Prediction of the desire to export according to subjective and objective characteristics of senior managers in operating export companies of Mazandaran

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Abstract

The present study aims to investigate the effects of subjective and objective characteristics of senior managers in operating export companies on the desire to export. The population includes all senior managers of operating export companies in Mazandaran which are 30 people. This research is applied in terms of purpose and is descriptive-survey and cross-sectional in terms of methodology. The research is done according to data collected from 28 of the subjects by using Kerjeci Morgan and simple random sampling.

The required information was gathered by using the questionnaire in accordance with conceptual model of research inspired from Francisco Sera et. al. (2009) research and were analyzed by SPSS software. Kolmogrove-Smirnove test and chi-square test was used to investigate and test research hypothesis. The finding show that the objective characteristics including the variables of age, education, and language skills (the foreign language) in the managers and of subjective characteristics including the risk taking, perception of the profit and commitment of managers, have a significant relationship with the desire for exporting in operating export companies and just the variable of perception of costs has no relation to the desire for exporting in operating export companies. In other word, all the seven hypotheses but the fifth are confirmed. At the end, according to the findings, practical and feasible recommendations are provided in order to improve the situation of export in export companies in Mazandaran.

Keywords: exporting, objective characteristics of managers, subjective characteristics of managers, export companies in Mazandaran.
Introduction:

The recent decade has been differentiated because of globalization and competition in business. Usable product markets, industrial goods and services or source markets such as investment, material and technology are extremely globally integrated. Simultaneously, the formation of a variety of business agreements and deployment of open policies of trade between countries has led to the abolition of protectionist measures and removing trade barriers. As a result, practically about all companies, regardless of national origin, the size or type of industry, has been faced with these facts and found that, lack of participation in global markets will not be a long term selection (Balabanis et. al., 2004).

The simplest way, for entering into foreign market is export. case Export comes when company sell products periodically to buyers in foreign countries passively because products are in excess of domestic consumption. the active export is done when the company decides to export her products to the desired country. In both cases, company may produce products in its country that either they would desire to change market or export as it is consumed in the country (Rousta & Venus, 2004).

An activate export industry converts its internal resources to products and services for consumer satisfaction both in domestic and in foreign markets and thereby, can play an important role in the development of macroeconomic. in addition, entering small business to global markets allows companies to use the savings of scale (Moore, 2006). International trade has an important effect on economic situation of countries. Generally, trade has been initially as a tool for to meet human needs and achieve products with less costs. In other word, open trade development cause to form production system in countries based on rational advantage and as a result, the available resources in country is used efficiently (Ja'fari, 2013). Export is known as the most common tool to which companies encountered, especially small and mediate companies, to enter in into foreign markets. One of the most important reasons for this is that export needs fewer resources in comparison with other internationalization methods. Therefore, export sell is increasingly considered as appropriate way for growing company (Rahman Seresht & Rahimi, 2007).

Nowadays, growing the export is as a key for recreate economic (Grifit & Rincta, 2012). Less-developed countries have not efficient infrastructural facilities and they are countries usually with poor economic in terms of investment or have a low savings (Sharma, 2003) and in these countries, not only the current capital reserves, but also capital concentration is very low (Smart et al., 2010). World countries, according to their preferred level of growth, export various products.

In industrialized countries, a great importance is given to the export of manufactured and processed goods, which also have a high added value. However, in transition countries such as Iran, they are further engaged in agro-mineral exports (Qorbani, 2001). In most of developing countries, export has no diversity; so, with the smallest fluctuation in the global price of these goods, all at once, the payments level become are involved in imbalances and this threaten their economic life. So, instability of foreign exchange earnings from exports, is one of the main problems in these countries. This instability not only divest
the possibility of long-term planning from economic planner; but also will cause to fail editing programs. So, paying attention to non-oil exports to increase foreign exchange earnings, would be necessary due to the fluctuation of oil prices on world markets (Hosseini, 2013).

Corporate managers should understand several export problems and obstacles and their results on export companies in order to compete in domestic and also foreign markets. This issue is important for policy makers to take some action to remove or at least reduce their effects. A review of prior literature showed that most of researches were concentrated on the country level and very few of them have adopted the provincial approach. The majority of studies is done in the United States of America and Europe and a few in developing countries such as Brazil, Greece, Cyprus, Lebanon and Turkey. There is still an urgent need for Research in developing countries (Rahmani, 2013).

Nowadays, goods export is one of the most important indicators of development in the advanced countries. Iran, as a developing country, cannot play an important role in the global economy and trade by relying on single-product and vulnerable economy of oil. Therefore, Iran urgently needs to consistent its economy with global developments to succeed in economic development and establish a logical and the organic connection with foreign trade development of non-oil exports (Narmadi, 2001).

According to discussion above and also the lack of applied studies on the factors affecting the export of companies operating in Mazandaran province as one of the most important provinces of the country, due to favorable climate, fertile soil, abundant labor force, proximity with the sea and neighboring with former Soviet countries which has very favorable situation for the development of export goods, the present study aims to investigate the relationship between objective and subjective characteristics of the company's senior managers and their desire to export and tends to pursue the following goals:

- To investigate the relationship between objective and subjective characteristics of the senior managers of operating export companies in Mazandaran province and the desire to export;

The research Literature
Theoretical basis of research
International trade

International trade means the exchange of goods or service that has value beyond international borders that in many countries representing the Gross Domestic Product. The history of such transactions is started from the Silk Road, although it seems have not been economically important in its time as much as today. The international economy arises from economic dependency and relations between countries. Economic interdependence between nations is under the influence of political, social, cultural and military relations among the nations. This dependency has dramatically grown under the influence of Internet over the years. International trade is very complicated in comparison with domestic trade. This complexity is due to political boundaries, cultural differences, differences in language,
currency and trade law. Despite this complexity, the international trading system has many advantages, including the following:

- Countries are friendly communicated.
- Goods which according to different factors there is no possibility for producing it in a country, are available.
- Expertise in other countries is used.
- Global market is extended.
- Learning efficient production techniques and modern management methods are facilitated (Hassan Zadeh et al., 2013).

Export

Export means trans-boundary marketing, moving beyond national borders which are different from us culturally, economically, politically, socially and in climate and so the way we deal with should be proportional to it. Export need to be professionalized, because export totally is a hunting ground in which the opportunities for hunting in global market rarely comes and disappears quickly.

The most traditional way to enter foreign markets, is the export of goods. Private companies, select the export either as the most effective strategy in the first entry or as the most effective tool of continued presence in the external market and, if successful, attempt to establish production units. Exports can be one-time or continuous, but in any case there are problems. For example, high cost, eliminates the possibility of competition. Increased costs, caused by several factors that include competitor access to raw materials, labor, cheap transportation, artificial barriers and so on.

In general, we can say that the export is a system with different components and all components must work together to make the system work well.

The export is the easiest and with the lowest cost way to enter foreign markets. Selling the products to foreign markets, changes a little in the production line and other resources. The export could be direct or indirect:

A) Direct exports: sellers who access to buyers of foreign markets, exported goods more active and act without intermediaries and increase their costs in this case, deliver the goods directly to foreign markets. This operations, however, requires more investment and risk, but is followed by the return on capital and additional profits.

B) Indirect export: institutions that are in the beginning and have started their activities recently, often act in this way, because, firstly they require less investment and the second, they are not forced to increase their activities and sale services and take more risks. These companies sell their goods through domestic and foreign intermediaries in international markets (Hosseini, 2013).

The effect of exports on productivity of production factors Motivation with the export interests was always considered by economists. Although Stuart Mill's theory on export has stated in the 19th century, it still retained its freshness.

Stuart Mill, with a quote from Rikado stated that a country can enter goods via exporting that is not able to produce them by himself and would apply resource in other sectors that they have more efficiency and productivity and better production methods will be used and productivity will be increased and then World production will develop at the maximum level. Thus, export growth cause to increase the revenue and employment and by providing the
possibility of using advanced technologies, allocating resource optimally and increasing competition in production could increase the productivity (Khajehzadeh, 2011).

The effect of exporting on economic growth

The concept of export led growth (ELG) which in practice suggests a causal relationship between exports and growing product, is especially common among policy makers in developing and newly industrialized countries. Expansion of exporting, especially industrial exporting, causes that foreign exchange market exit from the state monopoly and be closer to competitive conditions and domestic producers be able to use the capacity of their production units more and more. Import increases along with exporting development and domestic producers try further to maintain and increase their competitiveness and in domestic and foreign markets for improving and enhancing their used technology. Exporting and its diversification could impact on growth from the other channels such as increasing investment savings, providing the necessary foreign exchange for importing capital goods and increasing foreign investment. Export growth Countries can help to the development and economic growth from at least two ways, increased exports had a direct effect on the profit of the country and thereby with providing foreign exchange resources facilitate the necessary investments for directing the economy in the path of growth and development. On the other hand, export development provides the possibility of using the global markets facilities for domestic production growth and enable manufacturing units and agencies to be set free from the limitations of the domestic market and by developing production scale for more exports into foreign markets, in addition to earning foreign exchange, enjoy from the economical saving of scale in production (Khajehzadeh and others, 2013). Barriers and promoter of export Barriers to export including all factors which somehow prevents the company be able to start and expand their activities in foreign markets. export barriers include structural, operational and attitude limitations that cause firms to fail to export their products to foreign countries. These obstacles can be classified into two categories of internal and external barriers (Allahyari et. al., 2012):

A) internal barriers: internal barriers are some obstacles that exist within a firm and are more dependent on the production process and products such as financial capability to export products to foreign countries (Haluk and K., 2011). These barriers include:
Functional barriers, the marketing barriers, lack of distribution centers inability to support, inability to provide reasonable prices, lack of investment, lack of information, inability to mass production for export, the inability to identify opportunities in a foreign country, firm size, firm age, lack of competitiveness, export marketing knowledge, Inappropriateness of publicity, lack of trained staff, inadequate production capacity, poor management, document management problems, lack of raw materials and high-tech.

C) external barriers: barriers foreign the obstacles that exist outside the boundaries of a firm such as customs tariffs that some countries have created. These barriers include: Tax, environmental barriers, legal-political barriers, social - cultural barriers, exchange rate risk in foreign country, the lack of government support, tariff barriers, high transport costs, low rate of payments in a foreign country, language differences, export involvement, the competitiveness level, competitive power of competing companies, product
acceptance, communication problems, different standard in different countries, the problem in the payment processing speed, risk and high costs in international sales, volatility in prices, being producers illegal and not to give credit to experts.

Export promotion export promotion means incentives and motivations, in other words, it means to all other factors that promote the firm to the initiation and development of export activities. Export promotion can be categorized in two groups as domestic promotion and foreign promotion (Lenindo and Aspiroporo, 2007):

A) internal promoter: the export brands promoter can be placed both domestic and foreign promoter. Internal promoter which inherently encourage companies to export that include having a specific product, being cooperation increased. These promoters include: Skilled manpower and financial capabilities, production ability, research and development skills, skills in marketing, strategy, language skills, culture cognition, firm size, firm historical age and experiences in field of export

B) external promoter: external promoter is related to environment in which the firm operates that include considerable high level of demand in foreign markets, the appropriateness of the exchange rate, government support. These promoters are:

Domestic market conditions, foreign market conditions, government support, interferers, competition, customer cooperation, high knowledge in export, strategy, the competition level of firms and other (Esmailpour and Aram, 2013).

The Research Background

Internal research

Shafipour and Shahbandar zadeh (2014) in a research provide a model to identify factors affecting the management of non-oil exports, stated the necessity of increasing economic independence of Iran's oil revenues has caused the role of non-oil exports be important for Iran more than in other countries, in this regard, many researchers have tried to determine the factors affecting non-oil export. In this study we tried to review literature especially articles related to non-oil exports identified factors and indicators affecting the subject and the level of their attention to each of these indices to be regularly and arguably determined as a library study. In this context, a given and conceptual model of the factors affecting the growth of non-oil exports, according to records of this subject was detected that is provided in a fifteen-dimensional model. In this review, it was found that while all the factors on the non-oil exports should be noted, exchange rate, price and income factors have a greater impact on the subject and has attracted more attention of researchers. Gholami and Chahardoli (2013) in the study of factors affecting on increasing pharmaceutical exports (CASE STUDY: pharmaceutical company Elixir), investigated the effectiveness of a particular type of key factors affecting the export development i.e. the economic factors including real exchange rate fluctuations, export subsidies and GDP in elixir pharmaceutical company. Given the nature of research, in this research required data was collected by using documents and documentation related to the country's macroeconomic indicators and data related to export performance of Elixir pharmaceutical company. The Results indicate the effectiveness of explained economic factors on export performance of Elixir pharmaceutical company during the research. Dianat and Soltani (2013) in their study as strategies of successful companies in
exporting and marketing reported that they could achieve the goal of developing and improving the marketing and export should first study the challenges and obstacles in the way of exports and marketing and after Full understanding the marketing strategies, study the marketing strategies of successful companies. the reason for many economic failures of our country's industry rooted in lack of knowledge from existing obstacles and problems in these areas. Therefore, in this study successful company's strategies on marketing and export are analyzed by descriptive methods. The results showed that over the past two decades, many organizations have realized to the importance of customer satisfaction and have found that keeping existing customers is far less expensive than attracting new customers and identifying and implementing successful marketing strategies will significantly help to eliminate the barriers of the market management and marketing. Rahmani Youshanlouyi et al (2012), in a study entitled as identification and prioritization of barriers to exports and export development solutions to small and medium enterprises (SMEs) in food industry of Western Azerbaijan, concluded; Among the six factors identified, the factor of rules and regulations, the banking system and obtaining health licenses, have the highest importance respectively. The next factor is lack of marketing programs to the issues of export and then, specialized training and the culture of the society to the issues of export, respectively. They reported, two hypotheses relating to the variables of the cultural of society to the issues of export and the lack of specialized training, are rejected.

**Foreign researches**

Wagner and Zahler (2015) in the research of new export from emerging markets: Does followers benefit from the pioneers? Given that pioneers, on average, are less than their followers export a new product. In addition, if the pioneers export a product more than a year. This is 40 percent more likely for followers. The fact suggests the overflow of pioneer to the followers in a situation where the minimum entry fee is unsuitable for larger exporters. This phenomenon is scarce, because the pioneers are not followed in most of the new products. Ayoub and Forksant (2014) in the research of insights into the general export development programs in emerging economies: the case study: small and medium enterprises in Malaysia, with the aim of determining the effect of general export development among small and Medium Enterprises (SME) in Malaysia, examined three indicators, knowledge, frequency of use and perception of usefulness, according to the company export situation. The analysis showed that the frequency of use and the perception of usefulness for most programs are positively associated with export experience, but are not associated with export turnover. This study gives the insight into the effectiveness of export programs to encourage export in an emerging economy. Almavazini (2012) in the study of success in foreign export of local companies and the host country's ability to innovate, review the innovation capability of the host country and the success of local company export as the main factors of the transportation fees of technologies dependent to foreign. Two result is obtained from the study. The first result was that innovation capability of the host country and the success of local company in exporting have a significant impact on the cost of dependent on foreign-affiliated technology transfer. Second result was that many of developing countries doesn't consider to the threshold level of innovation capability in order to obtain positive overflow of technology from foreign-affiliated companies. Francisco Serra and et al (2011), in a research as the factors affecting the desire to export in textile companies of Portugal and England, by providing the conceptual model, review special organizational and managerial factors in the
organization that are associated with the desire to export, and have concluded that in Portugal, the company size and education level of managers are the key determinant of the desire to export, while in England, the age and perception of cost, are key factors. Eventually, researcher, by taking together two countries’ data has concluded: the specific characteristics of the company, especially firm size, competitive advantage and technology and the objective characteristics like fluency in many foreign languages, are the key factors associated with the desire to export in the declining sectors. Gebreysus and Sonob (2011), in a research as global value chains and the process of market formation in the emergence of export activities: a control of the flower industry in Ethiopia stated that entering to these markets needed to multi-functionality. this research analyzes individual companies, industry and also the role of various factors in founding the process of Market formation.

Methodology

This research, in terms of purpose is an applied research and in terms of methodology is descriptive-survey and cross-sectional. The population includes all senior managers of export companies operating in the Mazandaran province to 30 persons. Sampling method was random sampling, so that 28 members of the population will respond to the questionnaire of this study. Considering that this study was inspired by the study of Francisco Serra et al (2011), for collecting the data needed for testing the hypotheses, a questionnaire based on the model proposed by the researchers was designed consisted of 49 questions and were used after determining its validity and reliability.

Conceptual Model of Research

Conceptual framework is a conceptual model, of the way of theory making on the relationship between multi factors which has been defined as factors affecting on problem. The theory is logically developed based on previous research. In summary, conceptual framework shows the interaction relations between variables. Conceptual framework is a basis that the research upon which goes to end (Danaee fard and others, 2013). In the present study, in order to assess the relationship between objective and subjective characteristics of senior managers in export operating companies in Mazandaran province and the desire to export, we inspired the model provided by Francisco Serra and et al in 2011, in a research entitled " factors affecting on the desire to export: a study of Great Britain and textile companies of Portugal », in the following figure the objective and subjective factors of managers effective on the desire to export, borrowed from the model of Francesca Serra et al. (2011), is shown.
Research Hypothesis
1. There is a relationship between the age and the desire to export of managers in operating export companies of Mazandaran province.
2. There is a relationship between the education level and the desire to export of managers in operating export companies of Mazandaran province.
3. There is a relationship between the fluency in foreign language and the desire to export of managers in operating export companies of Mazandaran province.
4. There is a relationship between the risk-taking and the desire to export of managers in operating export companies of Mazandaran province.
5. There is a relationship between the perception of cost and the desire to export of managers in operating export companies of Mazandaran province.
6. There is a relationship between the perception of profit and the desire to export of managers in operating export companies of Mazandaran province.
7. There is a relationship between the commitment and the desire to export of managers in operating export companies of Mazandaran province.

descriptive statistics methods including frequency distribution, frequency percentage, cumulative frequency, mean, median, standard deviation, minimum and maximum / was used to describe the data and inferential statistics methods, including Chi - square test was used for analyzing. SPSS software is used to test hypotheses of research and the Kolmogorov-Asmrinof test was also used to assess the normality of the data from variables.

Data analysis
Inferential statistics

After collecting information on the research variables, the Kolmogorov-Smirnov test were carried out which indicated, all variables are normal, so the parametric tests were used to test the hypotheses.
This research aimed to investigate the relationship between the objective and subjective characteristics of senior managers of export operating companies in Mazandaran province and the desire to export, and to this end, after collecting the required data through the questionnaire and given the number of questionnaires collected, as we are looking for the relationship between nominal variables and interval or variable or the equity ratio test, we used the chi square test. In this test, the null hypothesis is the lack of association between rows and columns of the agreement table, or in other words, each row and column are independent. How to conclude in this case is as if the value of chi-square is large or the probability value (sig) is less than 0.05, we conclude that the null hypothesis is rejected, which means that there is a relationship between rows and columns of agreement table.

<table>
<thead>
<tr>
<th>Row</th>
<th>independent variable</th>
<th>Dependent variable</th>
<th>Statistics</th>
<th>The value</th>
<th>Freedom degree</th>
<th>Probability value (sig.)</th>
<th>The conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The age</td>
<td>The desire to export</td>
<td>Pearson chi-square</td>
<td>14.872</td>
<td>6</td>
<td>0.021</td>
<td>Significant relation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Likelihood Ratio</td>
<td>20.472</td>
<td>6</td>
<td>0.002</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The education level</td>
<td>The desire to export</td>
<td>Pearson chi-square</td>
<td>24.080</td>
<td>9</td>
<td>0.004</td>
<td>Significant relation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Likelihood Ratio</td>
<td>25.84</td>
<td>9</td>
<td>0.002</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>The fluency in foreign language</td>
<td>The desire to export</td>
<td>Pearson chi-square</td>
<td>39.597</td>
<td>9</td>
<td>0.000</td>
<td>Significant relation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Likelihood Ratio</td>
<td>43.377</td>
<td>9</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Risk taking</td>
<td>The desire to export</td>
<td>Pearson chi-square</td>
<td>24.080</td>
<td>9</td>
<td>0.004</td>
<td>Significant relation</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Likelihood Ratio</td>
<td>25.843</td>
<td>9</td>
<td>0.002</td>
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</tr>
<tr>
<td>5</td>
<td>Perception of cost</td>
<td>The desire to export</td>
<td>Pearson chi-square</td>
<td>6.679</td>
<td>9</td>
<td>0.670</td>
<td>Significant relation</td>
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<td></td>
<td></td>
<td></td>
<td>Likelihood Ratio</td>
<td>9.660</td>
<td>9</td>
<td>0.379</td>
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</tr>
<tr>
<td>6</td>
<td>Perception of profit</td>
<td>The desire to export</td>
<td>Pearson chi-square</td>
<td>61.094</td>
<td>39</td>
<td>0.013</td>
<td>Significant relation</td>
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<td>Likelihood Ratio</td>
<td>62.552</td>
<td>39</td>
<td>0.010</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The commitment</td>
<td>The desire to export</td>
<td>Pearson chi-square</td>
<td>43.050</td>
<td>12</td>
<td>0.000</td>
<td>Significant relation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Likelihood Ratio</td>
<td>49.056</td>
<td>12</td>
<td>0.000</td>
<td></td>
</tr>
</tbody>
</table>

First hypothesis: there is relation between the age of managers and the desire to export of operating export companies of Mazandaran province.

As it can be seen in Table 1, the chi square statistic is equal to 14.872 and the sig. is also equal to 0.021 which is less than 0.05, while the statistic value of likelihood ratio is also equal to 20.40 and sig. is less than 0.05. Thus, the null hypothesis that is the lack of relationship between the age of managers and the percentage of sales to the total sales, is rejected, it means there is a significant relationship between the age of decision makers and the percentage of export sales to the total sales, and companies that have younger managers, export more. The result indicates that there is a significant relationship between the age and
The desire to export of managers in operating export companies in Mazandaran province, so the first hypothesis is confirmed.

**The second hypothesis:** There is a relationship between the education level and the desire to export of managers in operating export companies of Mazandaran province.

As it can be seen in Table 1, the chi square statistic is equal to 24.080 and the sig. is also equal to 0.004 which is less than 0.05, while the statistic value of likelihood ratio is also equal to 25.84 and sig. is less than 0.05, Thus, the null hypothesis that is the lack of relationship between the education level of managers and the percentage of sales to the total sales, is rejected, it means there is a significant relationship between the education level of decision makers and the percentage of export sales to the total sales, and companies that have high educated managers, export more. The result indicates that there is a significant relationship between the education level and the desire to export of managers in operating export companies in Mazandaran province, so the second hypothesis is confirmed.

**The third hypothesis:** There is a relationship between the fluency in foreign language and the desire to export of managers in operating export companies of Mazandaran province.

As it can be seen in Table 1, the chi square statistic is equal to 39.597 and the sig. is also equal to 0.000 which is less than 0.05, while the statistic value of likelihood ratio is also equal to 43.377 and sig. is less than 0.05, Thus, the null hypothesis that is the lack of relationship between the fluency in foreign language of managers and the percentage of sales to the total sales, is rejected, it means there is a significant relationship between the fluency in foreign language of decision makers and the percentage of export sales to the total sales, and companies that have managers with high fluency in foreign language, export more. The result indicates that there is a significant relationship between the fluency in foreign language and the desire to export of managers in operating export companies in Mazandaran province, so the third hypothesis is confirmed.

**The forth hypothesis:** There is a relationship between the risk-taking and the desire to export of managers in operating export companies of Mazandaran province.

As it can be seen in Table 1, the chi square statistic is equal to 24.08 and the sig. is also equal to 0.004 which is less than 0.05, while the statistic value of likelihood ratio is also equal to 25.843 and sig. is less than 0.05, Thus, the null hypothesis that is the lack of relationship between the risk-taking of managers and the percentage of sales to the total sales, is rejected, it means there is a significant relationship between the risk-taking of managers and the percentage of export sales to the total sales, and companies with high risk-taking, export more. The result indicates that there is a significant relationship between the risk-taking and the desire to export of managers in operating export companies in Mazandaran province, so the forth hypothesis is confirmed.

**The fifth hypothesis:** There is a relationship between the perception of cost and the desire to export of managers in operating export companies of Mazandaran province.
As it can be seen in Table 1, the chi square statistic is equal to 6.679 and the sig. is also equal to 0.067 which is less than 0.05, while the statistic value of likelihood ratio is also equal to 9.660 and sig. is less than 0.05, Thus, the null hypothesis that is the lack of relationship between the export costs and the percentage of sales to the total sales, is rejected, it means there isn’t any significant relationship between the export costs and the percentage of export sales to the total sales. The result indicates that there is a significant relationship between the perception of costs and the desire to export of managers in operating export companies in Mazandaran province, so the fifth hypothesis is rejected.

The sixth hypothesis: There is a relationship between the perception of profit and the desire to export of managers in operating export companies of Mazandaran province.

As it can be seen in Table 1, the chi square statistic is equal to 61.094 and the sig. is also equal to 0.013 which is less than 0.05, while the statistic value of likelihood ratio is also equal to 62.552 and sig. is less than 0.05, Thus, the null hypothesis that is the lack of relationship between the Export benefits and the percentage of sales to the total sales, is rejected, it means there is a significant relationship between Export benefits and the percentage of export sales to the total sales, and more benefits from export, more export. The result indicates that there is a significant relationship between the perception of profit and the desire to export of managers in operating export companies in Mazandaran province, so the sixth hypothesis is confirmed.

Seventh hypothesis: There is a relationship between the commitment and the desire to export of managers in operating export companies of Mazandaran province.

As it can be seen in Table 1, the chi square statistic is equal to 43.050 and the sig. is also equal to 0.000 which is less than 0.05, while the statistic value of likelihood ratio is also equal to 49.056 and sig. is less than 0.05, Thus, the null hypothesis that is the lack of relationship between the commitment of managers and the percentage of sales to the total sales, is rejected, it means there is a significant relationship between the commitment of managers and the percentage of export sales to the total sales, and these managers tend to more exports. The result indicates that there is a significant relationship between the commitment and the desire to export of managers in operating export companies in Mazandaran province, so the seventh hypothesis is confirmed.

Summary and Conclusions

At first, Kolmogorov-Smirnov test was used to investigate the data distribution of quantitative variables that the results showed all of the variables are normally distributed and after testing and achieving this result, it was allowed to use parametric tests to evaluate and test research hypotheses.

The findings show, all of the objective characteristics including the age of managers, education level of managers and language skills of managers (fluency in foreign languages) and among the subjective characteristics, the variables of risk-taking, perception of the profit and commitment of managers, had significant relationship with the desire to export of operating export companies in Mazandaran province. The only variable of the perception of
cost, had no significant relationship with the desire to export of export companies. In other words, all seven research hypotheses, except the fifth hypothesis, was confirmed.

Recommendation

Based on the research findings, the following recommendations are offered:

• Using expert and experienced manpower in export companies, to enhance qualitative of the companies.
• Existence of job fit and the compliance of expertise with employees' organizational position among companies is very impressive on their performance and ultimately on corporate performance.
• Considering the impact of the perception of profit variable on amount of export, more attention to the issue of export in companies and required support of government and lifting the sanctions can lead to increase exports and improve corporate performance.
• Considering the impact of education variable on exports, it is recommended to use managers educated or by holding training and justifying classes and workshops for the managers, the amount of knowledge and experience of them be added.
• Considering the impact of the age variable on the amount of export, in order to increase exports of export companies, young directors who have academic training and take more risks, the ability to learn more and provide new ideas to be used.
• Considering the impact of risk taking variable on the exports, it should be tried to increase the willingness of managers for risk-taking, having foresight and using opportunities among them, because by increasing the risk-taking in managers and to accept greater risk, the possibility of innovation in these companies will be increased.
• Considering to the impact of foreign skills variable on the amount of export, different languages to be learnt during the various courses.
• It seems, various practical and theoretical training courses for managers (all ranks), is very effective to enhance the knowledge and technical skills of the organization.
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