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**ENTREPRENEURIAL ORIENTATION, BUSINESS NETWORK,
TOTAL QUALITY MANAGEMENT, EXPORT MARKET
ORIENTATION AND SMEs' EXPORT PERFORMANCE**



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Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
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**Thesis submitted to
School of Business Management, Universiti Utara Malaysia
In Fulfilment of requirement for the Degree of Doctor of Philosophy**

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Abstract

Studies on the export performance of small and medium enterprises (SMEs) have gained a lot of attention due to its contribution towards the economy of developing countries. Pakistan is one of the developing countries which have reported a decrease in export performance that may affect firm profitability and the country's economic growth. Thus, it is pertinent to study the factors that may enhance the export performance of SMEs, particularly in Pakistan. The objective of this study was to examine the relationships between entrepreneurial orientation (EO), business network (BN) and total quality management (TQM) on SMEs' export performance with the mediating role of export market orientation (EMO). The data was collected through questionnaires from owners/managers of exporting SMEs in Pakistan. 364 questionnaires were analysed using the Squares Structural Equation Modeling version smartPLS-3.2.7 and the Statistical Package for the Social Sciences version 25. The research findings showed significant relationships between EO, TQM, EMO and SMEs' export performance. However, the study found that the relationship between BN and SMEs' export performance is not significant. Furthermore, the findings revealed that EO and BN have direct and significant effects on EMO. Nevertheless, this study found that the relationship between TQM and EMO is not significant. With regards to the mediation effect, EMO plays significant mediating roles between EO, BN and SMEs' export performance. In contrast, the results showed no mediating role for EMO between TQM and SMEs' export performance. Generally, these findings support the view that EO, BN, TQM and EMO could effectively foster SMEs' export performance. Based on the findings, it is suggested that the owners/managers of the SMEs should effectively implement EO, BN, TQM and EMO in order to increase the SMEs' export performance. Finally, theoretical, practical and methodological implications as well as limitations and future recommendations are discussed in this study.

Keywords: entrepreneurial orientation, business networks, total quality management, export market orientation, SMEs' export performance.

Abstrak

Kajian mengenai prestasi eksport perusahaan kecil dan sederhana (PKS) telah mendapat banyak perhatian kerana sumbangannya terhadap ekonomi negara membangun. Pakistan merupakan salah satu daripada negara membangun yang telah melaporkan penurunan tahap prestasi eksport yang boleh menjejaskan keuntungan perusahaan dan pertumbuhan ekonomi negara tersebut. Oleh itu, adalah penting untuk mengkaji faktor-faktor yang boleh meningkatkan prestasi eksport PKS, terutamanya di Pakistan. Objektif kajian ini adalah untuk mengkaji hubungan antara orientasi keusahawanan (OK), rangkaian perniagaan (RP), dan pengurusan kualiti menyeluruh (PKM) terhadap prestasi eksport PKS dengan peranan pengantara orientasi pasaran eksport (OPE). Data dikumpul dengan menggunakan soal selidik dari kalangan pemilik/pengurus eksport PKS di Pakistan. Sejumlah 364 soal selidik dianalisis dengan menggunakan *Squares Structural Equation Modeling* versi *smartPLS-3.2.7* dan *Statistical Package for the Social Sciences* versi 25. Hasil penyelidikan menunjukkan hubungan yang signifikan di antara OK, PKM, OPE dan prestasi eksport PKS. Namun begitu, kajian mendapati bahawa hubungan di antara RP dan prestasi eksport PKS adalah tidak signifikan. Selain daripada itu, hasil kajian menunjukkan bahawa OK dan RP mempunyai kesan langsung dan signifikan terhadap OPE. Walau bagaimanapun, kajian ini mendapati hubungan di antara PKM dan OPE adalah tidak signifikan. Berhubung dengan kesan pengantara, OPE memainkan peranan pengantara yang signifikan di antara OK, RP dan prestasi eksport PKS. Sebaliknya, keputusan menunjukkan tiada kesan pengantara bagi OPE di antara hubungan PKM dan prestasi eksport PKS. Secara umum, kajian ini menyokong pandangan bahawa OK, RP, PKM, dan OPE secara berkesan dapat meningkatkan prestasi eksport PKS. Hasil daripada penemuan ini, kajian mencadangkan bahawa pemilik/pengurus PKS perlu melaksanakan OK, RP, PKM dan OPE yang efektif bagi meningkatkan prestasi eksport PKS. Akhir sekali, implikasi teori, praktikal, dan metodologi, serta batasan, dan cadangan masa depan turut dibincangkan di dalam kajian ini.

Kata kunci: Orientasi keusahawanan, rangkaian perniagaan, pengurusan kualiti menyeluruh, orientasi pasaran eksport, prestasi eksport PKS.

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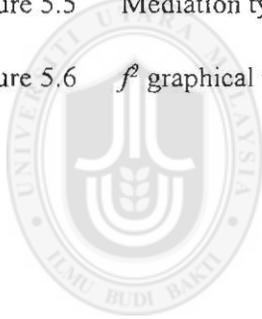
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List of Abbreviations

EO	Entrepreneurial orientation
BN	Business networks
TQM	Total quality management
EMO	Export market orientation
EP	Export performance
SMEs	Small and medium enterprises
SMEDA	Small and medium enterprise development authority
SBP	State bank of Pakistan
TDAP	Trade development authority of Pakistan
RBV	Resource base view
DCV	Dynamic capability view
VRIN	Valuable, rare, in-imitable, non-substitutable
SEM	Structural equation modeling
SmartPLS	Partial least square (statistical package)
SPSS	Statistical package for the social science
CTA	Confirmatory tetrad analysis

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The role of small and medium enterprises (SMEs) in any country's exports cannot be neglected. The exports of any country heavily rely on the participation of small and large firms in the export business. According to Dana (2017), the exports of a country can be enhanced through the extensive involvement of SMEs. In particular, SMEs are easy to start, require low capital, easy to manage, provide source of innovation and risk-taking for new opportunities (Dar, Ahmed, & Raziq, 2017; Zafar & Mustafa, 2017). SMEs are well known for their significant contribution to a country's economy (Paul, Parthasarathy, & Gupta, 2017; Raju & Rajan, 2015). Many researchers, argue that SMEs are the backbones of an economy (Paul et al., 2017). Furthermore, SMEs play an important role in poverty reduction and also provide new business platforms to entrepreneurs (Soomro & Aziz, 2015). Moreover, SMEs provide job creation opportunities plus income generation and as the lead initiator of innovations (Dar et al., 2017). Also, SMEs serve as service providers and suppliers to large firms and act as the basis for transforming small firms into large firms (Rahpoto & Shaikh, 2011). Furthermore, SMEs provide the support to large firms to make them competitive in their respective markets (Dar et al., 2017). Demirbag, Lenny Koh, Tatoglu, and Zaim (2006) stated that the impact of the contributions of SMEs on the economic growth and development of many countries has been significant. These characteristics have attracted the attention of other countries to develop more and more small and medium businesses, which can, in turn, improve their export performance (Rehman, 2016).

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Appendix A: Data Collection Letter



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"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
11 April 2017

Manager Manufacturing SMEs of Pakistan

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Muhammad Imran (Matric No: 900694)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled "**The Relationship Between Entrepreneurial Orientation, Total Quality Management, Business Networks and Manufacturing SMEs Export Performance of Pakistan : The Mediating Role of Export Market Orientation**" under the supervision of Dr. Azelin Binti Azlz.

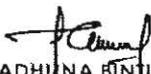
In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully


FADHINA BINTI MD PUDZI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
- Student's File (900694)

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The Eminent Management University



Appendix B

Scale Face and Content Validity Analysis

Instrument validity results

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
SMEs' export performance			
Financial EP	This export venture has been very profitable.	Our firm export has been very profitable.	Shoham et al. (2008)
	This export venture has generated a high volume of sales.	Our firm export has generated a high volume of sales.	
	This export venture has achieved rapid growth.	Our firm export has achieved rapid growth.	
Strategic EP	This export venture has improved our global competitiveness.	Our firm export has improved our global competitiveness.	
	This export venture has strengthened our strategic position.	Our firm export has strengthened our strategic position.	
	This export venture has increased our global market share.	Our firm export has significantly increased our global market share.	

Instrument validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	The performance of this export venture has been satisfactory.	The export performance of our firm has been satisfactory.	
Satisfaction EP	This export venture has been successful.	Our firm export has been successful.	
	This export venture has fully met our expectation.	Our firm export has fully met our expectation.	
Entrepreneurial Orientation			
	Our company has produced more new products/services for our export markets than our key export market competitors during the past five years.	Our company has produced more new products for our export markets than our key export market competitors during the past five years.	
Innovation	On average, each year we introduce more new products/services in our export markets than our key export market competitors.	On average, each year we introduce more new products in our export markets than our key export market competitors.	Boso et al. (2012)
	Industry experts would say that we are more prolific when it comes to introducing new products/services in our export markets	Industry experts would say that we are more innovative when it comes to introducing new products in our export markets.	

Instrument validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	<p>Relative to our main export competitors, the products/services we offer in our export market(s) are</p> <p>Revolutionary</p> <p>Inventive</p> <p>Creative</p>	<p>Relative to our main export competitors, the products/services we offer in our export market(s) are Revolutionary.</p> <p>Relative to our main export competitors, the products/services we offer in our export market(s) are Inventive.</p> <p>Relative to our main export competitors, the products/services we offer in our export market(s) are Creative.</p>	
Risk Raking	<p>Top export managers of our company, in general, tend to invest in high-risk export projects</p> <p>This company shows a great deal of tolerance for high risk export projects</p> <p>Our export strategy is characterised by a strong tendency to take risks</p> <p>Taking chances is part of our export business strategy</p>	<p>Top export manager of our company, in general, tend to invest in high-risk export projects.</p> <p>This company shows a great deal of tolerance for high risk export projects.</p> <p>Our export strategy is characterised by a strong tendency to take risks.</p> <p>Taking risk is part of our export business strategy.</p>	<p>Boso et al. (2012)</p>

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
Proactiveness	We seek to exploit anticipated changes in our export market ahead of our rivals	Our company seeks to exploit anticipated changes in our export market ahead of our competitors.	
	We act opportunistically to shape the export environment in which we operate	Our company acts opportunistically to shape the export environment in which we operate.	
	We consistently try to position ourselves to meet emerging export market demands.	Our company consistently tries to position ourselves to meet emerging export market demands.	
Total Quality Management			
	Managers view cost as more important in comparison to the quality of products.	Managers of our company view the cost as more important in comparison to the quality of products.	
Leadership	Managers present themselves as role models for the employees.	Managers of our company present themselves as role models for the employees.	Shafiq et al. (2017)
	Managers ensure that employees and suppliers (the people/companies who provide, e.g., raw materials to the company) are aware of the company's long-term plans.	Managers of our company ensure that employees are aware of the company's long-term plans.	

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	Managers do not want to give authority to employees for them to take decisions about their jobs.	Managers of our company do not want to give authority to employees for them to take decisions about their jobs.	
	Managers continuously acquire and update their knowledge that is valuable for the organisation.	Managers of our company continuously acquire and update their knowledge that is valuable for the organisation.	
	Managers encourage and participate in continuous improvement initiatives.	Managers of our company encourage and participate in continuous improvement initiatives.	
	The views of customers (the people/companies who buy or want to buy your company's products) are considered important while designing new products.	In our company, the views of customers (the people/companies who buy or want to buy your company's products) are considered important while designing new products.	
Strategy	The views of employees and suppliers are considered while shaping the company's objectives.	In our company, the views of suppliers are considered while shaping the company's objectives.	
	The performance of competitors and best-in-class companies is assessed and analysed.	In our company, the performance of competitors and best-in-class companies is assessed and analysed.	

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	Systematic measurement of losses (production losses, the losses due to rejection of finished products, etc.) is carried out.	In our company, systematic measurement of losses (such as production losses, the losses due to rejection of finished products, etc.) is carried out.	
	Information systems are in place to capture information about customers and markets.	In our company, information systems are in place to capture information about customers and markets.	
	Periodically (e.g. after every three months, six months, or one year), organisational performance is evaluated against the set objectives and targets.	In our company, periodically (e.g. after every three months, six months, or one year), organisational performance is evaluated against the set objectives and targets. (Strategy)	
	Formal processes are used regularly (attitude surveys, employees' briefing, etc.) to find out employees' opinions and views.	In our company, formal processes are used regularly (attitude surveys, employees' briefing, etc.) to find out employees' opinions and views.	
People	Specific quality training is offered to employees.	In our company, specific quality training is offered to employees.	
	Employees are encouraged to update their knowledge and skills.	In our company, employees are encouraged to update their knowledge and skills.	

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	Teamwork is a common practice within the organisation.	In our company, teamwork is a common practice within the organisation.	
	Employees have easy access to the relevant information.	In our company, employees have easy access to the relevant information.	
	Encourage the employee's opinions, suggestions about any of the activities of the organization.	In our company, encourage the employee's opinions, suggestions about any of the activities of the organization. (People)	
	Suppliers are encouraged to develop long-term partnerships with the organisation.	In our company, suppliers are encouraged to develop long-term partnerships with the organisation.	
Resources	Our organisation does not give preference to quality over cost while making purchase agreements with suppliers.	In our company does not give preference to quality over cost while making purchase agreements with suppliers.	
	Performance of the suppliers is evaluated periodically.	In our company, performance of the suppliers is evaluated periodically.	
	Updated information and resources are provided to all employees to perform their jobs.	In our company, updated information and resources are provided to all employees to perform their jobs.	

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	The organisation tries to reduce the harmful effect of its activities on the environment.	In our company tries to reduce the harmful effect of its activities on the environment. (Partnership and resources)	
	Proper procedures are established to perform different jobs.	In our company, proper procedures are established to perform different jobs.	
	Employees are aware of the parameters (temperature, pressure, etc.) of different processes, which are needed to be controlled for effective operation.	In our company, employees are aware of the parameters (temperature, pressure, etc.) of different processes, which are needed to be controlled for effective operation.	
Process	Performance of production processes is monitored.	In our company, performance of production processes is monitored.	
	Development and innovation of production processes are emphasised.	In our company, development and innovation of production processes are emphasised.	
	The research and development (R&D) department is continuously working on the development and improvement of the products.	In our company, the research and development (R&D) department is continuously working on the development and improvement of the products.	

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	Production processes are capable of producing products according to design specifications.	In our company, production processes are capable of producing products according to design specifications.	
	Proper systems are in place to deal with customer complaints.	In our company, proper systems are in place to deal with customer complaints.	
Business Networks			
	We ask our business partners when we need information regarding any of the following: new business opportunities, competition or technology developments in the market.	Our firm asks to business partners when we need information regarding any of the following: new business opportunities, competition or technology development in the market.	
Information Acquisition	Information provided by our business partners is helpful for us to make an informed decision.	Information provided by our business partners is helpful for us to make an informed decision.	Thornton et al. (2014)
	By speaking to our business contacts, we are able to obtain the information that is crucial to us.	By speaking to our business contacts, our firm is able to obtain the information that is crucial to us.	
	Information from our business contacts who work in a similar market can be useful for us.	Information from our business contacts who work in a similar market can be useful for us.	

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
Opportunity enabling	We make every effort to go out and network in order to increase our reputation in the market.	Our firm makes every effort to go out and network in order to increase our reputation in the market.	
	We recognize that the value of working well with our business partners adds to the reputation of our products or services.	Our firm recognizes that the value of working well with our business partners adds to the reputation of our products.	
	We invest in building up our reputation in the market by networking with our business partners.	Our firm invests in building up our reputation in the market by networking with our business partners.	
	We work toward becoming an effective business partner for other companies in the market (e.g., potential customers or suppliers).	Our firm works toward becoming an effective business partner for other companies in the market (e.g., potential customers or suppliers).	
Strong tie resource mobilization	Matching our suppliers' capacity to the demands of our customers has been an important practice in our organization.	Matching our suppliers' capacity to the demands of our customers has been an important practice in our organization.	
	Our suppliers' ability is critical for us to satisfy our customers.	Our suppliers' ability is critical for us to satisfy our customers.	

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	Having good relationships with both suppliers and customers has enabled us to adapt to changes in the market place.	Our firm has good relationships with both suppliers and customers, has enabled us to adapt to changes in the market place.	
	Our customer-focused approach is communicated to suppliers, so that they are aware of how we serve our customers and can contribute to the success of delivering the offerings.	Our customer-focused approach is communicated to suppliers, so that they are aware of how we serve our customers and can contribute to the success of delivering the offerings.	
	We initiate relationships with new business partners to gain local knowledge in a new market.	Our firm initiates relationships with new business partners to gain local knowledge in a new market.	
Weak resource mobilization	We interact with the customers of our customers.	Our firm interacts with the customers of our customers	
	We work closely with influential parties who have relationships with our direct customers to stimulate demand.	Our firm works closely with influential parties who have relationships with our direct customers to stimulate demand.	
	Identifying our competitors' major customers helps us to getting to know the needs and requirements of potential customers.	Identifying our competitors' major customers helps us to getting to know the needs and requirements of potential customers.	

Instrument Validity results (continues)

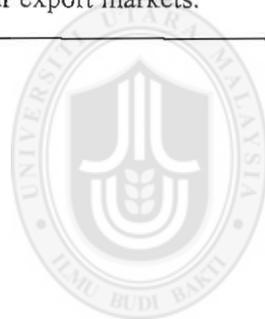
Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
Export Market Orientation			
Export Market Intelligence Generation	In this company, we generate a lot of information concerning trends (e.g., regulations, technological developments, political, economic) in our export markets.	In our firm, we generate a lot of information concerning trends (e.g. regulations, technological developments, political, economic) in our export markets.	Cadogan et al. (2001)
	We constantly monitor our level of commitment and orientation to serving export customer needs.	Our firm constantly monitors our level of commitment and orientation to serving export customer needs.	
	We are slow to detect fundamental shifts in our export environment (e.g., regulation, technology, economy).	Our firm is slow to detect fundamental shifts in our export environment (e.g. regulation, technology, economy).	
	We periodically review the likely effect of changes in our export environment (e.g., regulation, technology).	Our firm periodically reviews the likely effect of changes in our export environment (e.g. regulation, technology).	
	We generate a lot of information in order to understand the forces which influence our overseas customers' needs and preferences.	Our firm generates a lot of information in order to understand the forces that influence our overseas customers' needs and preferences.	
Export Market Intelligence Dissemination	Too much information concerning our export competitors is discarded before it reaches decision makers.	Too much information concerning our export competitors is discarded before it reaches top management.	

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	Information which can influence the way we serve our export customers takes forever to reach export personnel.	Information which can influence the way we serve our export customers takes forever to reach export personnel	
	Important information about our export customers is often “lost in the system.”	Important information about our export customers is often ‘lost in the system’.	
	Information about our export competitors’ activities often reaches relevant personnel too late to be of any use.	Information about our export competitors’ activities often reaches relevant personnel too late to be of any use.	
	Important information concerning export market trends (regulation, technology) is often discarded as it makes its way along the communication chain.	Important information concerning export market trends (regulation, technology) is often discarded as it makes its way along the communication chain.	
Export Market Responsiveness	If a major competitor were to launch an intensive campaign targeted at our foreign customers, we would implement a response immediately.	If a major competitor were to launch an intensive campaign targeted at our foreign customers, we would implement a response immediately.	

Instrument Validity results (continues)

Dimensions	Adopted Scale / Original Scale	Adapted Scale	Source
	We are quick to respond to significant changes in our competitors' price structures in foreign markets.	Our firm is quick to respond to significant changes in our competitors' price structures in foreign markets.	
	We rapidly respond to competitive actions that threaten us in our export markets.	Our firm rapidly responds to competitive actions that threaten us in our export markets.	



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Appendix C

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	Variance (%)	Cumulative (%)	Total	Variance (%)	Cumulative (%)
1	17.032	21.028	21.028	17.032	21.028	21.028
2	6.398	7.899	28.926	6.398	7.899	28.926
3	5.968	7.368	36.295	5.968	7.368	36.295
4	4.287	5.293	41.587	4.287	5.293	41.587
5	3.402	4.201	45.788	3.402	4.201	45.788
6	2.364	2.918	48.707	2.364	2.918	48.707
7	2.034	2.511	51.218	2.034	2.511	51.218
8	1.847	2.280	53.498	1.847	2.280	53.498
9	1.830	2.259	55.758	1.830	2.259	55.758
10	1.682	2.076	57.834	1.682	2.076	57.834
11	1.636	2.019	59.854	1.636	2.019	59.854
12	1.524	1.882	61.735	1.524	1.882	61.735
13	1.320	1.629	63.364	1.320	1.629	63.364
14	1.229	1.517	64.881	1.229	1.517	64.881
15	1.160	1.433	66.314	1.160	1.433	66.314
16	1.114	1.375	67.689	1.114	1.375	67.689
17	1.041	1.286	68.974	1.041	1.286	68.974
18	1.013	1.251	70.225	1.013	1.251	70.225
19	.990	1.222	71.447			
20	.982	1.213	72.660			
21	.893	1.103	73.763			
22	.868	1.072	74.835			
23	.822	1.015	75.849			
24	.786	.971	76.820			

Total Variance Explained (Continues)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	Variance (%)	Cumulative (%)	Total	Variance (%)	Cumulative (%)
25	.760	.938	77.758			
26	.754	.931	78.690			
27	.712	.879	79.569			
28	.685	.846	80.415			
29	.671	.829	81.244			
30	.648	.800	82.044			
31	.604	.745	82.789			
32	.600	.741	83.530			
33	.567	.700	84.230			
34	.554	.684	84.914			
35	.533	.658	85.572			
36	.501	.619	86.191			
37	.489	.604	86.794			
38	.469	.579	87.374			
39	.460	.568	87.941			
40	.446	.551	88.492			
41	.436	.538	89.030			
42	.413	.510	89.540			
43	.408	.503	90.043			
44	.386	.477	90.520			
45	.383	.473	90.993			
46	.368	.454	91.447			
47	.348	.430	91.877			
48	.336	.414	92.292			
49	.319	.393	92.685			
50	.314	.387	93.072			

Total Variance Explained (Continues)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	Variance (%)	Cumulative (%)	Total	Variance (%)	Cumulative (%)
51	.300	.371	93.443			
52	.293	.361	93.804			
53	.288	.356	94.160			
54	.279	.345	94.505			
55	.275	.339	94.844			
56	.267	.330	95.174			
57	.255	.315	95.489			
58	.251	.310	95.799			
59	.236	.291	96.090			
60	.231	.285	96.375			
61	.219	.271	96.646			
62	.211	.260	96.906			
63	.207	.255	97.161			
64	.199	.246	97.407			
65	.183	.226	97.633			
66	.172	.212	97.845			
67	.168	.208	98.053			
68	.163	.202	98.255			
69	.154	.190	98.445			
70	.149	.184	98.629			
71	.139	.171	98.800			
72	.127	.157	98.958			
73	.125	.154	99.112			
74	.115	.142	99.253			
75	.109	.134	99.388			
76	.103	.127	99.515			

Total Variance Explained (Continues)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	Variance (%)	Cumulative (%)	Total	Variance (%)	Cumulative (%)
77	.098	.121	99.635			
78	.091	.112	99.747			
79	.082	.101	99.848			
80	.069	.085	99.933			
81	.054	.067	100.000			

Extraction Method: Principal Component Analysis.



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Appendix D

Questionnaire



COLLEGE OF BUSINESS, UNIVERSITI UTARA MALAYSIA

Title: Survey to Investigate the Factors of SMEs Export Performance in Pakistan.

Section A: Firm's and Respondent's Profile

Firm Profile: Kindly, tick () whichever particular is applicable

1. Type of industrial sub-sector:

- | | |
|--|--|
| <input type="checkbox"/> Textile (Readymade garments, Bed wear, Towels, Fabric, Yarn, Cotton, Carpets) | <input type="checkbox"/> Surgical |
| <input type="checkbox"/> Pharmaceutical | <input type="checkbox"/> Electrical/Electronic appliances |
| <input type="checkbox"/> Automobile parts | <input type="checkbox"/> Leather (Leather products, Footwear) |
| <input type="checkbox"/> Sports | <input type="checkbox"/> Furniture |
| <input type="checkbox"/> Stainless cutlery & Utensils | <input type="checkbox"/> Metallic/Mineral Products: (Gems, Jewelry, Marble, Granite) |

Please Specify:

2. Does your company involve in?

- Local/National Market Export/international market both

3. Numbers of employees:

- 10-50 50-250 More than 250

4. Please provide an estimate of your company's total annual sales PKR,

- Less than 10 million PKR (10,000,000) Less than 250 million PKR (250,000,000)
 More than 250 million PKR (250,000,000)

Respondent Profile: Kindly, tick () whichever particular is applicable

1. Your age

- 20-30 years 31-40 years 41-50 year
 Above 50 years

2. Gender:

- Male Female

3. Education

- Diploma/FA/FSC BA/BSC/Engineering
 Master MPhil
 PhD

Section (B) (Please circle one number for each statement).

Where 1= Strongly Disagree (SD) 2= Disagree (D) 3= Somewhat Disagree (SWD) 4=Neutral (N) 5=Somewhat Agree (SWA) 6=Agree (A) 7=Strongly Agree (SA)

B	Questions	SD	D	SWD	N	SWA	A	SA
1	Our firm export has been very profitable.	1	2	3	4	5	6	7
2	Our firm export has generated a high volume of sales.	1	2	3	4	5	6	7
3	Our firm export has achieved rapid growth.	1	2	3	4	5	6	7
4	Our firm export has improved our global competitiveness.	1	2	3	4	5	6	7
5	Our firm export has strengthened our strategic position.	1	2	3	4	5	6	7
6	Our firm export has significantly increased our global market share.	1	2	3	4	5	6	7
7	The export performance of our firm has been satisfactory.	1	2	3	4	5	6	7
8	Our firm export has been successful.	1	2	3	4	5	6	7
9	Our firm export has fully met our expectation.	1	2	3	4	5	6	7

Section (C) (Please circle one number for each statement).

Where 1= Strongly Disagree (SD) 2= Disagree (D) 3= Somewhat Disagree (SWD) 4=Neutral (N) 5=Somewhat Agree (SWA) 6=Agree (A) 7=Strongly Agree (SA)

C	Questions	SD	D	SWD	N	SWA	A	SA
1	Our company has produced more new products for our export markets than our key export market competitors during the past five years.	1	2	3	4	5	6	7
2	On average, each year we introduce more new products in our export markets than our key export market competitors.	1	2	3	4	5	6	7
3	Industry experts would say that we are more innovative when it comes to introducing new products in our export markets.	1	2	3	4	5	6	7
4	Relative to our main export competitors, the products/services we offer in our export market(s) are Revolutionary	1	2	3	4	5	6	7
5	Relative to our main export competitors, the products/services we offer in our export market(s) are Inventive	1	2	3	4	5	6	7
6	Relative to our main export competitors, the products/services we offer in our export market(s) are Creative.	1	2	3	4	5	6	7

7	Top export manager of our company, in general, tend to invest in high-risk export projects.	1	2	3	4	5	6	7
8	This company shows a great deal of tolerance for high risk export projects.	1	2	3	4	5	6	7
9	Our export strategy is characterised by a strong tendency to take risks.	1	2	3	4	5	6	7
10	Taking risk is part of our export business strategy.	1	2	3	4	5	6	7
	Our company seeks to exploit anticipated changes in our export market ahead of our competitors.	1	2	3	4	5	6	7
	Our company acts opportunistically to shape the export environment in which we operate.	1	2	3	4	5	6	7
	Our company consistently tries to position ourselves to meet emerging export market demands.	1	2	3	4	5	6	7

Section (D) (Please circle one number for each statement).

Where 1= Strongly Disagree (SD) 2= Disagree (D) 3= somewhat disagree (SWD) 4=Neutral (N) 5=Somewhat Agree (SWA) 6=Agree (A) 7=Strongly Agree (SA)

D	Questions	SD	D	SWD	N	SWA	A	SA
1	Managers of our company view the cost as more important in comparison to the quality of products.	1	2	3	4	5	6	7
2	Managers of our company present themselves as role models for the employees.	1	2	3	4	5	6	7
3	Managers of our company ensure that employees are aware of the company's long-term plans.	1	2	3	4	5	6	7
4	Managers of our company do not want to give authority to employees for them to take decisions about their jobs.	1	2	3	4	5	6	7
5	Managers of our company continuously acquire and update their knowledge that is valuable for the organisation.	1	2	3	4	5	6	7
6	Managers of our company encourage and participate in continuous improvement initiatives. (Leadership)	1	2	3	4	5	6	7
7	In our company, the views of customers (the people/companies who buy or want to buy your company's products) are considered important while designing new products.	1	2	3	4	5	6	7
8	In our company, the views of suppliers are considered while shaping the company's objectives.	1	2	3	4	5	6	7
9	In our company, the performance of competitors and best-in-class companies is assessed and analysed.	1	2	3	4	5	6	7
10	In our company, systematic measurement of losses (such as production losses, the losses due to rejection of finished products, etc.) is carried out.	1	2	3	4	5	6	7
11	In our company, information systems are in place to capture information about customers and markets.	1	2	3	4	5	6	7
12	In our company, periodically (e.g. after every three months, six months, or one year), organisational performance is evaluated against the set objectives and targets. (Strategy)	1	2	3	4	5	6	7
13	In our company, formal processes are used regularly (attitude surveys, employees' briefing, etc.) to find out employees' opinions and views.	1	2	3	4	5	6	7
14	In our company, specific quality training is offered to employees.	1	2	3	4	5	6	7

15	In our company, employees are encouraged to update their knowledge and skills.	1	2	3	4	5	6	7
16	In our company, teamwork is a common practice within the organisation.	1	2	3	4	5	6	7
17	In our company, employees have easy access to the relevant information.	1	2	3	4	5	6	7
18	In our company, encourage the employee's opinions, suggestions about any of the activities of the organization. (People)	1	2	3	4	5	6	7
19	In our company, suppliers are encouraged to develop long-term partnerships with the organisation.	1	2	3	4	5	6	7
20	In our company does not give preference to quality over cost while making purchase agreements with suppliers.	1	2	3	4	5	6	7
21	In our company, performance of the suppliers is evaluated periodically.	1	2	3	4	5	6	7
22	In our company, updated information and resources are provided to all employees to perform their jobs.	1	2	3	4	5	6	7
23	In our company tries to reduce the harmful effect of its activities on the environment. (Partnership and resources)	1	2	3	4	5	6	7
24	In our company, proper procedures are established to perform different jobs.	1	2	3	4	5	6	7
25	In our company, employees are aware of the parameters (temperature, pressure, etc.) of different processes, which are needed to be controlled for effective operation.	1	2	3	4	5	6	7
26	In our company, performance of production processes is monitored.	1	2	3	4	5	6	7
27	In our company, development and innovation of production processes are emphasised.	1	2	3	4	5	6	7
28	In our company, the research and development (R&D) department is continuously working on the development and improvement of the products.	1	2	3	4	5	6	7
29	In our company, production processes are capable of producing products according to design specifications.	1	2	3	4	5	6	7
30	In our company, proper systems are in place to deal with customer complaints. (Process)	1	2	3	4	5	6	7

Section (E) (Please circle one number for each statement).

Where 1= Strongly Disagree (SD) 2= Disagree (D) 3= Somewhat Disagree (SWD) 4=Neutral (N) 5=Somewhat Agree (SWA) 6=Agree (A) 7=Strongly Agree (SA)

E	Questions	SD	D	SWD	N	SWA	A	SA
1	Our firm asks to business partners when we need information regarding any of the following: new business opportunities, competition or technology development in the market.	1	2	3	4	5	6	7
2	Information provided by our business partners is helpful for us to make an informed decision.	1	2	3	4	5	6	7
3	By speaking to our business contacts, our firm is able to obtain the information that is crucial to us.	1	2	3	4	5	6	7
4	Information from our business contacts who work in a similar market can be useful for us.	1	2	3	4	5	6	7
5	Our firm makes every effort to go out and network in order to increase our reputation in the market.	1	2	3	4	5	6	7

6	Our firm recognizes that the value of working well with our business partners adds to the reputation of our products.	1	2	3	4	5	6	7
7	Our firm invests in building up our reputation in the market by networking with our business partners.	1	2	3	4	5	6	7
8	Our firm works toward becoming an effective business partner for other companies in the market (e.g., potential customers or suppliers).	1	2	3	4	5	6	7
9	Matching our suppliers' capacity to the demands of our customers has been an important practice in our organization.	1	2	3	4	5	6	7
10	Our suppliers' ability is critical for us to satisfy our customers.	1	2	3	4	5	6	7
11	Our firm has good relationships with both suppliers and customers, has enabled us to adapt to changes in the market place.	1	2	3	4	5	6	7
12	Our customer-focused approach is communicated to suppliers, so that they are aware of how we serve our customers.	1	2	3	4	5	6	7
13	Our firm initiates relationships with new business partners to gain local knowledge in a new market.	1	2	3	4	5	6	7
14	Our firm interacts with the end users of our customers.	1	2	3	4	5	6	7
15	Our firm works closely with influential parties who have relationships with our direct customers to stimulate demand.	1	2	3	4	5	6	7
16	Identifying our competitors' major customers helps us to get to know the needs and requirements of potential customers.	1	2	3	4	5	6	7

Section (F) (Please circle one number for each statement).

Where 1= Strongly Disagree (SD) 2= Disagree (D) 3= Somewhat Disagree (SWD) 4=Neutral (N) 5=Somewhat Agree (SWA) 6=Agree (A) 7=Strongly Agree (SA)

F	Questions	SD	D	SWD	N	SWA	A	SA
1	In our firm, we generate a lot of information concerning trends (e.g. regulations, technological developments, political, economic) in our export markets.	1	2	3	4	5	6	7
2	Our firm constantly monitors our level of commitment to serving export customer needs.	1	2	3	4	5	6	7
3	Our firm is slow to detect fundamental shifts in our export environment (e.g. regulation, technology, economy).	1	2	3	4	5	6	7
4	Our firm periodically reviews the likely effect of changes in our export environment (e.g. regulation, technology).	1	2	3	4	5	6	7
5	Our firm generates a lot of information in order to understand the forces that influence our overseas customers' needs and preferences.	1	2	3	4	5	6	7
6	Too much information concerning our export competitor is discarded before it reaches decision makers.	1	2	3	4	5	6	7
7	Information which can influence the way we serve our export customers takes forever to reach export personnel.	1	2	3	4	5	6	7
8	Important information about our export customers is often 'lost in the system'.	1	2	3	4	5	6	7
9	Information about our export competitors' activities often reaches relevant personnel too late to be of any use.	1	2	3	4	5	6	7
10	Important information concerning export market trends (regulation, technology) is often discarded as it makes its way along the communication chain.	1	2	3	4	5	6	7

11	If a major competitor were to launch an intensive campaign targeted at our foreign customers, we would implement a response immediately.	1	2	3	4	5	6	7
12	Our firm is quick to respond to significant changes in our competitors' price structures in foreign markets.	1	2	3	4	5	6	7
13	Our firm rapidly responds to competitive actions that threaten us in our export markets.	1	2	3	4	5	6	7

Please feel free to make additional comments regarding your company's export activities or involvement in export market intelligence gathering using the space provided below.

Please indicate whether you would like to receive a summary of this study's findings and analysis upon its completion:

_____ Yes _____ No thanks you.

Thank you. This concludes this survey.



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