

EXPORT MARKET ORIENTATION, ORGANIZATIONAL KNOWLEDGE AND
EXPORT MARKET PERFORMANCE: THE MEDIATING EFFECT OF
ORGANIZATIONAL INNOVATION

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ABSTRACT

Arab markets present significant opportunity for Malaysian exporters to grow their sales and profits. Innovation is crucial in creating values and sustainable competitive advantage. However, there are still much to explore on the role of organizational innovation. There is lacking of literature that has incorporated organizational innovation as a mediating variable between export market orientation and organizational knowledge with export market performance. The issue between market orientation and organizational performance has been focused of study over the past three decades. Literature reviews that numerous research works on organizational innovation affecting export performance, have been inconclusive, inconsistent, and characterized by low levels of explanation. Hence, it is crucial to exporters to identify factors influencing performance. This is a quantitative study. The population was selected from the 2011 Federation of Malaysian Manufacturers (FMM) directory. A total of 107 respondents responded to the survey questionnaire distributed to manufacturers that have been exporting for 5 years and above were used in testing the hypotheses formulated. This study found that there is a significant direct relationship between export market orientation and export market performance at $p < 0.05$. Similarly, organizational knowledge was found to be significantly related to export market performance at $p < 0.05$. Organizational innovation was found to have direct influence on export market performance at $p < 0.001$. Finding showed that organizational innovation mediates the relationship between export market orientation and organizational knowledge with export market performance at $p < 0.05$. This implies that in order to

enhance performance, exporters should also emphasize on organizational innovation, besides organizational knowledge and export market orientation.

ABSTRAK

Tujuan utama kajian ini adalah untuk menyiasat kesan pengantara inovasi organisasi antara orientasi pasaran eksport , pengetahuan organisasi dan prestasi pasaran eksport . Inovasi adalah penting dalam mencipta nilai dan kesinambungan daya saing. Walau bagaimanapun, masih terdapat banyak untuk diterokai tentang peranan inovasi organisasi. Masih didapati kekurangan literatur yang menggabungkan inovasi organisasi sebagai pembolehubah pengantara antara orientasi pasaran eksport dan pengetahuan organisasi dengan prestasi pasaran eksport. Isu antara orientasi pasaran dan prestasi organisasi telah diberi tumpuan sejak tiga dekad yang lalu. Terdapat banyak penyelidik empirikal memeriksa penyatuan orientasi pasaran dan prestasi organisasi. Walau bagaimanapun, ulasan literatur telah mendedahkan bahawa kajian ini tidak memberikan kesimpulan penyatuan yang ketara diantaranya. Di samping itu, banyak kerja-kerja penyelidikan mengenai inovasi organisasi didapati tidak konklusif, tidak konsisten, dan dicirikan dengan tahap penjelasan yang rendah. Kebanyakan kajian pada masa lepas telah memberi tumpuan kepada inovasi teknikal dan didapati kerja tentang inovasi organisasi adalah terhad. Sebanyak 506 soal selidik kajian yang diurus secara layan sendiri telah diedarkan kepada pengeluar yang mengeksport ke pasaran Arab. Populasi penyelidikan ini telah dipilih dari Direktori Persekutuan Pengilang-Pengilang Malaysia (FMM). Seramai 223 responden yang telah menjawab soal selidik kajian telah digunakan dalam penganalisaan. Pakej SPSS dan SPSS IBM AMOS telah digunakan untuk menguji hipotesis-hipotesis yang telah ditentukan untuk kerja-kerja penyelidikan ini. Kajian ini telah membuktikan secara empirikal hubungan antara orientasi pasaran eksport dan pengetahuan organisasi dengan inovasi organisasi.

Inovasi organisasi didapati bertindak sebagai pengantara separa kesanterhadapkedua-dua orientasi pasaran dan pengetahuan organisasi dengan prestasi pasaran eksport. Implikasi kajian ini untuk kerja-kerja dan pengamal masa depan turut dilaporkan

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LIST OF ABBREVIATIONS

ASEAN	– Association of South East Asian Countries
FMM	– Federal of Malaysian Manufacturers
EU	– European Union
FTA	– Free Trade Agreement
GCI	– Global Competitive Index
GDP	– Gross Domestic Product
METS	– Malaysian External Trade Statistics
MEI	– Middle East Institute
SEM	– Structural Equation Modeling

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Innovation is a crucial strategy that provides a better mechanism when it is aligned with market conditions (Vincent, 2005). It is a central mechanism for strategic changes and growth by changing external and internal conditions of the organization. A manager needs to develop a clear innovation strategy that effects not only innovations in products, but also its processes, strategies and markets. An appropriate innovation strategy could improve internal performance indicators (e.g. employee quality and training), external performance indicators (e.g. customer loyalty and satisfaction) and the business result (e.g. sales and profit). That is why managers should include innovation in their strategic plans through establishment of clear objectives to achieve success (K üster and Vila, 2011).

Market information collection and treatment are major functions of an innovative organization. They are challenges faced by manufacturing organizations to build sustainable competitive advantage. Competitive advantage is realized with continuous innovation, new business opportunities and new ideas about performance. It has been commonly accepted that innovation can be brought forwarded by the process of knowledge creation and application. The entire business, science and management sectors are the sector that are very highly influenced by the concept of innovative systems and its links (Powell and Grodal

2005; Tödting *et al.*, 2009). According to Lado and Olivares (2001), product innovation, service quality, organizational innovation and knowledge generation are crucial for an effective market orientation in the manufacturing organization.

The relationship between exports market orientation and organizational innovation has been tested by many researchers. Successful innovation is a combination of market innovation culture and enterprise value (Slater, 1997). The difference between innovation enterprises and companies with little achievement is on degree of emphasis of market orientation (Lukas and Ferrell 2000). There has been an increased focus on the relationship between market orientation and market performance. Studies of this issue generally demonstrated that market orientation has a positive impact on new product performance (Baker and Sinkula, 2002; Kirca, 2005). However, research work on how market orientation contributes to superior export market performance is still lacking. Empirical evidence shows that there is much emphasis on the importance of market orientation for better economic and commercial results (Mahmoud, 2010).

There are still much to explore on the role of organizational innovation in export marketing. There is lacking literature that has incorporated organizational innovation as a mediating variable between export market orientation and organizational knowledge with export market performance. Numerous research works on organizational innovation have been inconclusive, inconsistent, and characterized by low levels of explanation. Most studies in the past were focused on technical innovation and there is limited work on organization innovation. Hence, in this study, the export market orientation and organizational knowledge variables are conceptualized as exogenous constructs and the organizational innovation and export market performance as endogenous constructs. It follows that this chapter is intended to give an overview of the background, the problem statement, the research questions and objectives, significance, scope, definition and explanation of key terms used in this study, and organization of the thesis.

1.2 Background of the Study

This study focuses on the export market performance of Malaysian manufacturing organization through the critical investigation of organizational innovation, export market orientation, and organizational knowledge. Before the discussion of the factors affecting the export market performance it is crucial to understand the economy and international trade of Malaysia with Arab countries. The pace of economic relation between Malaysia and Arab countries has been growing at rapid rate in recent years. The Arab countries have provided new trades and investments opportunities to many Malaysian firms. This has led to transformation of international trade strategies from dependency on traditional export markets like US, Japan to the newly Arab markets orientated as well (Hussin *et al.*, 2011).

Malaysia is respected as among of the strongest economies in Southeast Asia with an average of 6 percent for its Gross Domestic Product (GDP). Historically, Malaysian Economic was contributed by natural rubber and tin resources as a primary sector for GDP, public sector as well export revenues. In the early 1957, when it became independent and known as The Federation of Malaya, the industrial sectors were very marginal and primarily depended on – unprocessed rubber and tin exports. Malaysian economy that was highly dependent on the primary sector for its GDP, employment and export revenues, nevertheless, has changed to that of a diversified economy with the industrial sector as the engine of growth, along with more commercialized agriculture and modern services sector. This was the result of a series of well-planned development strategies since the independence in 1957.

Malaysia's trade in March 2013 has increased by 1.6% as compared to March 2012. This increased of higher export trade are contributed from countries like France with RM1.52 billion, China with RM1.04 billion, India with RM693.5 million, United States of America with RM580.4 million and Republic of Korea with RM482.2 million (METS, 2013). Table 1.1 tabulated Malaysia's top ten export destination for the year of March 2012 – February 2013. It shows that

Malaysia's top traditional market partners targeted were ASEAN and EU countries including United States.

Table 1.1: Malaysia's Top Export Destinations

Countries	Export Value (RM billion)	Share of Total Exports (%)
Singapore	24.77	14.60
Japan	20.46	12.10
PRC	20.38	12.00
USA	14.08	8.30
Thailand	10.38	6.10
Indonesia	8.21	4.80
ROK	6.76	4.00
Hong Kong	6.36	3.80
Australia	6.17	3.60
India	5.98	3.50

Source: (Malaysia's Trade Statistics, 2014)

The economic relation between Malaysia and Arab countries has been positive and growing rapidly in recent years. Middle East countries have been potential emerging market for the Malaysian companies. Malaysia's involvement in international trade with the Arab countries has been active since its independence. It is a major trading partner to many countries in the world. Its economy has seen been highly dependent on external trade playing an important role in the country's economy and overall development. In view of the fact that Malaysia is in the process of setting up the Islamic Financial Hub and World Halal Hub, the Arab countries have emerged as highly attractive trade partner to Malaysia in term of both production and services. Apart from the religious affinity, Malaysia and Arab countries have significant relations economically and politically. Thus it can be confirmed that Arab countries play a significant role in enhancing the economic performance of Malaysia and is a gateway to the Middle East markets (Hussin et al., 2011).

Table 1.2: Principal Statistics of External Trade, 2008-2012

Exports					
Commodity Sections	2008	2009	2010	2011	2012
Food	17,815.7	15,791.0	18,168.0	20,555.2	20,691.9
Beverages and Tobacco	2,431.4	2,476.6	2,815.1	3,136.4	3,725.9
Crude Materials, Inedible	17,694.4	13,157.1	19,128.8	25,026.5	20,609.7
Mineral Fuels, Lubricants, etc.	121,651.9	79,508.1	101,958.4	125,752.3	143,388.1
Animal and Vegetable Oils and Fats	56,833.1	43,641.0	54,139.4	73,118.6	63,393.7
Chemicals	39,486.1	33,263.4	40,618.3	46,210.7	46,101.6
Manufactured Goods	59,150.8	49,356.4	56,391.2	65,399.6	63,624.0
Machinery and Transport Equipment	286,099.3	258,628.0	280,416.0	269,762.8	266,684.8
Miscellaneous Manufactured Articles	55,846.1	52,202.2	60,406.7	64,707.3	68,704.4
Miscellaneous Transactions and Commodities	5,968.5	4,494.2	3,780.6	4,192.6	5,717.3
Total exports to markets	663,013.5	552,518.1	638,822.5	697,861.9	702,641.2

Source: Malaysia Economic Statistics, 2013

Malaysia has wide range of essential and manufactured goods and products exported worldwide, as mentioned in Table.1.2, and many of these Malaysian products are already imported by many Arab countries. However, there are many untapped markets in the Arab countries for many other Malaysian products have been currently imported by the Arab countries from other part of the world. From the export trade statistics there have not been major increase in exports from last five year period. The total export in 2008 was 663,013.5 where as in 2012 it was increased to 702,641.2 with an increase of around 3% in total. The Malaysian manufacturers and exporters need continuous efforts to introduce their products to Arab countries and explore the opportunity of gaining new markets or expanding existing markets. Malaysian and Arab governments need to facilitate the trade between their countries by bilateral and multilateral trade agreements to give preference to their products, and to tray to eliminate the non-tariff barrier to increase the trade flow between their countries. Thus increasing relationship with emerging markets and approaching with bilateral trade agreements Malaysia can experience increase in export in the emerging countries.

Table 1.3 shows the statistical information on Malaysia exporting to Arab countries from the year 2008 to 2012. The comparison was provided for total 17 Arab and gulf region countries. The statistics of export trade flow in 2011 and 2012 shows that there has been drastic decrease in the export performance in majority of the countries (Refer Table 1.3).

Table1.3: Malaysia exporting to Arab countries

Malaysia Export Trade flow to Arab countries (\$)									
Arab countries	2008	(%)	2009	(%)	2010	(%)	2011	(%)	2012
Algeria	138350.8	1.70	129733.7	1.99	157204.4	2.01	184387	2.07	133539.3
Egypt	715168.2	8.78	809572.5	12.4 1	1400951	17.9 1	1371356	15.4 3	1074818
Iraq	207690.6	2.55	155122.5	2.38	81616.52	1.04	71119.29	0.80	115976.5
Morocco	54505.78	0.67	42998.6	0.66	59143.28	0.76	83215.9	0.94	72058.44
Saudi Arabia	1052596	12.9 2	813312.9	12.4 7	893930.6	11.4 3	1295895	14.5 8	1225206
Yemen	334150.3	4.10	204809.1	3.14	167643.1	2.14	176400.3	1.98	201277.2
Syrian Arab Republic	173391.2	2.13	174345.1	2.67	176717.9	2.26	190545.4	2.14	71684.14
Tunisia	32233.24	0.40	48197.99	0.74	57712.85	0.74	56269.09	0.63	50947.6
Jordan	548737.2	6.74	149902.5	2.30	260087.2	3.32	222190.8	2.50	182767.6
Libya	103482.9	1.27	86306.17	1.32	68035.15	0.87	83609.491	0.94	46777.53
Lebanon	93706.38	1.15	95053.69	1.46	112339.7	1.44	104264	1.17	101581.3
Oman	229825.9	2.82	173010.1	2.65	180366.4	2.31	238073.2	2.68	259195.3
Kuwait	375988.9	4.62	163018.1	2.50	180344.7	2.31	347083.9	3.90	210598
Qatar	240626.3	2.95	544330.6	8.34	166266.3	2.13	182915.7	2.06	238856.8
Bahrain	83038.45	1.02	82997.33	1.27	68645.08	0.88	79478.61	0.89	68725.73
United Arab Emirates	3760472	46.1 7	2850239	43.7 0	3791790	48.4 7	4203111	47.2 8	4018264
Total	8143964	100	6522950	100	7822794	100	8889914.7	100	8072273

Source: <http://wits.worldbank.org/>

Malaysia has been pursuing and building close relationship with the Arab region through proposal of Free Trade Agreement (FTA) The Malaysian-Arab relationships on trade and business have long been established for mutual benefits. Malaysia is a rising star; its economic and social developments with the Arab region, ASEAN and the developed are growing at a rapid pace since after the

country gained its independence. The future prospects of the Arab countries are excellent and the economic climate is predicted as favorable in the future, despite political tensions throughout the region.

Apart of the religious affinity, Malaysia and Arab nations have significant relation economically and politically. This can be seen throughout their participation in strengthening their relation over the recent years. Malaysia is a keen partner to have strong bilateral trade with the Arab nations and is continuously eager in discussing on Free Trade Agreement (FTA) between them (Bernama, 2007). Study by Mahmood (2000), on competitiveness of Malaysian exports with respect to the global market as well as Association of Southeast Asian Nations (ASEAN) economies reported that the manufacturing sector has significantly changed the Malaysia's export structure.

Trade compositions between Malaysia and the Arab market is much less diversified and much more concentrated on certain products especially oil and petroleum-related products. Malaysia's exports compositions to the Arab countries mainly come from palm oil, jeweler, manufactured goods, and electronic and electrical products. Based on the export composition of Malaysian product it becomes necessary to investigate competitiveness of Malaysia products exporting to Arab countries intensively.

The main goal of this study is to investigate the relationships of export market orientation and organizational knowledge with organizational innovation and how this contributes to export market performance of Malaysian manufacturing companies exporting to the Arab countries. The usefulness of different factors like export market orientation, organizational innovation, organizational knowledge and their inter relationship between these factors were studied in detail in this research.

1.3 Problem Statement

One of the important issues marketers face in this context is how to successfully market their innovations. However, there are still many new products failures after their market launch. Even though a number of studies have been done, many

organizations fail to manage organizational innovation well and still suffer from an inability to sustain innovation over the long-term (Ahmed 1998; Cormican and O'Sullivan 2004). The main reason is that organizational innovation research has been done in an inconclusive and inconsistent way, and is characterized by low levels of explanation (Adams et al., 2006; Cooper, 1998). Ziliang (2014) reported that innovation was found to be negatively effecting exporter survival. This implies that more research work in this area is needed.

Study conducted by Oke (2007) on British companies concluded that improvement of processes is a driving force for the success of product or service innovations. Similarly, marketing and product innovations are also positively related, higher levels of marketing innovations lead to higher level of product innovation. According to Günday (2011), production performance has a significant relationship with market performance. As production performance is achieved through combined effect of factors such as quality, flexibility, speed and cost efficiency. These are generally regarded as driving force behind the profitability of a commercial organization (Günday, 2011). Alipour and Karimi (2011) reported that very little attention has been paid to the mediating role of innovation between learning organization and organizational performance. They found that innovation mediates the relationship between learning organization and organizational performance.

Common economic goals for economic diversification and emphasis on intensifying links with Islamic countries have provided a distinct advantage for Malaysia to be positioned as a strategic base for Middle East Asia cooperation in investment and trade. Another bonding factor is the strong investment and trade links established between Malaysia and the UAE, the Gulf state which has played a “core” role as a strong re-exporting business hub in the Middle East. Nevertheless, it remains to be seen whether Malaysia will be able to produce the synergies with GCC countries.

Strengthening innovation is crucial for creating new sources of growth (OECD, 2010). Theoretical trade model suggested that innovation is a driver of international trade and the development of firm's competitive advantage (Castellani

and Zanfei 2007). There are two key factors in the creation of innovation are knowledge and management system (Weiss and Legrand 2011). Tan and Nasuridin (2011) viewed organizational innovation as an essential weapon for organization to compete in competitive business environment, but understanding the fundamental drivers influencing firm's ability to innovate is the key tasks for the organization in the dynamic market. The analysis of the innovation effects showed that firms combining product and process innovations get better benefits from innovative effort, and that organizational innovation amplifies the gains obtained with technology innovation. Researchers have focused on the exact role of market orientation and the process through which it influences performance (Morgan et al., 2009; Murray et al., 2011). Although market orientation creates superior performance in the western economies but in other countries such as developing countries especially, the implementation still leaves some gaps in both the theory and practice of marketing (Sany et al., 2009).

Management systems that made organizations successful in the industrial economy are becoming major obstacles as they try to become more innovative in the knowledge driven economy (Seelos and Mair, 2012a). In addition, many organizations have cultures that drive short-term results and risk avoidance. Without changing some organizational practices and building a culture of innovation, leaders will not close the innovation gap (Weiss and Legrand, 2011).

Quinn and Strategy (2013) reported that innovation mediates the relationship between knowledge sharing and business performance. In addition, Uzokurt et al. (2013) reported that organizational innovations contribute significantly to a firm performance. They also reported that it mediates the relationship between organizational culture and firm performance. However, studies conducted by Ungan (2004), and Buddelmeyer et al. (2006) mentioned that innovation was found to be negatively effecting exporter survival. There seems to be lack of research work on organization innovation mediating the relationship between organizational knowledge and export market orientation with export market performance. The major problem of firms is to improve the performance of their products by developing new products. Market orientation will help firms to

target the customers and increase the organizational performance (Jaworski et al., 2000).

The relation between market orientation and organizational performance has been explained by number of researchers like Greenley, (1995); Pelbani, (2000); Shoham (2006) outlining the process by which a company can improve or implement market orientation. Traditionally, innovation has been associated with product development, but the focus on business model and organizational innovation is still lacking and thereby makes it central to measure the company's ability to innovate in these dimensions as well. In the same way, the measuring of innovation has been done through an ethic, or outside approach investigating company's tangible innovation, like patents and products. Complicated issues can be solved with logic and by drawing on past experience. It's simply a matter of simplifying, organizing and applying solutions that have worked in a similar situation. Complex issues, on the other hand, are more ambiguous, uncertain, and somewhat unique problems or opportunities. Leaders need to apply innovative thinking to gain insight into the complexities and to discover innovative solutions. Thus this study attempts to investigate the influence of organizational innovation as mediating effect between export market orientation, organizational knowledge and export market performance of Malaysian manufacturing companies exporting to gulf regions.

1.4 Research Questions

The research questions formulated for this study are:

1. What is the level of export market orientation, organizational knowledge, organizational innovation and export performance possessed by the Malaysian exporters?
2. To what extent does export market orientation influence innovation of manufacturing companies in Malaysia?
3. To what extent does organizational knowledge have influence on organizational innovation?

4. Does organizational innovation influence export market performance of the manufacturing companies in Malaysia?
5. Does organizational innovation have mediating effect between export market orientation and export market performance?
6. Does organizational innovation have mediating effect between organizational knowledge and export market performance?

1.5 Research Objectives

The research objectives formulated to investigate this research work are as in the following:

1. To assess the degree of export market orientation, organizational knowledge, organizational innovation and export market performance performed by the Malaysian exporters.
2. To determine the influence of export market orientation on organizational innovation of manufacturing companies in Malaysia.
3. To investigate the influence of organizational knowledge on organizational innovation of manufacturing companies in Malaysia.
4. To evaluate the influence of organizational innovation on export market performance of the manufacturing companies in Malaysia.
5. To investigate the mediating effect of organizational innovation between export market orientation and export market performance.
6. To assess the mediating effect of organizational innovation between organizational knowledge and export market performance.

1.6 Significance of the Study

Empirical evaluation by Walker (2008) reported that administrative innovation, product innovation and marketing innovation are strongly correlated.

Organizational innovation has positive impact on marketing innovation (Gunday et al., 2011). This study helps to identify various interacting variables with the export market performance of Malaysian manufacturing companies. By understanding the relationships between market orientation, knowledge and innovation, strategies could be developed in order to improve firm's export market performance. This study will assist the policy makers and other top management officers in understanding the problems of marketing activities in exporting to the competitive Arab markets. Finally, the study would contribute to the development and improvement of theories and models of market orientation in improving export market performance.

Gulf Countries has been an attractive market destination for the Asian businesses. Asian countries are developing close relationships with the Arab nations (Hussin et al., 2011). This research work is carried out in the context of Malaysian manufacturing companies exporting to the Arab countries. Arab markets are fast expanding and are potential markets for expansion, development or new markets for Malaysia companies to exploit. It is expected to enrich the literature on the relationship between organizational knowledge and market orientation with organizational innovation. The theoretical approach underlying is based on resource and capabilities of firms which evolves from the framework of the evolutionary theory of the firms. Firms should be considered to be a center for accumulating knowledge and capabilities for the organizational performance. Enhancing firm's position in the market is as a result of creating competitive advantage in the market through better market orientation approach.

1.7 Scope of the Study

This study was conducted using the population selected from FMM directory. The respondents are exporters exporting to Arab countries. These are UAE, Saudi Arabia, Qatar, Bahrain, Tunisia, Kuwait, Oman, Jordan, Morocco, Algeria, Lebanon and Egypt. The variables studied in this study organizational innovation,

export market orientation, organizational innovation and export market performance are to fulfill the objective of the study.

1.8 Definition of Key Terms

The definition of key terms used in this research works are listed and defined as follows:

Market Orientation – a business approach or philosophy that focuses on identifying and meeting the stated or hidden needs or wants of customers (Kara *et al.*, 2005).

Organizational Innovation – introduction to changes which are new to the organization and are created by management (Ohlson, 2007).

Market Knowledge – it is the understanding of market and focused on the specific challenges that customers face (Li and Calantone 1998)

Organizational Knowledge – organization wide continuous process that enhances its collective ability to accept, make sense of and respond to internal and external changes (Jarrar *et al.*, 2010).

Market Concept – management philosophy according to which a firm's goals can be best achieved through identification and satisfaction of the customer's stated and unstated needs and wants (Svensson, 2001).

Customer Orientation – a group of actions taken by a business to support its sales and service staff in considering client needs and satisfaction as their major priorities (Brannback, 1999).

Competitive Orientation – an individual's view of others as means of self-development and to demonstrate self-worth (Zatezalo and Gray 2000).

Business Performance – a set of management and analytical processes that enables management of an organization's performance to achieve one or more pre-selected goals (FrancoSantos *et al.*, 2007).

Product Innovation – is the creation of new products or the improvement of existing products to meet user needs (Fischer, 2001).

Service Innovation – a new or considerably changed service concepts or service delivery processes that deliver added value to the client by means of new or improved solutions to a problem (Hertog, 2010).

Technological Innovation – an improvement in the technology that already exists strengthening the production and capabilities to innovate in a mass scale (Markard and Truffer, 2008).

1.9 Organization of the Research

The study is organized into five chapters:

Chapter one covers the introduction, background of the study, problems faced by the organization for increasing performance and become innovative, and the research questions.

In the second chapter, it is concerned with the literature on organizational innovation, export market orientation and organizational knowledge. It will also explain the relationship and influence of organizational innovation export market performance. This chapter will also show the mapping of previous researcher's contribution on the present research topic. In short, the discussion includes potential determinants of organizational innovation on the outcome of export market performance.

In chapter three, it covers the research designs, method and approach for investigation on the study.

Chapter four is on the analysis of the data collected. It covers both in qualitative and quantitative approaches.

Chapter five will be on conclusion and recommendation from the view of the outcomes of chapter four. It will conclude by identifying future areas on organizational innovation, limitation of the research and suggestion for the future research.

1.10 Summary

The emerging markets of Malaysia have been very attractive for international trade. However, there is scarcely study investigating the mediating effect of organizational innovation of the relationship export market orientation and organizational knowledge with export market performance. Therefore, the primary purpose of the study is to investigate the links between export market orientation and organizational knowledge with organizational innovation and with export market performance. The targeted Arab countries have been identified and used for this study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the concept of the variables including organizational innovation as mediating variable, export market orientation and organizational knowledge and export market performance. The theoretical framework based on the review of marketing and innovation literatures and all the major constructs are identified. Then, the key concepts of marketing orientation, organizational innovation and organizational knowledge on export performance of manufacturing organization are presented.

2.2 Organizational Innovation: Definition

The term innovation has gained various meanings over the past years. Innovation refers to the process of developing new items, the new items itself and the process of adopting new items. This research focuses on the effect of organizational innovation because organizational innovation by manufacturing organization are often organizational knowledge on marketing concepts based on the new types of inputs. Innovativeness is one of the aspects of organization more related to its culture and is used in many contexts. Organizational innovation is defined as of addressing the structure, processes or borders of an organization that differs

significantly from existing organizational practices and having an economic impact. Those firms that have identified and introduced new products to the market are considered as high performers. Low performed firms have not introduced products that are new to the market or the company (Schienstock et al., 2009).

When it comes of defining a company as innovative, the literature contains two different but related approaches. The first approach defines innovation as a management technology, strategy or practice which a company uses for the first time, whether other companies have used it before or not, or as a restructuring or significant improvement in a process. From this perspective, an innovation contemplates aspects concerning the diffusion of an innovation among nations, industries and companies, and therefore forms part of the traditional diffusion of innovation theory. Second approach is the perspective which defines innovation as a new product that the company creates for the market; this represents the commercialization of an invention, where invention is an act of creativity. This perspective refers to the influence that structures, persons and processes in the organization play in new product development and commercialization (Li and Gima, 2001).

Organizational innovation is defined as the adoption of an idea or behavior that is new to the organization (Seelos and Mair, 2012b). Innovation research, offers an opportunity to address a large number of important practical and theoretical issues. Innovation in products, services, technologies and administrative practices is also relevant to other institutional sectors. The study of organizational innovation articulates the study of significance breakthrough for the development of superior value of organization.

Innovativeness has been a pillar for organizations to grow in terms of customer attractions, profitability, and to know consumer behavior. Due to dramatic change in the behavior of consumers, there has been a need for organizations to be innovative along with their innovative products. Innovation studies started to emerge as a separate field of research in the 1960s. It did so mostly outside the existing disciplines and in the most prestigious universities. Innovation can take in the form of product development, the deployment of new

process technologies or innovative management practices (Glynn 1996 and Zott 2003).

Thus through the definition of organizational innovation it can be noticed that the adoption of organizational innovation through new product processes increases competitiveness and profitability of the organization when they fulfill customer's requirements and value. Below literature shows the organizational theory perspectives that are utilized for the benefits of organization and society.

2.2.1 Organizational Innovation

This section focuses on the literature based on organizational innovation playing a mediating role between the relationships of constructs. However, Ho (2011) investigated the relationship between organizational innovation and organizational performance empirically and found that organizational innovation has direct and significant impact on organizational performance. The findings suggested that capability of organizational innovation can encourage employees for new opportunities. Administrative innovation was found to be more important in influencing financial performance of organization, whereas market innovation is an influenced factor for market performance. For instance, Hoe (2011) found that innovation is a widely accepted key driver to sustainable business performance and growth highlighting organization's innovation climate towards understanding the innovation culture in the organization.

Utilization of export information appropriately leads to initiate export operations and enable to penetrate foreign markets (Leen *et al.*, 2009 and Johnson *et al.*, 2009) utilized market orientation theory including competitive orientation, customer orientation, and inter-functional coordination with organizational innovation in order to explain firm performance and found that organizational innovation is partially mediated the market orientation firm performance relationship.

Deedset *et al.* (2000) quoted that to reduce new product development uncertainty and time dependence and improve their innovation results,

organizations must establish cooperative relationships. Process innovation is highly focused on improving productivity (Calantone *et al.*, 2002). Abrunhosa and Sá (2008), argued that process innovation enable an organization to produce fairly large amount of products or services using limited available resources of the organization. Shoham (2005) viewed innovation as a multi-dimensional organizational trait. According to them, organizational innovativeness is made up of five dimensions: creativity, risk-taking, openness to change, future orientation and pro-activeness.

At this point, it must be clarified that while an invention is the first occurrence of an idea, an innovation is the first attempt to carry it out into practice (Fagerberg, 2005). Innovation is one of the functions of market orientation. Innovation is also a function of organization with strong market orientation that tends to develop product and services with higher innovation levels. The market orientation creates a conducive for effective and efficient organizational activities that leads to superior performance (Kohli and Jaworski, 1990; Menguc and Auh, 2006; Narver and Slater, 1990). Decision making, implementation activities of organizational innovation, organizations can achieve business goals effectively through market gathering. Market orientation includes doing something new or different in response to market conditions that may view as a form of innovative behavior. Innovativeness is an important managerial function because it has been consistently linked to business performance. In 1954, Drucker declared that organization have two basic functions, marketing and innovations (Mohr and Sarin, 2009). Despite the fact that superior technology is raised for the high-tech industry, the second basic organizational function highlighted by Drucker is innovation and it remains a challenge for most technology-based companies.

Table 2.1 provides some previous literature on innovation as mediating role between market orientation and organizational performance.

Table 2.1: Previous researches on Innovation as mediator

Author and year	Innovation as mediator
Han <i>et al.</i> (1998)	Market oriented corporate has been considered as superior performance due to consideration of organizational innovation
Agarwal <i>et al.</i> (2003)	market orientation is associated with superior firm performance due to immediate impact of innovation
Mavondo <i>et al.</i> (2005)	Investigated learning orientation, market orientation and innovation in association with performance and found that direct and indirect effect of market orientation is significant through innovation as mediator
Maydeu <i>et al.</i> (2003)	Market orientation and economic performance is mediated through innovation degree and innovative performance
Alipour and Karimi(2011)	A model linking learning organization and organizational performance was performed having innovation and knowledge transfer as mediating role and found that facilitating knowledge creation as well as innovation improves organizational performance.
Naghavi <i>et al.</i> (2012)	Organizational innovation has key role in knowledge management procedure in the organization. Knowledge management processes helps managers to increase organizational innovation. Thus the study indicated that KM processes affects organizational performance through organizational innovation.

An innovation consists of certain technical knowledge about how the things can be done better than existing state. The innovativeness of a new product and firm innovation capability is important (Tyler, 2001). Innovation process includes the acquisition, dissemination and use of new knowledge and successful implementation of creative ideas within an organization Calantone *et al.* (2002). Corporate entrepreneurship focuses on experimentation involving innovativeness, risk taking and pro-activeness to generate competitive advantage for a firm in gesture and turbulent markets(Manzano *et al.*, 2005). Firm innovativeness consists of different dimensions; product innovativeness examined in the literature both from customers' perspective and firm's perspective; innovation in production processes work organization, and human resource management practices (Baer andFrese, 2003). Innovation has a multidimensional character (product innovation, process innovation, strategy innovation, market innovation) which is very significant for business success (Bhaskaran, 2006).Furthermore, according to

Bhaskaran (2006) innovation has a multidimensional character (product innovation, process innovation, strategy innovation, market innovation) which are very significant for business success. In addition to achieving better profits and market shares (economic-financial outputs), successful innovative companies also achieve higher levels of performance and competitiveness outputs (Cooper and Kleinschmidt, 1995; Henard and Szymanski, 2001; Kessler and Chakrabarti, 1996).

Innovation thus, has multiple dimensions and characteristics (product innovation, strategy innovation, process innovation, technological innovation, market innovation) that are very important for organizational performance (Bhaskaran, 2006). Innovation exists in numerous shades of gray and depending on factors such as management styles and types of organization. Innovation involves more rapid planning or control instead of utilizing more resources. To plan for an innovative culture, is needed to re-conceptualize of existing relationship between stakeholders.

At the organizational level innovation, it is focused on differences in organization structure, culture and management to explain difference in innovative success. Sustaining technologies increases the performance of established products along the dimensions of performance that mainstreams customers in major markets (Verhees and Meulenbergh, 2004). In this context, the manufacturing organization is defined as one that is to make or run the process into a finished product, especially by means of a large scale industrial operation. Innovations vary in complexity and may range from change to existing products, processes or services to receive exceptional performance. Frishammar and Horte (2005) posited that the role of communication facilitates innovation, best practices in terms of sequencing stages of innovation, and the characteristics of individual and teams in determining the success or unsuccessful innovation.

Innovation is an important organizational processes and outcome for value creation (Deeds *et al.*, 2000). Innovation is a central mechanism for strategic change and growth in the organization changing internal and external environment (Dittrich and Duysters, 2007). Innovation is an increasing extent for knowledge

generation and its application. The importance of knowledge interactions for innovation has been stressed by the literature on innovation and innovation systems (Edquist, 2005).

Innovation in the 21st century is one of the basic themes of global economy. Management innovation is the basis of the innovation to mobilize the enthusiasm of the manager towards increasing performance. Innovation concept is developed based on the concept of knowledge. Market orientation could improve performance when combined with knowledge, but only innovation is not enough, organization needs to satisfy customer needs through the development and changes of customer needs. Within market orientation, the innovative capabilities of the firm can provide a strategic advantage for effective market opportunities (Tao and Hongpei, 2009).

2.2.2 Innovation Theory

This section discusses on the literature of the theory of innovation advancing the contradictory and consistent with specific context on marketing and business performance. This study sets out current knowledge on innovation that is both complex and context specific. In the emerging economy, the ability of the innovation at the firm generates capability of the organization. Neely and Hii (1998) discussed the three dimensions (product, process and organizational) of innovation and noticed that innovative capacity is a potential of a firm, region or nation to generate innovative output.

Innovation and marketing are the two distinctive issues. Marketing aspects are independent of investment in innovation, while innovation is thought to be successful when it brings success to target customers. Firm's decision towards marketing and innovation in order to maximize profit was highlighted by (Kaiser, 2001).

The concept of innovation was first published by USA in 1939 in terms of invention pertaining to exploitation novelty of the individuals. By the late 1970s most of the modern organization theorists and managers had taken the importance of the

environment heart, and interest shifted to explain how environment influences operations. According to Hatch (2012) every organization interacts with other actors like individuals, groups and other organization. The actors interact in the organizations and are described as stakeholders.

Furthermore, Brickley *et al.* (2009) wrote that organizational architecture is comprised of three key attributes. The first regards spans of control, or assigned responsibilities. The second entails rewards. This includes compensation and incentives. The third concerns the performance management system that measures at the micro and macro levels, i.e., individual and functional units (p.5). Smith (1945) Described the elements of administration in similar terms; however, he rationalized that an effective administration is determined by how well a leader dynamically reacts within this framework (Lanier, 2012). In addition Daft (2010) identified five-core concept that is important in the organization. They are: (1) technical core; (2) technical support; (3) administrative support; (4) top management; (5) middle management. The technical core includes people who do work for the organization. The technical support functions helps the organization adapts to the environment. Technical support employees such as researchers and technological professional creating innovations in the technical core helping the organization change and adapt. The administrative support is responsible for the operation and upkeep the organization including the physical and human elements. Management is responsible for directing and coordinating other parts of the organizations. Top management provides direction, planning, strategy, goals and policies for the organization. Middle management is responsible for the implementation and coordination at the departmental level.

From the discussion on the innovation theory, it can be derived that organizational theory and innovation theory are linked with each other, and in sync with in coordination, management and marketing. Thus, the next section reviews the concept of organizational theory.

2.2.3 Organizational Theory

In the modern organizational theory, the evidence of the importance of perceptions as a factor in understanding how environments affect organizations developed into an information theory. Different levels of analysis give two views with different positions within symbolic organizational theory at different level of analysis differentiating resource dependence within the modern perspectives. In the field of marketing through the contingency perspective, marketing concepts and variables are systematically related both in theory and research practices. Zeithaml (1988), Organizational decision makers undertake rational decisions processes are designed to cope with the complexity and uncertainty of the organization's situation in deliberating decisions by using satisfaction for performance.

The study on organizational theory helps the organization to identify the patterns and structure to solve issues, increase efficiency and productivity followed with meeting the expectations of stakeholders. Organizational theory then uses these patterns to formulate normative theories for how organization functions best identifying organizations to manage for success. The study on organization innovation has received huge attention in the past decades. There is a need of theories that are capable of explaining dynamics, change or evolution. However, Moldaschl (2010) interpreted the concept of innovation increases high attention and approval of the concept leading towards performance. In addition, Ketchen and Hult (2011) examined the synergies between marketing and management within the organizational theory contexts and found that organizational theory is very useful for the contribution of strategic marketing thoughts. Marketing and management are two allied fields with a long history of productive exchange. The former often seems to downplay explanation within its theorizing while the latter often fixates on it.

Organizational theory is the formal sociological study for the organizations, businesses and bureaucracies. Applying organizational theory in an appropriate manner can have several benefits for both the organization and society. Increase in development of organizations leads to boost economic performance and society. The organizational theory also helps the organization to identify corporate malpractices and highlight

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