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Effect of Export Market Environment Turbulence on Firm's Export Performance: The Mediating Role of Firm's Strategic Orientation Capabilities

Muhammad Abdullah Khan Niazi[1], Usman Ghani[2], Sadia Aziz[3]

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Strategic Orientation,

Environment Turbulent,

RBV, Contingency Theory,

Export Performance

A B S T R A C T

The complex and turbulent export environment has changed the level of competition and exporting firms are now becoming proactive to the environmental change in export markets. Thus, this study aims to see the effect of export environment turbulence including technological, market and competitive turbulence on the strategic orientation including market, marketing and innovation orientation. The formation of conceptual framework has its roots in contingency theory and RBV. Further research has explored the mediating effect of strategic orientation between export environment turbulence and export performance. Data was collected from textile firms registered with the Pakistan Textile Exporters Association (PTEA) in Pakistan. First, the direct effect of environment turbulence on strategic orientation was analyzed and then the mediating role of strategic orientation between environment turbulence and export performance was assessed. The results of the study show a significant direct effect of technological, market and competitive turbulence on market orientation, marketing orientation, and innovation orientation. Further, all the mediation results for strategic orientation are significant except mediation of market orientation between technological turbulence and export performance. This study has significantly contributed in the current literature by converging internal competences and external forces through the lens of contingency theory and RBV. Finally, findings of the research have highlighted the role of strategic orientation capabilities of the firm to achieve high export performance.

INTRODUCTION

As the world economy continues to globalize, competition in the marketplace is becoming increasingly intense. Now, firms are focusing on exports and expanding their business all over the world. Exports create enormous opportunities such as spreading business risks across different markets and ventures; improving technological, quality and service standards in the organization; generating more revenues and funds for reinvestment and further growth; exploiting idle operating capacity and improving production efficiency; and attracting and rewarding shareholders and employees through the creation of a better profit base (Leonidou, 2004).

Because of rapid growth in the world's exports, trade barriers are now diminishing and it is becoming hard for local manufacturers to isolate themselves from international competition and foreign markets (Fillis, 2007). Local firms have realized that export is not an optional activity anymore, as it is the only

[1] *PhD Scholar Institute of Management Sciences, Hayatabad, Peshawar, Pakistan, Email: makniazikhan@yahoo.com*
[2] *Associate Professor, Institute of management sciences, Peshawar, Email: usman.ghani@imsciences.edu.pk*
[3] *Assistant professor, Shaheed Benazir Bhutto Women University, Peshawar, Email: sadia_aziz11@yahoo.com*

way to survive in the market. Local firms, irrespective of industry, size and origin, are now involving themselves in export activities (Lehtinen, Ahokangas & Lu, 2016).
The complex and turbulent export environment has changed the level of competition and exporting firms are now becoming proactive to the environmental change in export markets. Due to globalization and rapid shifts in demographic and socioeconomic, firms are coping with the changing face of international market (Han -Mo Oh, Dennis& Sang, 2016). Now, the expectations of customers have increased, they have more option to satisfy their needs and they expect more benefits at less cost. Consumer export markets have divided into numerous segments and each segment has its own unique value expectation (Lehtinen, Ahokangas & Lu, 2016).

Intense competition and rapid shifts in technology have reduced the response time and now marketers have to be proactive in their strategies. The shifts in technology and competition lead to rapid change in demand of customer and have shortened product life cycle (Achrol 1991). International competition is growing day by day and competitors are trying their best to get a distinctive competitive advantage in the export market. Market orientation have increased importance as potential sources of high export performance (Mehrara & Firouzjaee, 2017).

The key challenges of today's export firms are both how to respond to global markets more quickly and how to handle uncertainty to achieve high export performance. In literature, reasonable importance is given to identify the determinants of export performance (Calantone, Kim, Schmidt & Cavusgil, 2006; Dhanaraj & Beamish, 2003; Gertner, Gertner & Guthery, 2006; Knudsen & Madsen, 2002).
Export performance has been explained through various theoretical approaches. According to Zou and Stan (1998), export performance is affected by internal as well as external factors. Gertner, Gertner and Guthery (2006) suggest that export performance is determined by the external environment and internal strategies.

Serious efforts have been made in the past to understand and explain export performance with strong theoretical justifications (Ambrosini & Bowman, 2009; Crook, Ketchen, Combs & Todd, 2008; Hawawini, Subramanian & Verdin, 2003; Mehrara & Firouzjaee, 2011; Foss & Knudsen, 2003; Wu, 2010). Two major theoretical perspectives, Contingency Theory and the Resource-Based View (RBV) have explained the determinants of export performance in the international marketing literature.
Formation of the conceptual framework has its roots in contingency theory and RBV. Contingency theory has been derived from the earlier concept of organizational theory (Van de Ven, 1976). According to the Contingency theory, the best structure of the firms can be derived from the external environment in which they operate. Williams et al. (2016) have suggested a strong relationship between the performance of the firm and its external environment. They further explained the positive role of external environment consideration on the export performance of firms. Vibrant exporting firms working in dynamic and turbulent international market learn from their external environment and adjust their internal capabilities accordingly (Johnston & Hunt, 1977). For exporting organization, the external environment can provide a sustainable competitive advantage and export performance (Schneider et al., 2017). Thus, it is expected that exporting firms tend to align their capabilities and resources according to the high turbulent external environment (Daft & Lengel, 1986; Scott, 1992). It is inferred that export performance of the firm increases in the circumstances when the priorities of the firm match with the international market environment (Otley, 2016; McAdam et al., 2016).

The Contingency theory proposes determinants of export performance based on external environment. While the RBV propose that internal capabilities of firms play a significant role in explaining export performance. According to the RBV, internal resources and capabilities help firms to achieve high export performance (Hoopes, Madsen & Walker, 2003). Strategic orientation including export market orientation, marketing orientation and innovation orientation are derived from the RBV to explain export performance of the firm. While export environment turbulence is derived from Contingency theory.
Today, most industries, businesses, and governments use strategic orientation to cope with the high turbulent international environment. According to Zhang, Jiang and Zhu (2015), strategic orientation is divided into three type of orientation including: a) Market Orientation (EMO) b) Marketing Orientation (MO) and c) Innovation Orientation (IO). In the high turbulent market environment, marketers not only rely on market information to manage their business functions but also to keep in contact with world markets (Peppered & Ward, 2004).

Export firms depend upon the market orientation to have knowledge about their export market. Market orientation such as market research, customer research, and competitive analysis helps to export firms to prepare themselves for export environment uncertainty in more organized and effective way. Internet and online business have made global markets more accessible. The growing number of theoretical studies on enhancing sustainable export performance through the use of market orientation and innovation suggests that innovation orientation of the firm mediates the positive relationship between export environment turbulence and export performance (Rangan & Adner, 2001).

Internal capabilities such as marketing and innovation provide a strong competitive advantage in the international market (Peteraf, 1993). Findings of Cavusgil and Zou (1994) suggested that marketing strategies including promotion, pricing, distribution and product development affect the export performance of the firm positively. According to White, Conant and Echambadi (2004), international marketing strategies help firms to create sustainable competitive advantage. Export marketing follows the standard rules and processes to fulfil the needs of the customers in the international market (Sashittal & Jassawalla, 2001; Thorpe & Morgan, 2007). Efficient execution of international marketing strategies is a key determinant of high export performance. Vorhies and Morgan (2005) have suggested that proper export pricing, distribution and promotion capabilities are valuable for high export performance (Tiia, Oliver & Maria-Jesus, 2018).

Hurley and Hult (1998) define innovativeness as an openness to new ideas as an aspect of a firm's culture. Innovativeness "implies a firm being proactive by exploring new opportunities rather than merely exploiting current strengths" (Menguc & Auh, 2006). To be more specific, a firm orientation towards innovation encourages risk-taking and creativity of employee and employees feel less threatened when taking risk into new areas of business. Frederic and Inés (2018) argue that market orientation and innovation orientation lead to high export performance. Narver et al. (2004) suggest that strategic orientation, whether responsive or proactive lead to high export performance

Export environment turbulence plays a significant role in export performance of firms. Turbulent environments can be described as an environment with high intensity of inter-period change that generates uncertainty and unpredictability in firms operation and performance (Calantone, Arcia & Dröge, 2003). Firms face uncertain demand and growth in the turbulent export environment. (Glazer & Weiss, 1993). Consequently, there would be momentary competitive advantages that are frequently created or eroded in the course of the turbulence ((Frederic & Inés 2018). In such condition, the competitive structure of the industry changes continuously by a low barrier to entry/ exit (Chakravarthy, 1997).The complete or thorough measures of turbulence environment entail characteristics such as: heterogeneity, hostility, uncertainty, complexity, dynamism, and volatility (Calantone et al., 2003). According to Wang, Dou, Zhu and Zhou (2015), export environment turbulence is categorized into technological turbulence, market turbulence and competitive intensity. Generally, a high level of export environmental turbulence generates risk and uncertainty in the strategic planning process thus reinforcing the need for a high level of proactive approach (Lindelöf & Löfsten, 2006). Hence, export firms attain sustainable export performance by adapting environment changes through strategic orientations. Thus, the complexity of export environment would always increase the needs for strategic activities and planning (Baker & Sinkula, 2002).

Researchers suggested that there is positive effect of strategic orientation on the export performance of most of the firm. However, some researchers have suggested that even with the high market, marketing and innovation orientation, firms are not able to perform well in the international market. The empirical findings for strategic orientation are not consistent. Numbers of research findings indicate that strategic orientation of firm has non-significant relationships with the export performance due to uncertain environmental conditions and negative effect on export performance of the firm (Cadogan et al., 2003). As a result, strategic orientation may not be beneficial for all firms, all of the time (Kanwal, 2018).
This creates something of a problem for marketers, researchers and academicians because it indicates that, despite the acknowledged benefits of strategic orientation, the effect of marketing, market and innovation orientation is still not yet fully understood (Özdemir, Altıntaş & Kılıç, 2017).
Normative announcements along the lines of "become more strategic oriented" are not necessarily valid for all export businesses, since it appears that marketing, market and innovation orientation may differentially influence export success in different contexts. Therefore, in the turbulent export environment, marketers need to understand the underlying uncertainty in the export environment. One

marketing strategy might be successful in the competitive turbulent environment but might not be good in high market turbulence (Pankaj, Maiti, & Angappa, 2018).

Clearly, there is a need to further advance theory in order to understand the effect of different types of export market turbulence on the marketing, market and innovation orientation. Proposed model of the research has extended the theoretical understanding of export performance by converging the contingency theory and the Resource-Based View to explain high export performance. Contingency theory claims that the environment is the source of high export performance while proponents of RBV focus on internal capabilities of strategic orientation to achieve high export performance. Hence proposed model is the blend of both theories which is supposed to be a significant contribution in the literature.

So, the purpose of the research is to investigate the effect of market, competitive and technology turbulence on the market, marketing, and innovation orientation. Further research will explore the mediating effect of strategic orientation between export environment turbulence and export performance.

LITERATURE REVIEW

Because of increased globalization, competition, customer awareness and changing demographic factors, firms are more focusing on the strategic orientation (Vivekanandan & Rajendran, 2006). Export environment turbulence enhances the capabilities of the exporting firms and provokes firms to make proactive strategies to get competitive advantage. The benefits of using strategic orientation relevance to the turbulent export environment includes: satisfied customers; improved communication with customers, vendors and employees; fast responses to customer inquiries; easier ordering and tracking; improving the quality and transaction process and speed (Stallings, 2003).

The purpose of this literature review is to provide empirical research on the contingency theory and RBV to determine the impact of environment turbulence on strategic orientation and export performance. The contingency theory investigates and evaluates organizational performance due to the rapidly changing environment of international market (Jermias & Gani, 2004; Kajüter & Kulmala, 2005). Empirical research on the contingency theory has found that environmental variables or contingencies influence a firm's strategic capabilities. The export environment shapes the firm's internal capabilities including marketing, innovation and market orientation to direct and control the firm to strategically achieve export performance (Pleshko, 2007; Simon, 2007). Jermias and Gani (2004) specified that neither the strategy nor the organizational structure will directly impact organizational performance. The significant determinant of organizational performance is the contingent fit between the strategic orientation and the contingencies in the export environment (Jermias & Gani, 2004; Nuno, Marlene, Frederic, & Inés, 2018). This literature review is organized into four areas: (a) the use of the contingency theory to explain export environment turbulence(b) RBV to explain the strategic orientation (c) explaining the mediating effect of strategic orientation between export environment turbulence and d) export performance.

Contingency theory and export environment turbulence

The foundations of the contingency theory evolved from the research of Burns and Stalker (1961), Lawrence and Lorsch (1967), Thompson (1967) and Woodward (1965). These researchers discovered that organizational performance and effectiveness can be influenced by how well firm fits its capabilities according to the turbulent external environment (Pleshko, 2007; Rant & Rozman, 2008). A simplified definition of a contingency is a changing variable that is beyond the control of the organization (Thompson, 1967). The contingency theory further expands this definition to include "any variable that affect the capabilities and performance of firm" (Donaldson, 2001). The most prevalent contingencies in empirical export research include the competitive environment (Burns & Stalker, 1961), the market environment (Child, 1975) and the technological environment (Thompson, 1967). The environmental contingency centres on the amount of stability in the environment that can impact the capabilities and export performance of the exporting firms (Donaldson, 2001; Pennings, 1992). Export environmental turbulence can be assessed by the rate of technological, competitive and market change in which firm

operates (Donaldson, 2001). An unstable environment is characterized by rapid changes in competition, technology and the market. A stable environment has relatively small changes in competition, technology and the market (Hai & Hung, 2018).

Kirca, Jayachandran and Bearden (2005) identified three aspects of the competitive export environment, including turbulence of market, the intensity of competition and technological shifts. Market turbulence is the instability of customer preferences (Chan & Ma, 2016). The intensity of competition is the level of rivalry in the foreign market (Jaworskiand & Kohli, 1993) and shifts in technology refer to the level of technological change in the process of the industry (Lopez, Sakhel & Busch, 2017).
Instability in the competitive environment refers to high rates of changes and impulsiveness of customers' and competitors' actions. So, firms have to change their strategies according to the customers' preferences (Pérez-Luño, Wiklund & Cabrera, 2011). The competitive environment's instability usually creates threats for small firms and opportunities for large firms (Etchebarne, Geldres & García-Cruz, 2010). In an unstable competitive situation, market information plays a vital role in the success and reduces the uncertainty of the competitive environment (Stoian, Rialp & Rialp, 2011).
Environmental turbulence can be evaluated by the level of risk in the operating environment. According to Greenberg (2002), "All organizational decisions involve some degree of risk—ranging from complete certainty (no risk) to complete uncertainty, 'a stab in the dark' (high risk)". Most exporting firms operate in a business environment somewhere between these two extremes surrounded by technological, market and competitive forces that may affect their success in the international market place (Bayraktar, Jothishankar, Tatoglu & Wu, 2007).

Technology affects the marketing and innovation capabilities of the export firm. Donaldson, (2001) found that as technology advances the internal capabilities of the firm. Contingency theory includes some other environmental factors such as competition and market turbulence (Zhou, Brown, Dev & Agarwal, 2007). Competition can be measured as the number of domestic and global organizations within the same industry (Donaldson, 2001). According to Donaldson (2001), strategy-environment helps in gaining sustainable competitive advantage in the export market.

RBV and strategic orientation

Over time, several RBV theorists have highlighted several resources and capabilities of a firm to enhance and sustain firm export performance (Barney, 1991; Conner, 1991; Mata, Fuerst & Barney, 1995). Dhanaraj and Beamish (2003) concluded that the RBV could provide an efficient and rigorous model for explaining export strategy and export performance. As a result, strategic orientation is examined from a resource perspective. An effective organization should provide superior value to customers and should develop rigorous and unique capabilities, which competitors find difficult to imitate (Ocampo & Guerra, 2018).

Market Orientation

Concept of market orientation found in the marketing strategies, which is widely regarded as one of the pillars of the marketing discipline. The importance of a market-oriented culture is crucial to all levels of the modem organization (Valbona, Michael & Gary, 2018). According to Jaworski and Kohli (1993) market orientation is the generation of market intelligence, the dissemination of this intelligence across the functional areas of an organization and the organization's wide response to it. Market orientation is valuable because it focuses the organization on (a) continuously collecting information about target customers' needs and competitors' capabilities and (b) using this information to create continuously superior customer value (Slater & Narver, 1995). Comprehensive theories explaining the nature and consequences of a market orientation have been developed (Kohli & Jaworski, 1990;) and a body of research illustrating the relationship between market orientation and performance has emerged (Deshpande, Farley & Webster, 1993; Slater & Narver, 1994). Market orientation has also taken a central role in discussions about marketing management and strategy (Valbona, Michael & Gary, 2018;).
According to McGee and Spiro (1988), the marketing philosophy is a normative prescription for business managers. They suggested that the business should focus on consumer's needs and desires. They defined the focus strategy as being comprised of three parts: customer orientation, integrated effort and profit direction. The marketing concept encouraged businesses to look at basic consumer needs rather than at transient products. The marketing concept in contrast is the operational implication of the marketing

philosophy the specific techniques by which one seeks to identify and satisfy customer needs.
Sin and Tse (2000) explored the relationship between market orientation and export performance of the firm in a high turbulent export environment. The purpose of this study was to investigate the relationship between export market turbulence and the export performance of the firm using market orientation as a mediator. Results confirmed that market orientation significantly mediate the relationship between export market turbulence and export performance of the firm. Sin et al. (2003) found that environment turbulence significantly affect the firm's market orientation activities.

Marketing Orientation

A marketing-oriented firm is able to outperform its competitors because it does a much better job of catering to the needs of its customers in the international market. In today's competitive marketplace, exporting firms must keep their fingers on the pulse of the consumer in order to maintain an export performance. In the high turbulent export market, timely information about markets, customers, competitors and innovations is necessary to obtain such valuable market intelligence (Osman, Ramayah & Kim, 2008; Tsai & Shih, 2004).

Maelah and Ibrahim (2006) demonstrated that marketing orientation impacts competitive strategy and export performance of the firm in the turbulent competitive export environment. Using strategic competitive strategy approaches proposed by Osman and Wheeler (1996), Pattikawa, Verwaa and Commandeur (2002) demonstrated that marketing orientation was positively associated with analytical behaviour, future focus and proactive approaches. Yoon and Lee (2006) revealed that marketing orientation must lead to the implementation of strategies, linked to active behaviours of management, for the approach to result in improved export performance for the firm. Leonidou, Katsikeas and Samiee (2002) also concluded that marketing strongly impacts strategic decisions. Osman, Ramayah and Kim (2008) indicated that firms with higher levels of marketing orientation did more long-term export planning than did firms with lower levels of marketing orientation. In addition, firms with higher levels of marketing orientation were also more likely to pursue strategies focusing on the competitive positioning of goods and services than were lower marketing-oriented firms in the international market. Anna and Neil (2017) also revealed that firms with higher levels of marketing orientation were more likely be proactive in pursuing aggressive export strategies, while firms with lower levels of marketing orientation were focused primarily on survival. Chang and Fang (2015) concluded that marketing orientation can be a source of high export performance. Based on the literature, they noted that the strength of the marketing orientation rests in its focus on customers" needs and its ability to propel firms to find unique opportunities that offer differential value. Osman and Daing (2007) revealed that marketing orientation did impact performance, but that the impact was much stronger in firms with proactive strategies.

Innovation Orientation

The concept of "innovation" is mostly associated with the development of new product (Armbruster et al., 2008). The Organization for Economic Co-operation and Development (OECD) highlighted the importance of innovation for firms operating in the international market. The OECD (2005) has suggested the concept of innovation orientation in the execution of the new managerial techniques in the firm. Innovation orientation in business activities included monitoring and analysing new way of doing business and execution of new techniques for developing work routines and procedures (e.g. developing databases, employee retention and improved production system). Innovation orientation in firms involves the execution of new techniques for assigning responsibilities, empowerment of employees and contemporary ideas for designing organizational activities (Lim, Sharkey & Heinrichs, 2003; Nuno, Marlene, Frederic & Inés 2018).
Innovation orientation is an important capability for achieving high export performance. Bleaney and Wakelin (2002) suggested that innovative capability significantly enhance firms' exports, while non-innovating firms only try to decrease production costs. Innovation orientation such as modification of the new product, designing work environment, customer satisfaction, team development and efficient usage of technology contribute to the export performance of firms (Lim et al., 2003). Active participation of top management in firms' new process development leads to the high export performance of the firms (Bagchi-Sen, 1999). Through innovation orientation, firms can also get a competitive edge in the international market (McEvily & Chakravarthy, 2002). According to Nuno, Marlene, Frederic, and Inés

(2018), exporting firms invest more on innovation orientation in an uncertain international environment.

Export Performance

The RBV and contingency theory are the appropriate theoretical framework for studying export performance. Researchers have examined export performance since the early 1960s (Bilkey, 1978). Most of the studies focused on the decision to export and they ignored the ongoing export strategy and its relationship to overall firm performance (Cavusgil & Zou, 1994). The RBV emphasizes resources as central to understanding firm performance (Dara, 2018) and capabilities are a firm's capacity to deploy resources using organizational processes (Barney, 1991; Hall, 1992). Traditionally, export studies focus on firm-related factors and management attitudes, perceptions and commitments that link to export activity and performance (Narver & Slater, 1990). In recent years, research in marketing and strategic management have identified many factors that influence a firm's export performance such competitive turbulence(Aaby & Slater, 1989; Cavusgil & Zou, 1994; Cooper & Kleinschmidt, 1985), market turbulence (Cavusgil & Zou, 1994), export sales growth (Cavusgil, 1984; Cooper & Kleinschmidt, 1985) and technological turbulence (Diamantopoulos & Inglis, 1988). Findings of Cadogan, Diamantopoulos and Siguaw (2002) indicated the positive relationship between export market-oriented activities and export performance.

Theoretical Framework and Hypotheses

According to Coviello (2005) contingency theory hold a view that the internal capabilities of the firm can be useful only when they are designed according to the external environment in which the firm is doing business. "Fit" is the fundamental ideology in the contingency theory as the fit between internal capabilities and external environment (Kropp et al., 2006). Adopting the viewpoint of contingency theory is an effort to link the effect of external environment turbulence with the strategic orientation of the firm to explain export performance. Strategic orientation is explained through RBV. Aligning with the research work of Voss and Voss (2000), we divide export environment turbulence into three categories: technological turbulence, market turbulence and competitive intensity, which are three basic characteristics of business environment because they signify the effect of technology, competition and customers in the international market (Nuno, Marlene, Frederic & Inés 2018).

Researchers have identified the significant effect of strategic orientations and turbulence of the export environment on the export performance of the firm (Okpara & Kabongo, 2009b). The frame work of this study is originally established on the paradigm that strategic orientations (market, marketing and innovation orientation) of an exporting firm mediate the relationship between export environment turbulence and export performance (Kropp et al., 2006). Environment turbulence exists in the form of competitive intensity, market turbulence and technology turbulence. According to the proponents of RBV, internal capabilities align with the external environment of the firm enhance the export performance of the firm (Tiia, Oliver & Maria-Jesus, 2018; Okpara & Abongo, 2009). Thus, strategic orientations of the firm have the potential to enhance export performance. Only distinctive, inimitable and innovative internal capabilities development help the export firm to succeed in international market (Knight & Cavusgil, 2004). Hence strategic orientation's strategy is anticipated to be dependent on its ''fit'' with the external environment turbulence to generate high export performance (Joensuu-Salo, Sorama, Viljamaa & Varamäki, 2018) theoretical framework based on the above discussion as presented in the Figure 1

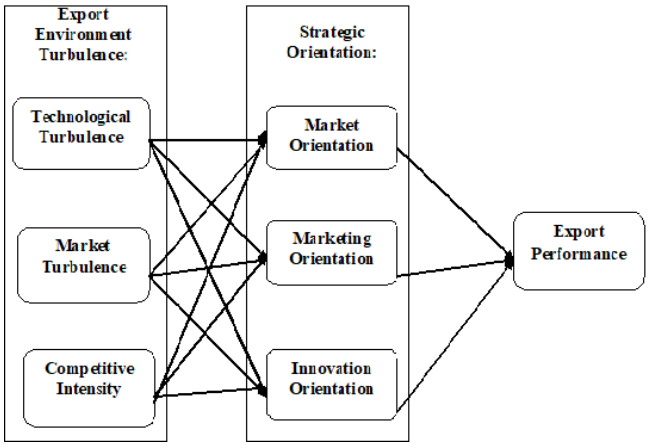

Figure 1: Theoretical frame work

Effect of Technological Turbulence on Strategic Orientation

Lowet al. (2007) have provided some empirical evidence that the technological turbulence effect the firm's market orientation ability. Uncertain technological environments lead managers to develop more innovative business strategies and design. Kohli and Jaworski (1990) suggest that technological pressure affects firm's adoption of market orientation. According to Green et al., (2005), intense technological changes provoke customers to change their preferences for brand and ultimately motivate firm for marketing orientation. Empirical results have supported the hypothesized relationship between technological turbulence and strategic orientation. Therefore, the following hypotheses have been proposed:

H1(a): Technological turbulence has significant positive effect on market orientation of firm
H1(b): Technological turbulence has significant positive effect on marketing orientation of firm
H1(c): Technological turbulence has significant positive effect on innovation orientation of firm

Effect of Market Turbulence on Strategic Orientation

According to Jaworski and Kohli (1999), firms continuously modify their marketing activities such as new product development, distribution and pricing strategies according to the high turbulent markets to satisfy the changing preferences of customers. Their results showed that a turbulent market positively affect market and marketing orientation. Therefore, on the basis of the previous literature, we hypothesize that:
H2(a): Market turbulence has significant positive effect on market orientation of firm
H2(b): Market turbulence has significant positive effect on marketing orientation of firm
H2(c): Market turbulence has significant positive effect on innovation orientation of firm

Effect of Competitive Turbulence on Strategic Orientation

In uncertain competitive environments, firms need more resources and capabilities to cope with the dynamic strategies of competitors. Perception of uncertainty of the competitive environment varies from industry to industry (Kanwal, 2018). Firms belonging to strong industries respond quickly through market orientation to their competitors. In a cross-country analysis of export performance and uncertainty of the competitive environment, Li and Liu (2014) suggests that a firm's response towards change in the competitive environment depends on export policies of host and home countries, its financial position, strength of innovation orientation and marketing orientation. According to Cadogan, Cui and Kwok (2003), perception of uncertainty of the competitive provoke exporting firm to align their strategic orientation with the level of their competitors. Therefore, the following hypotheses are stated:
H3(a): Competitive turbulence has significant positive effect on market orientation of firm
H3(b): Competitive turbulence has significant positive effect on marketing orientation of firm
H3(c): Competitive turbulence has significant positive effect on innovation orientation of firm

Mediating Role of Market Orientation

Market orientation is not just an activity its firm's culture which creates unique value for the customers in the high turbulent environment and earn high export performance (Narver & Slater, 1995). In the uncertain export environment, firms try to grab the full information of the market to predict the customers and competitors' preferences and maintain high export performance (Manjeet & Rajiv, 2018; Han et al., 1998). So, market orientation mediates the positive relationship between high turbulent export environment and export performance. Therefore, we hypothesize as:

H4(a): Market orientation of firm significantly mediates the positive relationship between technological turbulence and export performance of the firm

H4(b): Market orientation of firm significantly mediates the positive relationship between market turbulence and export performance of the firm

H4(c): Market orientation of firm significantly mediates the positive relationship between competitive turbulence and export performance of the firm

Mediating Role of Marketing Orientation

Marketer always copes with changing needs and preference of the customers. Marketers proactively perform their activities including market research, promotion and value creation for achieving high export performance (Marzouk, 2017; White et al., 2004; Anna & Neil, 2017). Albaum and Tse (2001) examined the mediating effect of marketing orientation between environment turbulence and export performance of firms. Empirical results have supported the hypothesized relationship that marketing orientation positively mediates the relationship between environment turbulence and export performance of firms. Therefore, the following hypotheses have been proposed:

H5(a): Marketing orientation of firm significantly mediates the positive relationship between technological turbulence and export performance of the firm

H5 (b): Marketing orientation of firm significantly mediates the positive relationship between market turbulence and export performance of the firm

H5(c): Marketing orientation of firm significantly mediates the positive relationship between competitive turbulence and export performance of the firm

Mediating Role of Innovation Orientation

Brenes, Haar and Requena (2009) have compared innovation orientation of firms across high and low turbulent environment. Their results show that innovation orientation strongly affects export performance of the firm in high turbulent environment as compare to low turbulent environment. Innovation oriented firms perform well in advanced countries like China, Japan and England. Researchers have found that innovation orientation positively mediate the relationship between environment turbulence and export performance of the firm (Gkypali, Rafailidis & Tsekouras, 2015; Brenes, Haar & Requena, 2009; Felzensztein, Gimmon & Carter, 2010). To reflect these arguments, we propose the following hypotheses:

H6(a): Innovation orientation of firm significantly mediates the positive relationship between technological turbulence and export performance of the firm

H6(b): Innovation orientation of firm significantly mediates the positive relationship between market turbulence and export performance of the firm

H6(c): Innovation orientation of firm significantly mediates the positive relationship competitive turbulence and export performance of the firm

METHODODOLOGY

Research Design

A survey design has been used to explore the causal relationship among dependent, mediating and independent variables (Akyol & Akehurst, 2003).The intention of using the survey method in this study is to describe and explain the determinants of export performance of firms. Field survey method has been used to gather primary data (Sekaran, 2003).

Paradigm Justification

Positivism uses quantitative methods to test hypothetical deductive generalizations and explain causal relationships among variables (Carson, Gilmore, Perry & Grounhaug, 2001).So this research follows Positivism by using survey method. Further facts are gathered through questionnaire and are tested through different statistical tools.

Procedure

The field survey method was used to collect data from Pakistani textile firms. The specific context for the study involves a cross-sectional survey from Pakistani textile export films. The phenomenon of interest in this study suggests the appropriateness of a field survey in Pakistan.

Study Population and Sample Size

Data was collected from textile firms in Pakistan. The population for the field survey included all Pakistani textile exporting firms registered with the Pakistan Textile Exporters Association (PTEA). Two hundred and ninety-one firms were registered by the PTEA and data was collected from all firms located all over Pakistan. Managers were asked to complete the survey by referring to their activities performed for the export market. (Cohen, 1992; Kerlinger & Lee, 2000). Characteristics of the firms including size of the firm, age of the firm, fixed assets, number of employees, average annual profit, firms exporting to developing or developed countries and ownership structure were considered.

Data Collection Instrument

A structured questionnaire was used to collect data. Print questionnaires (see Appendix) were used. 100% response rate response rate was achieved due to following data collection strategies (a): paid officials of APTAMA were involved (b): all the firms were personally visited for data collection (c): all the objections and queries of the non-responsive firms were facilitated and finally (d): in case of unavailability of concerned person, researcher had strong followed up. Responses for the following variables were taken on a five-point Likert scale: market turbulence, technology turbulence and competitive intensity, market orientation, marketing orientation, innovation orientation and export performance.

MEASURES

Independent Variable

Environment turbulence including Technological Turbulence, Market Turbulence and Competitive turbulence were measured using scales derived from Jaworski and Kohli (1993).

Mediating Variables

Strategic orientation including market, marketing and innovation orientation were measured.

Market Orientation

A modified version of the market orientation measure (Narver & Slater, 1990), which has been used in many studies and has demonstrated its sound psychometric properties, is employed. Innovation orientation is quantified using five items adapted from Hurley and Hult (1998).

Marketing Orientation

The marketing capabilities variable was measured on 5-point Likert scale adopted from the work of (Zou & Stan, 1998)

Innovation Orientation

Innovation orientation variable was measured with the help of six items on 5-point Likert scale adopted

from the work of Sinkula, Baker and Noordewier (1997) included:

Export Performance

Export sales were used as an indicator for export performance (Zou, Shaoming & Simona, 1998; Köksal, 2008). Average sales of the firms for 5 years were taken.

RELIABILITY AND VALIDITY OF SCALES

Reliability Analysis

A reliability analysis of the scales was performed with the help of Cronbach's alpha to determine whether the measurements yield the same results consistently. The threshold value of 0.70 has been observed (Nunnally, 1978). Values for reliability in Table 1 are above 0.70.

Table 1: Scale Reliability

Variable name	Items	Source	Reliability(α)
Environment turbulence	14	Jaworski & Kohli, 1993	0.93
Market orientation	06	Narver & Slater, 1990	0.88
Marketing orientation	12	Zou & Stan, 1998	0.92
Innovation orientation	06	Sinkula, Baker and Noordewier (1997)	0.87

Instrument Validity

All the correlational values for each variable in Table 2 are greater than the bench mark value of .05. Thus, support for convergent validity is provided (Campbell & Fiske, 1959).

Table 2: Factor Correlational Matrix

	Environment turbulence	Market orientation	Marketing orientation	Innovation orientation
Environment turbulence	**.665**			
Market orientation	.103	**.701**		
Marketing orientation	.004	-.002	**.714**	
Innovation orientation	-.002	-.003	.015	**.601**

Statistical Analysis

Parallel mediation model is used and PROCESS macro for SPSS is used for testing hypotheses (Hayes, 2013). This method provides systematic process of mediation proposed by Baron & Kenny, (1986); Judd & Kenny (1981), and James & Brett (1984).

RESULTS AND ANALYSIS

Demographic Characteristics of The Sample

Comprehensive demographic description of the sample is given in the Table 3. The table consists of detailed breakup of industry type, number of employees, exporting experience of firm in year and position of respondent. In the next section, data is analysed through PROCESS method proposed by Hayes (2013) for parallel mediation.

Table 3: Demographics of sample

Variable	Number of respondents firms	% of respondent firms
Industry type		
Cotton Cloth	52	17.86%
Textile Made-Ups	75	25.77%
Readymade Garments	115	39.51%
Textile Fabrics Woven	49	16.83%

Total	**291**	**100%**
Number of employees		
1-25	24	8.24%
26-50	113	38.83%
51-75	64	21.99%
76-100	51	17.52%
100+	39	13.40%
Total	**291**	**100%**
Exporting experience of firm in year		
1-5	07	8.24%
6-10	31	39.51%
11-15	64	21.30%
16-20	98	17.52%
20+	91	13.40%
Total	**291**	**100%**
Positions of respondent		
Marketing manager	119	40.89%
Export manager	85	29.20%
CEO/Owner	33	11.34%
President/vice president	54	18.55%
Total	**291**	**100%**

Effect of Export Environment Turbulence on Strategic Orientation

Results in Table 4 show the positive effect of technological turbulence on market orientation (β= 0.530, p= 0.00; F= 65.17, P= 0.00) Further the results are significant as Confidence Interval (CI) does not include zero (LLCI= 0.4008, ULCI= 0.6599). So, H1(a) (Technological turbulence has significant positive effect on market orientation of firm) is accepted.
Results show the positive effect of market turbulence on market orientation (β= 0.406, p= 0.00; F= 37.8004, P= 0.00) Further the results are significant as CI does not include zero (LLCI= 0.2759, ULCI= 0.5365). So, H2(a) (Market turbulence has significant positive effect on market orientation of firm) is accepted.
Results show the positive effect of competitive turbulence on market orientation (β= 0.558, p= 0.00; F= 125.145, P= 0.00) Further the results are significant as CI does not include zero (LLCI= 0.4599, ULCI= 0.6567). So, H3(a) (Competitive turbulence has significant positive effect on market orientation of firm) is accepted.

Table 4: Export environment turbulence on strategic orientation

Effect of export market turbulence on market orientation							
Variables	**Coeff**	**T**	**P**	**LLCI**	**ULCI**	**Model summary** F	P
Tech-Tur----->Mkt-Orit	0.530	8.0734	0.000	0.4008	0.6599	65.1791	0.0000
Mkt-Tur-----> Mkt-Orit	0.406	6.1482	0.000	0.2759	0.5365	37.8004	0.0000
Com-Tur-----> Mkt-Orit	0.558	11.186	0.000	0.4599	0.6567	125.145	0.0000
Effect of export market turbulence on marketing orientation							
Variables	**Coeff**	**T**	**P**	**LLCI**	**ULCI**	**Model summary** F	P
Tech-Tur---->Mktg-Orit	0.553	8.1335	0.000	0.4186	0.6866	66.1538	0.0000
Mkt-Tur----> Mktg-Orit	0.475	7.5219	0.000	0.3505	0.5995	56.5796	0.0000
Com-Tur----> Mktg-Orit	0.686	10.045	0.000	0.5511	0.8230	100.907	0.0000
Effect of export market turbulence on innovation orientation							
Variables	**Coeff**	**T**	**P**	**LLCI**	**ULCI**	**Model summary** F	P
Tech-Tur---->Inov-Orit	0.350	4.2105	0.000	0.1863	0.5143	17.7280	0.0000
Mkt-Tur----> Inov-Orit	0.413	5.6690	0.000	0.2694	0.5568	32.1378	0.0000
Com-Tur----> Inov-Orit	0.181	9.7433	0.000	0.1074	0.3546	53.9672	0.0000

Results show the positive effect of technological turbulence on marketing orientation (β= 0.553, p= 0.00; F=66.1538, P= 0.00). Further the results are significant as CI does not include zero (LLCI= 0.4186, ULCI= 0.6866). So, H1(b) (Technological turbulence has significant positive effect on marketing orientation of firm) is accepted. Results show the positive effect of market turbulence on marketing orientation (β= 0.475, p- 0.00; F=56.5796, P= 0.00). Further the results are significant as CI does not include zero (LLCI= 0.3505, ULCI= 0.5995). So, H2(b) (Market turbulence has significant positive effect on marketing orientation of firm) is accepted. Results show the positive effect of competitive turbulence on marketing orientation (β= 0.686, p- 0.00; F=100.907, P= 0.00). Further the results are significant as CI does not include zero (LLCI= 0.5511, ULCI= 0.8203). So, H3(b) (Competitive turbulence has significant positive effect on marketing orientation of firm) is accepted.
Results show the positive effect of technological turbulence on innovation orientation (β= 0.350, p- 0.00; F=17.7280, P= 0.00). Further the results are significant as CI does not include zero (LLCI= 0.1863, ULCI= 0.5143). So, H1(c) (Technological turbulence has significant positive effect on innovation orientation of firm) is accepted. Results show the positive effect of market turbulence on innovation orientation (β= 0.413, p- 0.00; F=32.1378, P= 0.00) Further the results are significant as CI does not include zero (LLCI= 0.2694, ULCI= 0.5568). So, H3(b) (Market turbulence has significant positive effect on innovation orientation of firm) is accepted. Results show the positive effect of competitive turbulence on innovation orientation (β= 0.181, p- 0.00; F=53.9672, P= 0.00). Further the results are significant as CI does not include zero (LLCI= 0.1074, ULCI= 0.3546). So, H3(c) (Competitive turbulence has significant positive effect on innovation orientation of firm) is accepted.

Mediating Effect of Strategic Orientation on Export Performance

A 95% bias-corrected confidence interval based on 5,000 bootstrap samples indicate that the direct effect of technological turbulence on export performance, holding all mediators constant does include zero (LLCI=- 0.1987, ULCI= 0.1657). Results in Table 5 show that indirect effects of technological turbulence on export performance through market, marketing and innovation orientation does not include zero (LLCI= 0.1618, ULCI= 0.3515) and total mediating effect is 0.2543. Hence results show that market, marketing and innovation orientation has significant full mediating effect on export performance.
Now based on results presented in Table 5, we can interpret the results of mediation individually. Results show that indirect effect of technological turbulence on export performance through market orientation (0.0155), holding other two mediators (marketing and innovation orientation) constant, does include zero (LLCI=- 0.1618, ULCI= 0.3515). So, based on results H4(a) (Market orientation of firm significantly mediates the positive relationship between technological turbulence and export performance of the firm) is not accepted.
Results of mediation show that indirect effect of technological turbulence on export performance through marketing orientation (0.0635), holding other two mediators (market and innovation orientation) constant, does not include zero (LLCI= 0.0063, ULCI= 0.1275). So, H5(a) (Marketing orientation of firm significantly mediates the positive relationship between technological turbulence and export performance of the firm) is accepted.
Results of mediation in Table 6 show that indirect effect of technological turbulence on export performance through innovation orientation (0.1752), holding other two mediators (market and marketing orientation) constant, does not include zero (LLCI= 0.0858, ULCI= 0.2661). So, H6(a) (Innovation orientation of firm significantly mediates the positive relationship between technological turbulence and export performance of the firm) is accepted.

Table 5: Direct and indirect effect of export environment turbulence on export performance

Total effect of Exp-Env-Turb on Exp-Per (direct +indirect effect)							
Total effect	**Direct+ Indirect effect**	**T**	**P**	**LLCI**	**ULCI**	**Model Summary**	
						F	**P**
Total effect of Tech-Turb---->Exp-Per	0.0733+ 0.2543= 0.3276	6.099	0.000	0.2217	0.4335	37.19	0.000
Total effect of Mkt-Turb--- Exp-Per	0.2641+ 0.2154= 0.4795	8.688	0.000	0.3707	0.5883	75.48	0.000

Total effect of Com-Turb--->Exp-Per	0.3638+ 0.1853= 0.5491	7.424	0.000	0.3298	0.5683	55.11	0.000
Direct effect of Exp-Env-Turb on Exp-Per (Without mediating effect)							
Relationship among Variables	**Direct effect**	**T**	**P**	**LLCI**	**ULCI**		
Tech- --> Exp-Per	0.0733	1.153	0.250	- 0.1987	0.1657		
Mkt-Turb--- --> Exp-Per	0.2641	3.783	0.000	0.1264	0.4017		
Com-Turb--- --> Exp-Per	0.3638	5.128	0.000	0.2239	0.5036		
Indirect effect of Exp-Env-Turb---M1, M2, M3-->Exp-Per							
Effect through Mediators	**Effect**	**LLCI**	**ULCI**				
Tech-Turb---M1, M2, M3--> Exp-Per	0.2543	0.1618	0.3515				
Mkt-Turb---M1, M2, M3--> Exp-Per	0.2154	0.1076	0.3277				
Com-Turb---M1, M2, M3--> Exp-Per	0.1853	0.0848	0.2740				

Tech-Tur= Technological Turbulence; Mkt-Tur= Market Turbulence; Com-Tur= Competitive Turbulence; M1= Market Orientation; M2-Orit= Marketing Orientation; M3= Innovation Orientation; Exp-Per= Export Performance

A 95% bias-corrected confidence interval based on 5,000 bootstrap samples indicate that the direct effect of market turbulence on export performance (0.2641), holding all mediators constant does not include zero (LLCI= 0.1264, ULCI= 0.4017). Results in Table 5 show that indirect effects of market turbulence on export performance through market, marketing and innovation orientation does not include zero (LLCI= 0.1076, ULCI= 0.3277) and total mediating effect is 0.2154. Hence results show that market, marketing and innovation orientation has significant partial mediating effect on export performance.

Now based on above results we can interpret the results of mediation individually. Further results of individual mediation are presented in Table 6. Results show that indirect effect of market turbulence on export performance through market orientation (0.0990), holding other two mediators (marketing and innovation orientation) constant, does include zero (LLCI= 0.0308, ULCI= 0.1747) 0. So, based on results H4(b) (Market orientation of firm significantly mediates the positive relationship between market turbulence and export performance of the firm) is accepted.

Results of mediation show that indirect effect of market turbulence on export performance through marketing orientation (0.0817), holding other two mediators (market and innovation orientation) constant, does not include zero (LLCI= 0.0246, ULCI= 0.1493). So, H5(b) (Marketing orientation of firm significantly mediates the positive relationship between technological turbulence and export performance of the firm) is accepted.

Results of mediation in Table 6 show that indirect effect of market turbulence on export performance through innovation orientation (0.0347), holding other two mediators (market and marketing orientation) constant, does not include zero (LLCI= 0.0214, ULCI= 0.1180). So, H6(a) (Innovation orientation of firm significantly mediates the positive relationship between technological turbulence and export performance of the firm) is accepted.

Table 6: Mediating effect of strategic orientation on export performance

Mediating effect of market orientation			
Variables	**Effect**	**LLCI**	**ULCI**
Tech-Tur--->Mkt-Orit--- > Exp-Per	0.0155	- 0.1618	0.3515
Mkt-Tur--->Mkt-Orit--- > Exp-Per	0.0990	0.0308	0.1747
Com-Tur--->Mkt-Orit--- > Exp-Per	0.0587	0.0048	0.1334
Mediating effect of marketing orientation			
Variables	**Effect**	**LLCI**	**ULCI**
Tech-Tur--->Mktg-Orit--- > Exp-Per	0.0635	0.0063	0.1275
Mkt-Tur---> Mktg-Orit--- > Exp-Per	0.0817	0.0246	0.1493
Com-Tur--->Mktg-Orit--- > Exp-Per	0.0994	0.0390	0.1711
Mediating effect of innovation orientation			
Variables	**Effect**	**LLCI**	**ULCI**
Tech-Tur--->Inov-Orit--- > Exp-Per	0.1752	0.0858	0.2661
Mkt-Tur---> Inov-Orit--- > Exp-Per	0.0347	0.0214	0.1180
Com-Tur---> Inov-Orit--- > Exp-Per	0.0272	0.0365	0.1354

Tech-Tur= Technological Turbulence; Mkt-Tur= Market Turbulence; Com-Tur= Competitive Turbulence; Mkt-Orit= Market Orientation; Mktg-Orit= Marketing Orientation; Inov-Orit= Innovation Orientation; Exp-Per= Export Performance

A 95% bias-corrected confidence interval based on 5,000 bootstrap samples indicate that the direct effect of competitive turbulence on export performance (0.3638, p=0.00), holding all mediators constant does not include zero (LLCI= 0.2239, ULCI= 0.5036). Results in Table 5 show that indirect effects of competitive turbulence on export performance through market, marketing and innovation orientation does not include zero (LLCI= 0.0848, ULCI= 0.2740) and the total mediating effect is 0.1853. Hence results show that market, marketing and innovation orientation has significant partial mediating effect on export performance.

Now based on above results we can interpret the results of mediation individually. Further results of individual mediation are presented in Table 6. Results show that indirect effect of competitive turbulence on export performance through market orientation (0.0587), holding other two mediators (marketing and innovation orientation) constant, does include zero (LLCI=0048, ULCI= 0.1334). So, based on results H4(c) (Market orientation of firm significantly mediates the positive relationship between competitive turbulence and export performance of the firm) is accepted. Results of mediation show that indirect effect of competitive turbulence on export performance through marketing orientation (0.0994), holding other two mediators (market and innovation orientation) constant, does not include zero (LLCI= 0.0390, ULCI= 0.1711). So, H5(c) (Marketing orientation of firm significantly mediates the positive relationship between competitive turbulence and export performance of the firm) is accepted. Results of mediation in Table 6 show that indirect effect of competitive turbulence on export performance through innovation orientation (0.0272), holding other two mediators (market and marketing orientation) constant, does not include zero (LLCI= 0.0365, ULCI= 0.1354). So, H6(c) (Innovation orientation of firm significantly mediates the positive relationship between competitive turbulence and export performance of the firm) is accepted.

DISCUSSION AND CONCLUSION

This research has explored the effect of environmental turbulence factors including technological turbulence, market turbulence and competitive turbulence on export performance. Further, the complexity of relationship between environment turbulence and export performance is explained through the strategic orientation of firm. Strategic orientation capabilities such as market orientation, marketing orientation and innovation orientation are used as a mediator to explore the underlying antecedents of high export performance. This research has contributed in literature by considering RBV and contingency theory to explain the determinants of export performance. Contingency theory provided grounds to explain high export performance through environmental turbulence factors while RBV emphasized on strategic orientation factors to achieve high export performance. Hence, the proposed model considered both RBV and contingency theory to predict high export performance. Based on this understanding, this research has considered strategic orientation as a mediator to explain the relationship between environmental turbulence and export performance and arrive at following findings.
First, the direct effect of environment turbulence on strategic orientation was analysed and then the mediating role of strategic orientation between environment turbulence and export performance was assessed. The results of the study show significant direct effect of technological, market and competitive turbulence on market orientation, marketing orientation and innovation orientation. Further all the mediation results for strategic orientation are significant except mediation of market orientation between technological turbulence and export performance.

Results of the study show positive effect of technological turbulence on strategic orientation (market orientation: β= 0.530, p= 0.00; marketing orientation : β= 0.553, p= 0.00; innovation orientation: β= 0.350, p= 0.00) Previous researchers have also suggested the positive relationship between the technological turbulence and strategic orientation (Augusto & Coelho, 2009; Zhou, Brown, Dev & Agarwal, 2007). Technological turbulence or the rate of technological change improves the export related capabilities of firms. Organizations coping with turbulent technologies undergoing rapid change are expected to benefit more from strategic orientation than organizations with stable technologies (Mcleay & Andersen, 2010). The researchers determined technology turbulence as a motivational factor for firms to achieve high export performance. With the technological innovation, exporting firms try to adopt new technological advanced procedures to better perform in export market (Rogers, 2004). Emergence of online platforms has intensified the export competition (Zatezalo & Gray, 2000). Now, marketers have to adopt innovative methods to develop product, price and distribution strategies. Thus,

in a business environment characterized by rapid and disruptive technological changes, export managers have to focus on strategic orientation and acquire new technological capabilities in order to achieve high export performance (Donaldson, 2001).

Results of the study show positive effect of market turbulence on strategic orientation (market orientation: β= 0. 406, p= 0.00; marketing orientation : β= 0.475, p= 0.00; innovation orientation: β= 0. 413, p= 0.00). Previous researchers have observed the positive relationship between market turbulence, strategic orientation and export performance. Researchers have suggested that under conditions of high-market turbulence, exporting firms needed to monitor market shifts carefully (Voss & Voss 2000). Therefore, businesses that operate in turbulent markets are likely to have a greater need for strategic orientation and positive interdepartmental interactions (Chan et al., 2012; Paladino, 2007). With regard to the impact of market turbulence on a firm's strategic orientation, researchers argued that strategic orientation of the firm are essentially determined by market turbulence and they further positively lead to export performance (O'Regan & Ghobadian, 2004).

Results of the study show positive effect of competitive turbulence on strategic orientation (market orientation: β= 0. 558, p= 0.00; marketing orientation : β= 0. 686, p= 0.00; innovation orientation: β= 0. 181, p= 0.00). Along with market and technological turbulence, competitive turbulence also positively affects the strategic orientation of the firm. Researchers argued that the in the dynamic competitive environment firms need to develop intense strategic orientation capabilities (Schlegelmilch & Ram, 2000). Researchers have suggested that exporting firms need strong competitive intelligence system in high competitive turbulence market therefore the firms require high strategic orientation capabilities. In high turbulent competitive environment, firms continuously try to achieve unique competitive advantage (Al-Hakim & Shahizan, 2013). Usually, market and marketing orientation help more in the intense dynamic competitive market to achieve high export performance (Barney, 2001).

IMPLICATIONS

Practical Implication

Significant findings of this study have explained the relationship between environment turbulence and export performance. Every exporting firm must develop strategic orientation capabilities to acquire proper and accurate information from the external export environment about their market, technological changes and competitors. Exporting firms operating in a high turbulent environment, such as technological, competition and market turbulence show an elevated level of market, marketing and innovation orientation. The findings of this study show that environment turbulence is strongly related to the level of strategic orientation of exporting firms. Based on the findings following implications are suggested:

First, for successful implementation of strategic orientation, managers have to implement the marketing concept throughout the firm. Each and every member of the exporting firm must understand the importance of strategic orientation. In addition, there is need to look at actual performance in all areas of business and develop measurable goals for an optimal deployment of a strategic orientation strategy (Ardito & Dangelico, 2017).

Second, export manager should develop strategic orientation capabilities at organizational level. Manager should implement strategic orientation as an organizational strategy not a departmental strategy. All department including marketing, production and research and development should be involved in planning and implementation phases of strategic orientation capabilities (Agbeblewu & Boohene, 2015). Only a collaborative strategic orientation strategy can bring high firm export performance.

Third, the export environment intelligence should be disseminated to whole organization. This information should not be restricted to any one or two department or managers so that all departments of the exporting firms should align their strategic moves to gain high export performance (Cadogan, 2012).

Finally, managers should develop their internal capabilities of the firm according to the export environment. In the high turbulent export environment, firms have to be proactive in designing their capabilities such as marketing and innovation capabilities. Firms may lose competitive advantage and high export performance if they ignore external environmental factors while making export strategies (Iamratanakul, 2017).

Theoretical Implication

This research made comprehensive effort to explain the export performance through the lenses of RBV and contingency theory. This study not only analysed the significance of internal and external factors effecting export performance but also enhanced its importance by analysing the mediating role of strategic orientation between export environment turbulence and export performance. This research has extended the literature by explaining the mediating role of strategic orientation with the perspective of contingency theory. Moreover, contribution has been made by relating contingency theory to the RBV to explain export performance. This research has paved a new path for researcher to relate two different theories i.e. contingency and RBV to explain export performance.

Limitation and Future Research

Although the study has ensured the reliability and validity of findings but few limitations must be considered during implication of results. First, the most obvious limitation is the sample selection. Study included only those firms which are listed in Stock Exchanges. So, more effort is required to use other sampling criteria which consider larger sample.

Second, cross-sectional data were used for analysis, which is as not good as panel data. A longitudinal study can provide a more comprehensive viewpoint of the situation and the changes, which take place at a variety of points in time (Aaker et al., 2005; Malhotra, 2007). Finally, sample has been taken from the production industry, this model can also be applied on services sector. The limitations outlined above do not, however, minimize the significance of the findings. Instead, the limitations are stated so as to improve future research.

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