



MANAGERIAL ATTITUDE ON EXPORT PERFORMANCE: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

This paper aims to present a systematic literature review (SRL) on Managerial attitudes toward export performance. Literature reviews have been considered an essential practice to assess the nature of the wide range of knowledge in different fields of inquiry, allowing future development. Preferred reporting items for systematic reviews and Meta-Analysis (PRISMA) are used to study and assess the nature and quality of the systematic review paper published on the managerial attitude toward export performance. All systematic reviews published across 112 managerial attitudes on export performance journals 2016-2022 were considered for this review. The study's results portray multiple limitations in the design, organization, and execution of current systematic reviews. This search found that 15 out of 112 papers specifically analyze. In particular, this work highlights 15 documents that are direct or indirect. This paper's descriptive review results emphasize that none of the contributions considers the qualitative analysis of the managerial attitude on export performance. This paper suggests that managers, entrepreneurs, and investors with the power to make executive decisions must consider the contributions of managerial attitude on export performance. The study contributes to having more knowledge of the managerial attitude toward export performance from the literature review.

KEY TERMS: - Systematic literature review, managerial attitude, export performance

INTRODUCTION

Exporting is the most popular form of doing Business in the global market since it carries little risk to the Business, uses little resources, and allows a lot of flexibility (Uner et al., 2013).

Managers must give significant attention to the antecedents of firm export performance and improve their research and development investment, internationalization concurrently increasing capital intensity and effort to increase growth and productivity concurrently increasing capital intensity and effort to increase growth and productivity same time (Freixanet & Federo, 2022).

According to Jiasi Fan (2021), findings indicate a positive association between managers' international attention and firms' export performance. He invites international exporters to give more attention to managers to specifics to add value (Fan, 2021). Exporting is widespread for small and medium-sized enterprises (Fan, 2021).

MANAGEMENT CHARACTERISTICS

Some of the managerial traits are management, experience, and the personal qualities of decision-makers and many others (Leonidou et al., 2002). Management factors include the decision demographic, maker's expertise, attitudinal, behavioural, and other qualities (Katsikeas et al., 2000). These factors include the responsibility of senior management, quality assurance, training, departments in charge of product and service design, and suppliers (Fernando et al., 2017). In this study, it is expected that the following factors will all have a favourable impact on exports: education level, creativity, commitment to exporting, and work experience (Tolossa & Pandya, 2023).

The study's trait-based approach focuses on a manager's demographic characteristics (e.g., age, education, professional experience) (Beamish & Dhanaraj, 2003; Cavusgil & Naor, 1987) and more subjective characteristics



reflecting a manager's attitude and vision toward exports (e.g., risk perception, growth expectations)(Freixanet et al., 2018; Holzmüller & Kasper, 1990).

Subjective characteristics reflect a manager's attitude and vision toward exports (e.g., risk perception and growth expectations) (Fan, 2021; Freixanet et al., 2018).

DETERMINANTS OF EXPORT PERFORMANCE

There are many determinants of export performance, some of which are as follows.

Environmental factors, such as the domestic economic downturn, the regulatory climate, and the political risk of the host nation; Organizational factors include firm size, company age and firm experience, product features, expertise selling on foreign markets, and functional traits; additional, management factors including foreign orientation, objective characteristics, subjective qualities, and decision-making methods (Leonidou et al., 2010; Tolossa & Pandya, 2023).

Chen, J., and his friend confirmed that firm characteristics and capabilities, management characteristics, firm-level characteristics, domestic characteristics (international and country-level market characteristics), and marketing strategy are considered to be factors of export performance (Chen, J., Sousa, C. M., & He, 2016).

According to Sousa et al., they were stated that marketing strategy, firm characteristics, management characteristics, foreign market characteristics, and domestic market characteristics are determinants of export performance (Sousa et al., 2008).

Management characteristics, organizational factors, environmental factors, export targeting, and marketing strategy determinants of export performance (Leonidou et al., 2002).

Marketing strategy, management attitudes and perceptions, management characteristics, Firm and competencies, industry and foreign market characteristics, and domestic market characteristics are determinants of export performance (Zou & Stan, 1998).

The managerial attitude was revealed as a factor of export performance in Ethiopia's fresh fruit and vegetable export business. As a result, shows; the managerial attitude needs to develop based on the international requirement (Tolossa & Pandya, 2023).

Education, foreign experience, creativity, assistance, and managers' commitment are all factors favourably correlated with export performance. This supports our claim that managers who possess these traits are more likely to produce superior export results. Knowledgeable top managers are better prepared to handle the frequently demanding overseas business practices and satisfy the demands of foreign clientele. Understanding export-related procedures help managers make better decisions and enables them to create profitable business plans. As a result, business owners should seek out highly qualified individuals with global management experience (Ngo-Thi-Ngoc & Nguyen-Viet, 2021)

The paper aims to explore the relationship between managerial attitudes on export performance to show the right research direction to increase awareness of managerial attitudes toward export performance.

- What is the association between managerial attitudes and export performance?

METHODOLOGY

Data extraction: In the data extraction phase, 112 articles were selected, and the characteristics extracted were:

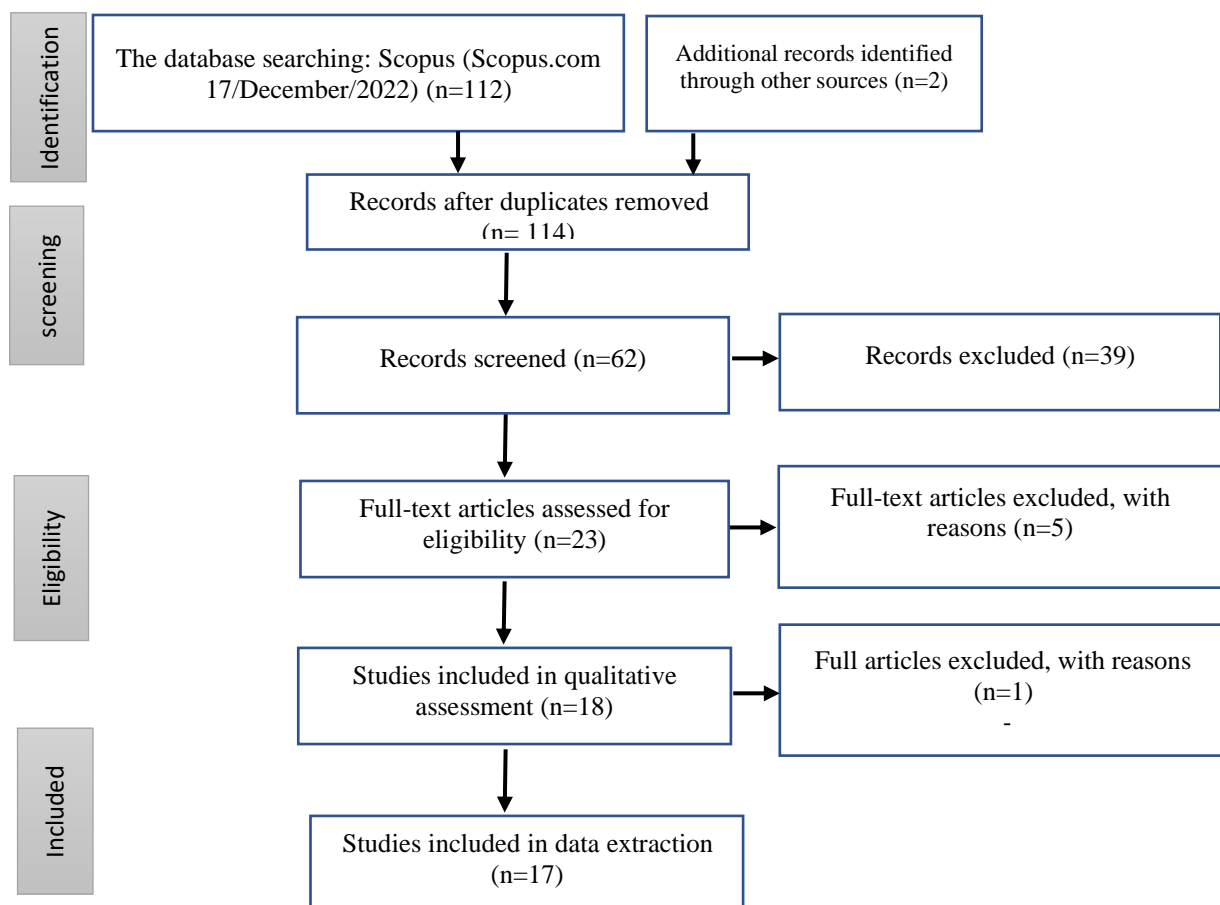
1. Articles must be original papers or review papers. Published reports.
2. The article must be in English and from the fields of Business, management, accounting, economics, econometrics and finance and social sciences.
3. Extracted articles were published between 2016–2022
4. The extracted papers were from all countries.

Data Tool and Collection

The data of this study was in a textual form; in other words, it is secondary data. On December 17, 2022, Scopus academic search engine data were retrieved (<https://www.scopus.com>). Furthermore, through Advance search

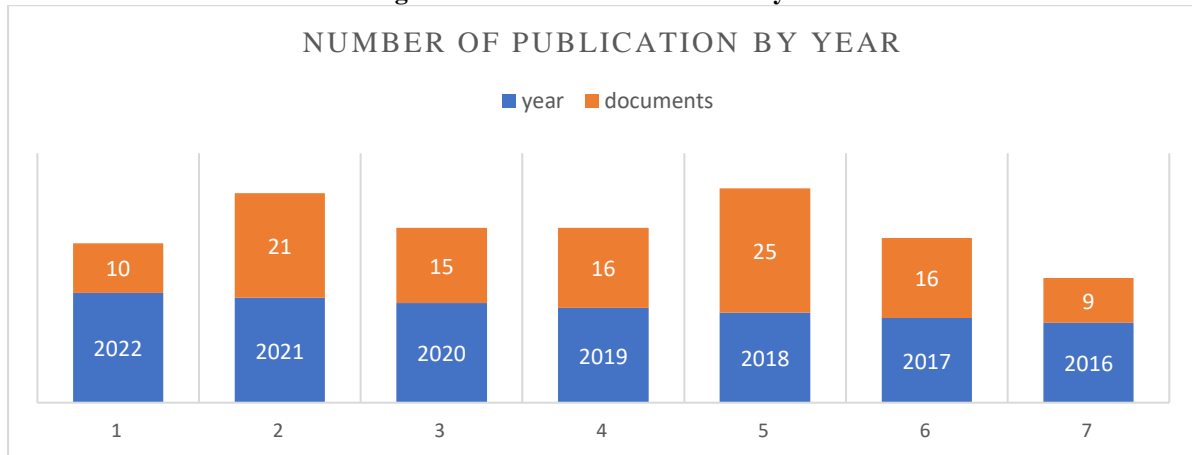
terms were used as TITLE-ABS-KEY (export AND performance AND Firm AND manager*) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "ECON") OR LIMIT-TO (SUBJAREA , "SOCI")) AND (LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2016)) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (EXACTKEYWORD , "Export Performance") OR LIMIT-TO (EXACTKEYWORD , "Export") OR LIMIT-TO (EXACTKEYWORD , "Innovation") OR LIMIT-TO (EXACTKEYWORD , "Exports") OR LIMIT-TO (EXACTKEYWORD , "SMEs") OR LIMIT-TO (EXACTKEYWORD , "Performance") OR LIMIT-TO (EXACTKEYWORD , "Internationalization") OR LIMIT-TO (EXACTKEYWORD , "Exporting") OR LIMIT-TO (EXACTKEYWORD , "International Business") OR LIMIT-TO (EXACTKEYWORD , "International Marketing")) search terms. The results showed that 112 documents were retrieved. With the condition years 2016 – December 17, 2022, of publication. Shows in the below diagram.

Figure 1: PRISMA Diagram

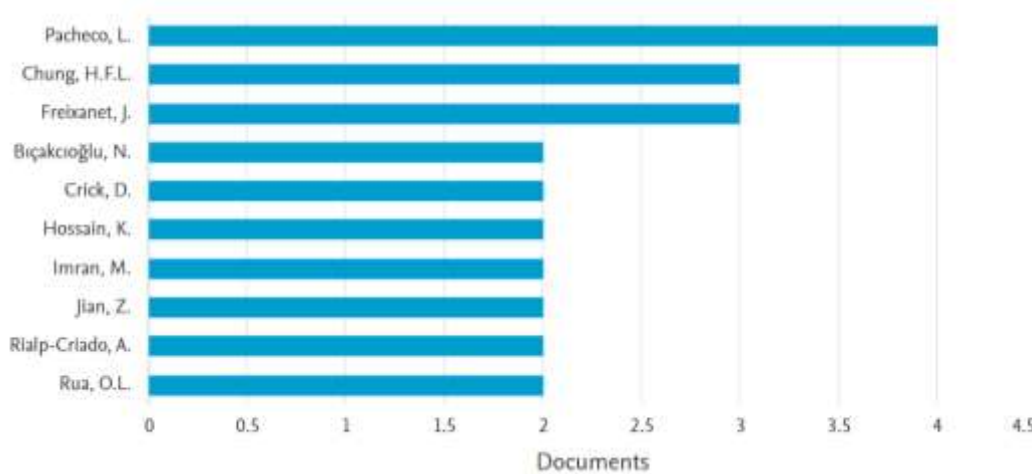


RESULTS

The result section sets out a summary of the systematic literature review (SLR). The authors identified that up to date of 2022 reviewed.

Figure 2:- Number of Publication by Year

The researcher manages to track online publications (through one of Scopus subscriptions). There are only a few actual publications related to the topic.

Figure 3:- Documents by Author

The figure above shows the number of articles published by the specific author a different times.



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