or Not.

Firm characteristics: Previous research upholds that firm size has an impact on export performance. Larger firms have a greater ability to expand resources and absorb risks than smaller ones (Erramilli and Rao, 1993). Internationalization requires appropriate resources; therefore, firm size is an important predictor of export performance (Calof, 1994). Typically, firm size is operationalized as number of employees. Larger and older firms tend to have specialized managerial resources as well as make more effective use of economies of scale (Sarniee and Walters, 1991). Both firm characteristics (firm size and age) could be directly applicable to the service industry. An examination of the accounting and management consulting industries supports this contention: firms that have been in business long enough to become well established domestically and who have many employees also tend to operate internationally. Thus, the firm characteristics investigated in this study is the size (number of employees) and age of the firm.

International orientation of the manager: The international orientation of the manager positively relates to exporting in the manufacturing literature (Bilkey, 1978; Cavusgil, 1980, 1984a; Cavusgil *et al.*, 1979; Cavusgil and Naor, 1987; Cavusgil and Nevin, 1981; Wiedersheim-Paul *et al.*, 1978). Managers with greater international experience are more open to export opportunities. In essence, those with more exposure to the international business environment are less hesitant to operate within it. Axinn (1988) found a significant relationship between the percentage of managers with overseas work experience in a firm and export performance: that is, in the service industry managerial motivation to internationalize is intensified due to the lower reliance on capital investments. Consistent with previous research (see Burton and Sehlegelmilch, 1987; Dichtl *et al.*, 1990; Wiedersheim-Paul *et al.*, 1978), we will investigate the impact of a manager's foreign orientation on the export performance of the firm. Specifically, the number of foreign trips taken during the previous year, and international work experience (measured in terms of months) is investigated.

Market characteristics: Market characteristics, such as cultural similarity, governmental regulations, local business conventions, etc., influence export performance (Erramilli and Rao, 1993; Sullivan and Bauerschmidt, 1990; Styles and Ambler, 1994). Research on cultural similarity and internationalization indicates that firms initially tend to select countries culturally similar to their own in order to increase their export performance (Styles and Ambler, 1994). Erramilli and Rao (1993) report that foreign market entrants often perceive a significant amount of uncertainty when entering countries not deemed similar to the home country. Quite simply, firms tend to enter nations with like consumer behaviors, market conventions, industry structures, institutional settings and local business conventions, which create a feeling of market similarity (Sullivan and Bauerschmidt, 1990).

Management attitudes towards exporting: A large body of literature exists documenting the positive relationship between international trade and management attitudes towards exporting (Cavusgil and Nevin, 1981; Czinkota and Johnston, 1983; Dichtl *et al.*, 1990; Johnston and Czinkota, 1985). Axinn (1988) cautions researchers not to undervalue the link between managers' attitudes towards internationalization and firm export performance. In fact, she finds managers' perceptions of the relative advantage of exporting to be the most significant indicator of firm export performance, which supports the findings of Kedia and Chhokar (1986). Finally, Koh (1991) proposes that a firm's management will modify its internationalization strategy if a high level of commitment to exporting exists within the firm. Management attitudes, as a decision measure, appear to be directly relevant to the service industry. Thus, we investigate whether managers deem internationalization as desirable, firm capability to move international and top management's attitude and support of international operations.

Performance: Performance measures such as profitability and market growth opportunities influence export performance measurement within the manufacturing sector (Cavusgil and Nevin, 1981; Cooper and Kleinsehmidt, 1985; Sehlegelmilch, 1986; Wiedersheim-Paul, *et al.*, 1978). Cavusgil and Nevin (1981), as well as Sehlegelmilch (1986), indicate that managerial aspirations and expectations about the contribution of exporting to the achievement of basic goals have a direct bearing on the decision to engage in international trade. Cooper and Kleinsehmidt (1985) indicate that management's goals and aspirations including expectations for exports, corporate growth goals, and corporate goals regarding security of investment impact a firm's performance. The stronger the firm's motivation to grow,

the greater the search for new opportunities in order to find means of fulfilling its growth ambitions (Wiedersheim-Paul *et al.*, 1978). Performance measures of profits, growth, security of investment and markets, as well as market development are examined.

Competitive or strategic advantage: Researchers indicate that the possession of competitive advantages enhances overall export performance (Bharadwaj *et al.*, 1993; Cavusgil and Naor, 1987; Cooper and Kleinsehmidi, 1985). Bharadwaj *et al.* (1983) show that competitive advantages can lead to superior marketplace performance (e.g., market share, customer satisfaction) and financial performance (e.g., return on investment, shareholder wealth creation). Cavusgil and Naor (1987) found that unique firm advantages contribute to a firm's internationalization. Other authors also highlight the importance of competitive advantage in operating internationally (e.g., Cavusgil *et al.*, 1979; Cooper and Kleinsehmidi, 1985; Edvardsson *et al.*, 1993). Wiedersheim-Paul *et al.* (1978) attribute a firm's entry into the world market to competitive advantage: they contend that unique competence leads a firm to seek the exploitation of world markets, via trade or investment. According to them, when a firm is aware of the unique assets it possesses, it is more likely to search for wider exploitation of its advantages, including the testing of foreign markets. Other research on competitive advantage and its relationship with exporting supports their position (Bilkey, 1978). Three areas of strategic advantage that appear directly relevant to the service industry are: technological competence, company image and financial assets.

Strategic Motivation: Cooper and Kleinsehmidi (1985) propose that management looks to foreign markets because of increasing competition at home, maturing domestic markets, or limited domestic market opportunities. Gaedeke (1973) found many similarities in the motives of US advertising, consulting, and law firms who internationalized. Gaedeke reports that the primary incentive for these service organizations to internationalize is a favorable opportunity to follow domestic clients abroad. In fact, client following behavior is often the first stage in the internationalization process (Li and Guisinger, 1992; Nigh *et al.*, 1986; Terpstra and Yu, 1988; Weinstein, 1977). One of the benefits of following clients overseas is the existence of pre-established relationships, which serve to reduce the uncertainty of entering a foreign market (Li, 1994). And, of course, such firms recognize that following clients is a sound defensive strategy, i.e., they may lose major accounts who would find alternative service providers. Research exists supporting the strategy of market diversification as a goal of internationalization (Cooper and Kleinsehmidi, 1985). US service firms seeking to diversify geographically are attempting to secure a niche in a much larger market than is available in the USA. For the purposes of this study, three strategic motivations including internationalization as a result of a deliberate strategic plan, to capitalize on large and growing markets, and a desire to be known as a multinational service provider were considered.

MEASURES OF EXPORT PERFORMANCE

Export intensity, number of countries in the firm's base, management's perceptions of export profitability, and management's satisfaction with export performance were used as measures of export performance.

1. **Export intensity (FSTS):** Export intensity (measured as firm's foreign sales as a percentage of their total sales) reflects the importance of, and/or success of, a firm's international transactions in terms of its overall operations (Cavusgil, 1984b; Daniels and Bracker, 1989). While it is arguably the most often used dependent variable in the export performance literature, it is not without its critics (see Fenwick and Amine, 1979). Some researchers argue that FSTS may not measure performance, but rather a firm's level of internationalization, its relative dependence on foreign markets, or even its failure in the domestic marketplace. The prevalent use of FSTS, in spite of its shortcomings, may derive from its ease of collection.
2. **Number of Markets:** The number of markets a firm has in its export base has been another dominant measure of a firm's export performance (see Jung, 1984; Samice and Walters, 1990). The number of countries served by a firm indicates its success in reaching the international community. An implicit link exists between the number of foreign markets entered and international success, given that if a firm is successful in its international expansion, it continues to expand, while if unsuccessful, it will often take a defensive position and retreat to the sanctity of the domestic marketplace.
3. **Management's perception of export profitability:** Profitability is synonymous with performance from a US perspective and therefore used by researchers as a measure of success. Studies using this variable as a measure of export performance, most notably Koh and Robieheaux (1988) and Koh (1991), base their selection of it on the research by Bilkey (1982). Koh and Robieheaux theorize that the use of this dependent variable encourages more firms to respond given that respondents need not provide confidential export profitability figures. Similarly, Atuahene-Gima (1995) utilized management's perception of profit growth performance when examining new products introductions into export markets.
4. **Management's satisfaction with export performance:** The argument for using management's satisfaction with export performance proceeds as follows: a firm's management alone knows what its goals and expectations are regarding export performance and, therefore, are better able to judge whether or not the firm is achieving its goals than would outside parties. Although the previously proposed measures of export performance provide insight into a firm's exporting operations, the utility of depends upon the goal(s) management has established for exporting. Selecting management's satisfaction with export performance is consistent with the trend of "managing by objectives." Firms that meet or exceed their objectives, in terms of their export performance, are more satisfied than are firms who have not met their objectives. Seifert and Ford (1989) report that a major gap in the literature exists because of the lack of information pertaining to a firm's export satisfaction.

IMPORTANCE OF THE STUDY

This study will have the following contributions to various stakeholders:

- The exporters will be able to benefit to focus its attention on the most important variables affecting export performance.
- The government has to give the required assistance to exporters in order make them much more competitive in export marketing to generate foreign currency and minimize the gap in balance of payment of the country.

STATEMENT OF THE PROBLEM

Academic research on export marketing has made substantial progress over the past 40 years. This progress is reflected in the development of a substantial body of knowledge concerning the various aspects of exporting, as well as in the application of more rigorous research tools and procedures in investigating export-related phenomena. At the same time, however, the increasingly dynamic, volatile and complex international business environment, combined with significant advancements in marketing thought and the emergence of new marketing paradigms, open up a new research agenda for export marketing researchers. The crucial importance of exporting for the economic prosperity of national economies and individual firms alike has stimulated increased attention among academic researchers, who have attempted to investigate the key issues involved in the development and implementation of successful export marketing strategies in order to offer sufficient support to corporate and public policy makers confronting today's hostile global business conditions (Katsikeas, 2003).

The export industry is dramatically expanding in Ethiopia. However, this rapid expansion is also facing major difficulties in order to get the lead in the market in the horn of Africa despite availability of conducive policy framework and export promotion support given by the Federal government of Ethiopia. The aim of this study is to examine the effect of various factors that affect the level of performance of exporters of Ethiopia.

OBJECTIVES OF THE STUDY

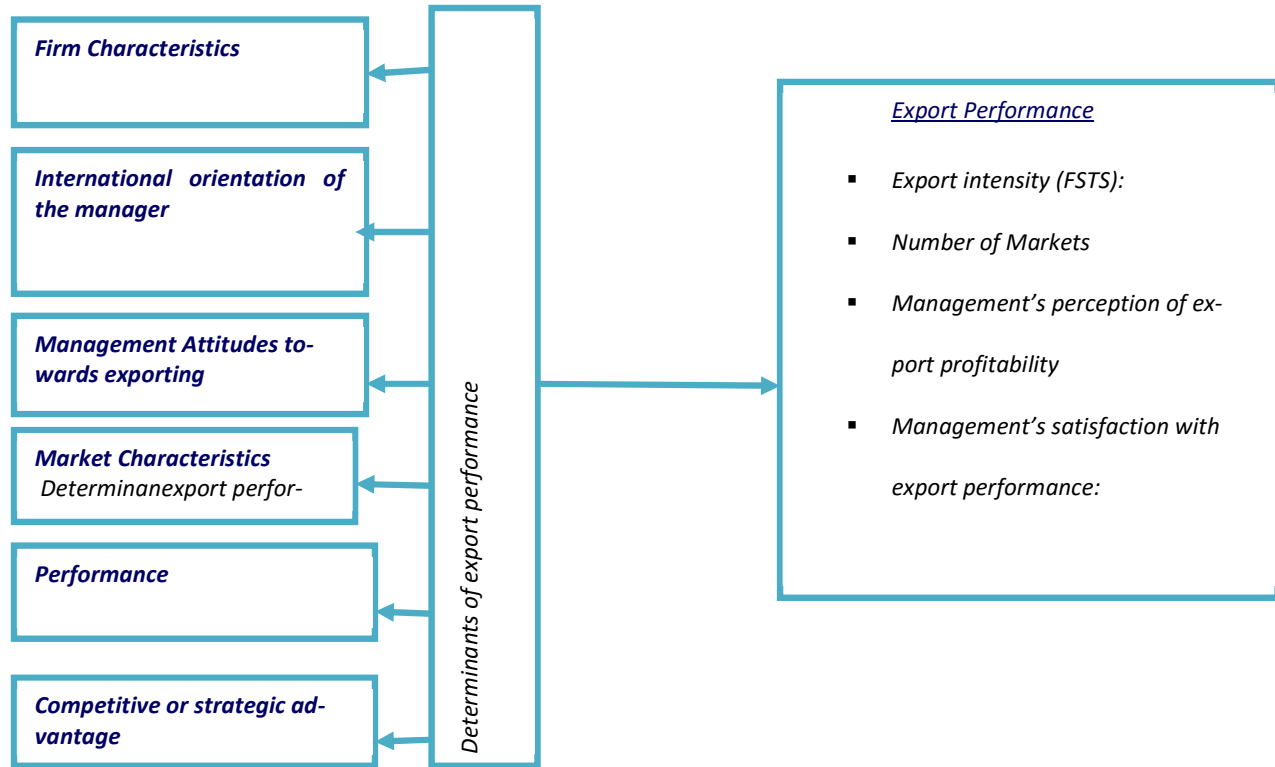
The Main objective of this study is to identify and examine the major determinants of agricultural and manufacturing goods exporters' performance in Ethiopia

The specific objective of the study includes the following:

- To identify major determinants of export performance in Ethiopia.
- To identify which of these determinants have a significant impact on the level of exporters of agricultural products and manufactured goods?

CONCEPTUAL FRAMEWORK AND HYPOTHESIS OF THE STUDY

CONCEPTUAL FRAME WORK



Source: Aaby and Slater, 1989; Cooper and Kleinsehmidi, 1985; Dominguez and Sequeria, 1993; Koh, 1991

HYPOTHESIS OF THE STUDY

- H1: Determinant variables are positively and significantly correlated with export performance.
- H2: Determinant variables have a significant and positive effect on the export performance.

RESEARCH METHODOLOGY

Researchers applied two types of research approaches, namely qualitative and quantitative approach (Saunders et.al, 2007). Therefore, this study follows quantitative methods approach.

SAMPLING DESIGN

The researcher adopted the six sampling steps of Malhotra et al., (2006); these steps are closely interrelated and relevant to all aspects of the market research. Those are - identified target population, determine the sampling frame, select sampling techniques, determine the sample size, execute the sampling process and validate the sample. The research target population is managers, supervisors and staffs who are working in marketing and outbound logistics related activities. Zikmund and Babin (2010) sampling technique was used to determine the sample proportion success and not success based on the experience from previous survey research response rate. Saunders, Lewis and Thornhill (2012) state that the likely response rate shall be reasonable 50% or moderately high, while Patrick, B. (2003) referring Babie (1979), the return or success rate 50% is 'adequate'; 60% response rate is 'good' and 70% rate or higher is 'very good'. In this study confidence of successfully collecting or return rate is expected to be 70% and the remaining might be defected or non-response, and sample size is determined at 95% confidence level.

Having this, sample size is determined with the help of the following formula (Saunders et.al, 2007):

$$n = \frac{Z^2 PQ}{e^2} \quad \text{Where,}$$

- n = sample size,
- p = proportion of success
- q = proportion of fail
- z = confidence level
- e = standard error

Based on the above formula,

$$n = \frac{1.96^2(0.70)(0.30)}{0.05^2} = 325 \text{ Respondents}$$

RESEARCH INSTRUMENT

This study employed a self-administered mail survey of 325 top management members of Ethiopian based agricultural and manufacturing firms listed in the chamber of commerce and sectoral association- national directory. The selection of exporters from these two sectors is based on the list available on the directory. The questionnaire was designed by using an iterative process including expert validation and pretesting. Modifications of the questionnaire were made to the research instrument to reflect the feedback of both pretest groups from the agriculture and manufacturing sector. Only 284 usable questionnaires were returned and analyzed using correlational and regression analysis.

VALIDITY AND RELIABILITY

Statistical validity also used to measure the validity of the research though use of correct statistical procedure and instruments (Neuman, 2007). To ensure the statistical validity of the study, the researcher has collected quantitative data using survey questioner and analyzed the data using correct statistical instruments like descriptive statistics, correlation and regression analysis to see the relationship of the variable and reach concrete conclusion.

According to Adams et al., (2007) internal validity is used to assure the research validity. To threat the internal validity of this study the questioner was distributed within the same period of time and collected within a month's time and reasonable sample was taken from the population of the study. Furthermore, pilot taste has been made by distributing 20 questionnaires to sample respondents to collect feedback on the clarity, wording, coherence and content of the questionnaire. The major objective of the pilot taste was to get feedback on the questionnaire way of preparation, and any other. Valuable comments obtained from the pilot test as well as experts in the field were used to restructure as well as refine the quality of the research instrument.

The reliabilities of enhancing and inhibiting factors on performance level were assessed with Cronbach's Alpha (α), Cronbach's Alpha is the most common measure of scale reliability (Field, 2006). According to Neuman (2007), Cronbach's Alpha used to assess uni-dimensionality. Alpha ranges from a maximum of 1.0 for a perfect score to minimum of zero, good measure of the alpha should be 0.70 or higher. In this study the Cronbach's Alpha value of determinants for 23 items.869 is above the minimum threshold.

TABLE 1: RELIABILITY

No	Determinants	Cronbach's Alpha	N of Items
	Firm Characteristics	.702	2
	International orientation of the manager	.761	2
	Management Attitudes	.807	4
	Market Characteristics	.711	4
	Performance Areas	.893	5
	Strategic Advantage	.725	3
	Export Performance	.709	4
	All predictors/ Determinants Variable	.869	23

RESULTS AND DISCUSSION

CORRELATION ANALYSIS

The result of the Pearson correlation is interpreted by the guide line suggested by Field (2005). According to Field, the Pearson correlation coefficients show the relationship between the predictor and outcome variable. The relationship in the range of 0.1 to 0.29 is considered as weak, 0.30 to 0.49 as moderate and above 0.50 shows strong relationship. Finally, the positive and negative sign is telling us the direction of their relationship. In correlation table below all relationships are found above 0.307. Thus, all the relationships are moderate and strong.

TABLE-2: CORRELATIONS

		Firm Charac-teristics	International Orientation	Management Attitude	Market Charac-teristics	Performance Area	Strategic Ad-vantage	Strategic Mo-tivation	Export Perfor-mance
Export Perfor-mance	Pearson Cor-relation	.416**	.459**	.480**	.576**	.470**	.428**	.307**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	283	283	283	283	283	283	283	283

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Hypothesis 1: All the predictor variables have a positive correlation with dependent variables at significant value of P<0.01.

REGRESSION ANALYSIS

Before running the regression analysis, a multicollinearity test has been done. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model and is calculated using the formula $1-R^2$ for each variable. If this value is very small (less than .10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of Multicollinearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating Multicollinearity. Referring Annex IV, the lowest tolerance is .003 (i.e. >.1) and the highest VIF is 7.854 (i.e. <10) there no problem of multicollinearity.

MULTICOLLINEARITY ASSUMPTION USING CORRELATION MATRIX

Use the descriptive statistics to check the correlation matrix for multicollinearity; that is, predictors that correlate too highly with each other, $R > .9$. No multicollinearity problem.

TABLE-3: CORRELATION MATRIX TO TEST MULTICOLLINEARITY

		Firm Charac-teristics	International Orientation	Management Attitude	Market Char-acteristics	Performance Area	Strategic Advantage	Strategic Motivation
Firm Characteristics	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	283						
International Orientation	Pearson Correlation	.454**	1					
	Sig. (2-tailed)	.000						
	N	283	283					
Management Attitude	Pearson Correlation	.233**	.310**	1				
	Sig. (2-tailed)	.000	.000					
	N	283	283	283				
Market Characteristics	Pearson Correlation	.283**	.394**	.461**	1			
	Sig. (2-tailed)	.000	.000	.000				
	N	283	283	283	283			
Performance Area	Pearson Correlation	.285**	.241**	.379**	.448**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	283	283	283	283	283		
Strategic Advantage	Pearson Correlation	.243**	.312**	.251**	.403**	.252**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	283	283	283	283	283	283	
Strategic Motivation	Pearson Correlation	.135*	.146*	.149*	.243**	.254**	.216**	1
	Sig. (2-tailed)	.023	.014	.012	.000	.000	.000	
	N	283	283	283	283	283	283	283
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	283	283	283	283	283	283	283

ASSUMPTION TEST USING COLLINEARITY STATISTICS

Checking the multicollinearity assumption is that by looking SPSS analysis output correlation table of Collinearity statistics value of Tolerance and VIF (Field, 2006). The Tolerance column value below 0.02 and VIF value above 10 pose a multicollinearity problem. Value of VIF is above 0.02 and value of Tolerance is below 10, so no Collinearity problem in the data.

TABLE-4: COLLINEARITY STATISTICS (Coefficients)

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
7 Firm Characteristics	.754	1.326
International Orientation	.694	1.441
Market Characteristics	.604	1.657
Performance Area	.722	1.384
Strategic Advantage	.790	1.266
Management Attitude	.733	1.364
Strategic Motivation	.900	1.111

AUTO-CORRELATION ASSUMPTION /DURBIN-WATSON TEST

Referring Model Summary Table: The test statistic can vary between 0 and 4, with a value of 2 meaning the residuals are uncorrelated (Field, 2006). Durbin-Watson is 1.834; therefore, the auto-correlation assumption has almost certainly met.

MODEL SUMMARY

Coefficient of Determination (Regression Coefficient, R Square -R² of model summary is 0.519 (51.9%)

TABLE-5: MODEL SUMMARY-DETERMINANTS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.416 ^a	.173	.170	.71678	.173	58.698	1	281	.000	
2	.515 ^b	.265	.260	.67681	.092	35.171	1	280	.000	
3	.654 ^c	.427	.421	.59844	.162	79.137	1	279	.000	
4	.681 ^d	.464	.456	.58002	.037	18.998	1	278	.000	
5	.696 ^e	.485	.476	.56963	.021	11.238	1	277	.001	
6	.713 ^f	.508	.498	.55761	.023	13.072	1	276	.000	
7	.721 ^g	.519	.507	.55227	.011	6.359	1	275	.012	1.834

Model Generalization

The adjusted R square gives some idea of how well the model generalizes and ideally it would like its value to be the same or close to, the value of R square. The model generalization value will calculate by difference between R square and adjusted R square (Field, 2006).

This is the difference between R square and adjusted R square, refer Model Summary Table, .519 -.507 = 0.012, about 1.2%. This shrinkage means that if the model were derived from the population rather than a sample it would account for approximately 1.2% less variance in the outcome.

TABLE-6: ANALYSIS OF VARIANCE /ANOVA/ TEST

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
7	Regression	90.652	7	12.950	42.459	.000 ^h
	Residual	83.876	275	.305		
	Total	174.528	282			

h. Predictors: (Constant), Firm Characteristics, International Orientation, Market Characteristics, Performance Area, Strategic Advantage, Management Attitude, Strategic Motivation

F value 42.459 is significant at P<0.01 level. Therefore, from the result, it can be concluded that with 51.9 % of the variance (R square) in Delivery reliability is significant and the model appropriately measure the dependent variables. According Weiers (2008), if p value is less than the specific level of significance (α), reject the null hypothesis; otherwise, do not reject the null hypothesis

TABLE-7: REGRESSION STANDARDIZED COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.118	.276		-.428	.669
7 Firm Characteristics	.092	.030	.147	3.046	.003
International Orientation	.079	.028	.145	2.889	.004
Market Characteristics	.242	.054	.241	4.486	.000
Performance Area	.153	.049	.154	3.127	.002
Strategic Advantage	.148	.049	.142	3.016	.003
Management Attitude	.205	.056	.179	3.661	.000
Strategic Motivation	.109	.043	.111	2.522	.012

Standardized regression coefficient (Beta) is the estimated coefficient indicating the strength of relationship between an independent variable and dependent variable expressed on a standardized scale where higher absolute values indicate stronger relationships (range is from -1 to 1) (William and Barry, 2010).

Here the largest beta coefficient (β=.242) which is Market Characteristics. This means that this variable makes the strongest unique contribution to explaining the dependent variable, when the variance explained by all other variables in the model is controlled for with a sig. of 0.000 (<0.05).

The next higher beta coefficient (β=.205) is Management Attitude with an important sig. level (p=.000) that makes it to be the second most important factor in determining the performance level of exporters.

The third most significant beta coefficient is Performance Area (β=.148) and sig. level (p=.002) in determining the performance level of flower producers and exporters.

Hypothesis 2: All determinant factors are significantly explaining Export Performance AT P<0.01 for all determinant variables, except, Strategic Motivation p<0.05; The regression model is:

Where:

- FC = Firm Characteristics
- InO= International Orientation
- MC= Market Characteristics

PA=	Performance Area
SA=	Strategic Advantage
MA=	Management Attitude
SM=	Strategic Motivation
Exp=	Export Performance
Bn=	Beta, n= 1, 2, 3...7

$Y(Exp) =$	$C + (B1)FC + (B2) InO + (B3)MC + (B4)PA + (B5)SA + (B6)MA + (B7)SM$
$Y(Exp) =$	$-.118 + (.147)FC + (.145) InO + (.241)MC + (.154)PA + (.142)SA + (.179)MA + (.111)SM$

CONCLUSIONS

This study began in an attempt to better understand the key determinants of various export performance measures in an international service context. The seven export measures investigated here provide useful insight for export managers. A clear implication is that managers must understand the components associated with their selected measure of export performance. For an international service organization to evaluate its international operations, managers need to understand the key components they are measuring when using a specific export performance measure. The seven general categories examined provide fruitful insight into the overall composition of each performance measure.

There is no conclusive statement about which export performance measure is "best." Each firm has its own specific objectives. Based upon the findings presented here, we suggest that a firm utilize the measure most appropriate to their objectives. These findings should help exporters of agricultural products and manufactured goods firms to select the measure of export performance most appropriate for their performance criteria.

FINDINGS

In the person correlation analysis all the predictor variables have been positively correlated with dependent variables at significant value of $P < 0.01$.

In the regression analysis all determinant factors were have showed a significant effect on export performance at $P < 0.01$ for all determinant variables, except, Strategic Motivation $p < 0.05$; Market Characteristics, Performance Area and Management Attitude were found as the most important factors in determining the performance level of exporters respectively.

RECOMMENDATIONS

The Ethiopian chamber of commerce and sectoral association need to serve as an excellent platform to share experiences as well as lobby government officials on critical issues affecting their exporters of agricultural products and manufactured goods.

The Ministry of trade and the Ethiopian export promotion agency should also stimulate and assist exporters in finding export destinations as well as in providing various tailored training programs on challenges and opportunities of export marketing. The management of the target firms has to make sectors wise experience sharing among each other and gain experience with other countries export success stories.

LIMITATION & DIRECTION OF FUTURE RESEARCH

While limits to the generalizability of the results of this study exist, the findings do offer insights into the components of seven export performance measures and provide a better understanding regarding agricultural manufactured goods export industries.

Some may contend that the study raises more questions than it answers in regard to export performance measurement in the agricultural and manufacturing sector industries context. Future researchers may wish to clarify this issue by delineating the components of export performance measures more narrowly, or by testing export performance measures within a more homogenous sector setting. Either of these directions would be a significant contribution to the literature in helping to develop better agricultural and manufactured goods industry export performance measures.

Additionally, the current study uses a cross-sectional data collection approach, and as such provides no basis for reviewing the dynamic nature of export performance. To better understand how export performance measurement changes overtime, one may wish to investigate the international behavior of firms over a number of years to see if export performance changes dramatically or incrementally.

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