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Cultural Intelligence and Export Success : Firm-level Cultural Capability for Penetrating Overseas Markets

¹Marlin Abdul Malek, ²Abd Rahim Jaguli and ³Sabariah Yaakub

¹Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, Sintok, 06010 Kedah, Malaysia

²School of International Studies, Universiti Utara Malaysia, Sintok, 06010 Kedah, Malaysia

³School of International Studies, Universiti Utara Malaysia, Sintok, 06010 Kedah, Malaysia

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ABSTRACT

This research investigates the relationship between firm-level Cultural Intelligence and Export Success in supporting firm's entry strategy. This study endeavours to investigate whether firm-level cultural intelligence will positively influence the firm's export success in the context of Malaysian exporters entering any foreign market. Firm-level CQ here is referring to the firm's managerial, competitive and structural capabilities and export success is referring to financial export performance, strategic export performance and satisfaction with export venture. The findings obtained from this study were able to demonstrate the relationship between firm-level CQ and various indicators of export success that are directly related to export performance, market entry strategy and internationalization endeavors. With globalization, having the knowledge and embodying the CQ concept will be an added repertoire of skills and strategies that managers and MNCs should possess especially with the opening up of non-traditional markets like China and other emerging economies.

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INTRODUCTION

Globalisation is inevitable and many companies, big or small, are all clamouring for a piece of the cake and are raring to get their products or services across all markets. Because of globalisation, the business environment becomes more complex, more uncertain, more dynamic and more competitive than ever. Even small and medium sized enterprises have the capability to penetrate foreign markets through market entry strategies that are appropriate for them. However, the crux of the problem that accompanies all market endeavours is for the companies to know the market well; who are our target markets, what do they need in a product, how do we entice them to try our product and how do we enter this market are some of the questions that companies have to think of before deciding to go for a market. Market intelligence is one of the planning tools that companies utilise in order to get information on problems, changes and opportunities in the external market environment (Talvinen, 1994). However, globalisation affects not only businesses and their managers but employees at all levels, as well as customers and indeed everyone in the general population. Inevitably, globalisation brings about

interactions and relationships between people who are culturally different and these baffling encounters could sometimes make or break business transactions. Ang and Inkpen (2008) proposed that in order to function effectively in culturally diverse situations, every firm should be equipped with not only technical know-hows and market savviness but the firm as a whole should embody the concept of cultural intelligence (CQ).

Problem Statement:

Originating from Sternberg and Detterman's (1986) framework of the multiple foci of intelligence, CQ is defined as an individual's capability to function and manage effectively in culturally diverse settings. CQ mirrors the contemporary views of intelligence as complex and the CQ concept which comprises of metacognitive, cognitive, motivational and behavioural dimensions dictates that individuals be equipped with special social-cognitive skills of social learning and communication to accurately predict cultural-related behaviours. Thus, Ang and Inkpen (2008) went further to propose that in order for firms to successfully enter a new foreign market, the CQ concept should be present at both individual and firm

Corresponding Author: Marlin Abdul Malek, Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, Sintok 06010 Kedah, MALAYSIA.
Tel: +604-9287157; Fax: +604-9287142; E-mail : marissa@uum.edu.my.

levels. Teece (2007, p.1320-1321) concurred and emphasised that 'not only must the innovating enterprise spend heavily on R&D and assiduously develop and protect its intellectual property, it must also generate and implement the complementary organisational and managerial innovations needed to achieve and sustain competitiveness.' Therefore, the stress is on developing intangible resources such as the enabling of learning and the generation of new knowledge to distinguish a firm from its competitor.

In this research, we propose that in any international business approaches to entering a new foreign market, firms should embody and strive to achieve firm-level intercultural capability in the form of being culturally intelligent when making decisions concerning penetrating new foreign markets. Although being culturally intelligent at individual level is encouraged, without firm's support, any CQ related endeavours would be difficult to implement. Firm-level CQ should encompass both tangible and intangible resources and span multiple firm levels. These resources are labelled as managerial, competitive and structural capabilities (Ang and Inkpen, 2008). Thus, this research will endeavour to investigate whether firm-level cultural intelligence will positively influence the firm's export success in the context of Malaysian exporters entering any foreign market. Firm-level CQ here is referring to the firm's managerial, competitive and structural capabilities and export success is referring to financial export performance, strategic export performance and satisfaction with export venture.

Literature Review:

Hofstede's (1980) cultural dimensions study is perhaps the most widely known cultural related study that is often used to describe the cultural differences in terms of shared values and beliefs of those from different societies. However, while Hofstede's work (1980) are more subjectively inclined, Triandis' (1972) broader view of culture which consists of both subjective and objective components would probably go down better with scholars that are more comfortable with the observable and visible artefacts of cultures (Leung and Ang, 2008). Ang and Inkpen (2008) view the cultural objective components as human-made part of the environment; the economic, political and legal institutions in addition to the social customs, arts, language, marriage and kinship systems.

Culture Intelligence:

Sternberg and Detterman (1986) argue that intelligence should not only be demonstrated in classrooms and in academic setting but should also be displayed at specific content domains, such as social intelligence (Thorndike and Stein, 1937), emotional intelligence (Mayer and Salovey, 1993) and practical intelligence (Sternberg *et al.*, 2000). This renewed interest on intelligence has spurred the

conceptualization of an intelligence concept that could gauge a person's capability to differentiate cultural related behaviors in intercultural setting. Cultural intelligence (CQ), motivated by the practical reality of globalization in the workplace (Earley and Ang, 2003) tells of a set of skills that are useful for individuals to find success at work and in personal relationships in an increasingly interdependent world. To function effectively, individuals need to be socially apt in deciding on the most appropriate behavior that is suitable in an intercultural interaction (Ng and Earley, 2006).

Ang *et al.* (2007) operationalize CQ as a four-factor model that includes metacognitive, cognitive, motivational and behavioral components. Based on Sternberg and Detterman's (1986) framework of the multiple foci of intelligence, these 4 complementary dimensions allow for specific cultural related behaviors that are pertinent for coping in a new cultural setting. Metacognitive CQ or strategy-CQ reflects the mental capability to acquire and understand cultural knowledge. Cognitive CQ or knowledge-CQ reflects general knowledge and knowledge structures about culture. These 2 components represent the elements of having the knowledge of different cultures and being aware of these differences. The latter two CQ dimensions are mainly on the drive to exhibit appropriate behavioral aspects of knowing that cultural differences do exist and each intercultural related situation warrants a different respond. Motivational CQ reflects individual capability to direct energy toward learning about and functioning in intercultural situations. Lastly, behavioral CQ reflects individual capability to exhibit appropriate verbal and nonverbal actions in culturally diverse interactions. Collectively, these 4 dimensions would be helpful to explain the process that individuals go through when dealing with intercultural related situation in a new setting. Though CQ at individual level has gained momentum through leadership, training and human resource related studies; CQ at firm-level is still a novel idea (Ang and Inkpen, 2008). Teece (2007) argues that organizations should not only be complacent in developing R & D capabilities and safeguard its intellectual property to maintain competitiveness; intangible assets such as managerial and organizational innovations could be the solution to achieving and sustaining competitiveness through the learning and the generation of new knowledge. Ang and Inkpen (2008) contend that the better a firm is at learning and generating new knowledge, the more intelligent the firm. Organizational intelligence defined as an organization's capabilities to acquire process and interpret external information and using them as input for decision making (Huber, 1990). Based on this interpretation, Ang and Inkpen (2008) identify firm-level cultural intelligence as a form of organizational intelligence necessary to make effective offshoring decisions and achieve post

offshoring performance. Though this definition is specifically for offshoring ventures, as suggested by them, we replicate Ang and Inkpen (2008) concept of firm-level CQ to address other international business ventures specifically on exporting-related decisions and performance.

Firm level Cultural Intelligence:

For firm-level CQ, as per resource-based theory (see Barney, 1991), in order for a resource or capability to be regarded as a source of sustained competitive advantage, it should be valuable, rare, costly to imitate and organizationally embedded. Kogut and Zander (1992) and Nonaka (1994) were more specific in suggesting that firms would be better off if they advocate knowledge-based competency throughout the organizations to sustain competitive edge. Based on the knowledge-based view (KBV), the knowledge-based theory of the firm considers knowledge as the most strategically significant resource of the firm. Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among firms are the major determinants of sustained competitive advantage and superior corporate performance (Kogut and Zander, 1992; Nonaka, 1994). Originating from the strategic management literature, this perspective builds upon and extends the resource-based view of the firm (RBV) initially promoted by Penrose (1959) and later expanded by others (Barney, 1991; Conner, 1991; Wernerfelt, 1984). Based on the KBV, Ang and Inkpen (2008) suggest that firms embody the element of being culturally intelligent at firm level through three types of capabilities that encompass both tangible and intangible resources and span multiple firm levels (Ang and Inkpen, 2008). They are managerial CQ, competitive CQ and structural CQ.

Managerial CQ:

Managerial CQ is defined as the possession of CQ by firm's managers, especially when CQ resides in its upper echelons or top management team (TMT) (Hambrick and Mason, 1984). Others conclude that TMT are responsible to chart the organization's success through appropriate visions, strategies, allocation of resources and team social structure in coping with the fast changing external environments (Carpenter, Sanders and Gregersen, 2001; Miller, 1991). Therefore, to respond to the needs of a globalized market and a diverse workplace, managerial intercultural capabilities and the motivation of TMT to inculcate a firm that supports culturally appropriate behaviors would be a key resource to propel the firm's competitive edge (Ang and Inkpen, 2008).

Competitive CQ:

While managerial CQ is sufficient to initiate culturally intelligent behaviors at the workplace, it is not adequate to sustain the firm's intelligence capabilities and fully utilize its resources. Therefore, from the perspective of CQ, the resources will be embodied in the process and routines that exist in the firm which enable the firm to manage the competitive factors associated with any international business venture (Ang and Inkpen, 2008). Teece (2007) concludes that the firm's possession of competitive CQ could be viewed as a meta-capability that transcends technical or operational capabilities. Firms with competitive CQ would be able to integrate and combine various knowledge assets within the firm and international business partners (Kogut and Zander, 1992).

Structural CQ:

To complement the earlier mentioned CQ capabilities, structural CQ is associated with how a firm organizes and develops routines for hierarchical or reporting relationships (Miller and Friesen, 1993). Nelson and Winter (1982) concludes that the appropriate and relevant organizational structure would enable a firm to harness and combine various resources and use them to the fullest capability. For international business ventures, what is more important is how a firm structure its interorganizational interface between the customer and the supplier and making sure that the bureaucracies are minimized and effective interorganizational relationships are maximized (Griffith and Myers, 2005; Xu and Shenkar, 2002). Therefore, it is imperative that firms make effort to ensure that interorganizational relationships be mutually enriching endeavors for all parties concerned.

Export Success:

Exporting activity is of extreme importance from the point of view of nations and firms. For the national governments, exporting activity is crucial because it contributes to the economic and social development of a nation. It influences the amount of foreign exchange reserves as well as the level of imports a country can afford, while shaping public perceptions of national competitiveness. Additionally, exports enhance societal prosperity and help national industry to develop, improve productivity and efficiency through competitions and create new jobs at home as a result of the competitiveness. At the firm level, through market diversification, exporting provides an opportunity for firms to become less dependent on the domestic market which has become saturated because of increasing competitions.

Exporting activities are a vitally important area of international business hence much of these studies provide valuable insights into many of the factors

associated with export success. A recent study of export market ventures in the United Kingdom links superior exporting performance to the establishment of key *competitive advantages*, which may be traced to foundations in specific competencies (*competitive skills in exporting*) and capabilities (*competitive resources in exporting*) (Piercy, Kaleka and Katsikeas, 1998). The factors determining export success have also become the focus of renewed research interest in recent years. Much of work in the area has focused on the relationship between export success and export marketing strategy (Aaby and Slater, 1989; Cavusgil and Zou, 1994). The factors that drive export success, such as marketing (or market) orientation, firm size, management attitudes, firm, industry, product and market characteristics have been extensively reviewed and categorized (Aaby and Slater, 1989; Cavusgil and Zou, 1994). Additionally, many published researches in the past 30 years on the determinants of export performance are a strong testimony on the importance of the issue (Aaby and Slater, 1989; Bilkey, 1978). However, what is lacking is the soft-skills parts that are pertinent knowledge to enter foreign markets. Hence, this research will be based on Ang and Inkpen's (2008) framework of firm-level cultural intelligence with some alterations befitting the targeted respondents and research focus. This research investigates whether firm-level CQ would positively influence export success when Malaysian exporters have international business dealings with foreign companies. Export success here is defined as export performance which comprise of financial export performance, strategic export performance and satisfaction with export venture Zou, Taylor and Osland, 1998). In the initial stage, this research is focussing on Malaysian exporting firms which have any forms of international business ventures in foreign markets. Figure 1 presents the theoretical framework for this study.

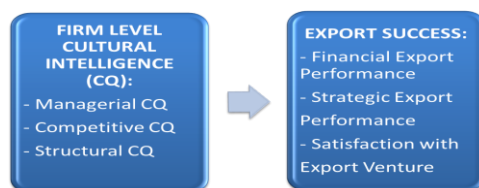


Fig. 1: Research Framework of Firm Level CQ and Export Success.

Hypotheses:

Based on the above, the following hypotheses are developed to determine the influence of firm-level cultural intelligence on export success of Malaysian exporters entering any foreign market.

Main hypothesis:

Firm-level CQ will positively influence export success in the context of Malaysian exporters entering any foreign market.

Sub-hypotheses: (H1, H2, H3):

- Firm-level CQ will positively influence financial export performance success in the context of Malaysian exporters entering any foreign market (H1)
- Firm-level CQ will positively influence strategic export performance success in the context of Malaysian exporters entering any foreign market (H2)
- Firm-level CQ will positively influence satisfaction with export venture in the context of Malaysian exporters entering any foreign market (H3)

Methodology:

In order to achieve the objective of the study, quantitative research approach was adopted where primary data were collected using survey questionnaires. Survey questionnaire was developed based on measures used in previous related studies to gain information on the level of cultural intelligence, and the export success of firms. Population of the study is all export firms located at the three northern state of Malaysia, namely Penang, Kedah and Perlis. The sampling frame used for this study is the Malaysia Exports Directory 3rd Edition published by Malaysia External Trade Development Corporation (2012). The potential respondents would be the top management team (TMT) of Malaysian firms that have exporting activities in any foreign market. Based on the sample size table developed by Cavan, Delahaye and Sekaran (2001), the number of sample needed for this study is about 250. A simple random sampling method was adopted in selecting the respondent.

The survey questionnaire for this study has 4 different sections where the first section looks at the company's background, independent variables of the study (cultural intelligence), followed by a set of questions that measured the dependent variables (export performance) and the demographic information. The independent variable was measured using seven points Likert scale and dependent variable of this study was measured using five points Likert scale. The investigated variables would be firm-level cultural intelligence (CQ) that consist of managerial CQ, competitive CQ and structural CQ. Firm-level CQ will be operationalised using a firm-level CQ scale suggested by Ang and Inkpen (2008). The export success will be investigated based on export performance of the Malaysian exporting firms. Zou, Taylor and Osland (1998) export performance (EXPERF) scale will be utilised to investigate the export success dimension. Survey questions would be mainly Likert style questions

with questions regarding firm's demographic variables in the initial pages.

A pilot study was conducted to determine the readers understanding of the items and to confirm the internal reliability. In total, 250 survey questionnaires were distributed either via self-administered or through email. The questionnaire was sent to the key informant within the companies, namely the top management of the company itself. A telephone follow up was made two weeks after the questionnaire was e-mailed to remind the respondents about the questionnaire. In addition, respondents were also promised anonymity for themselves and their company, together with a

guarantee of the confidentiality of data they provided. Every variable, initially basic and multiple regression analyses are used to test the hypotheses using SPSS.

Findings and Analysis:

Demographics:

A total of 250 survey questionnaire was distributed but only 172 (68.8%) was returned and useable from the top management team (TMT) of the export firms located in the three (3) northern state of Malaysia namely; Penang, Kedah and Perlis. The summary of the demographic variables is given in the following Table 1.

Table 1: Summary of Selected Demographic Details.

Gender	Frequency	Proportion of Sample (%)
Male	96	55.8
Female	76	44.2
Years of Experience		
1-9	99	57.6
10-18	53	30.8
19-27	16	9.3
28-36	4	2.3
Level of Position		
top management level	48	27.9
managerial level	60	34.9
executive level	58	33.7
others	6	3.5
Nature of company's business		
manufacturing Company	98	57.0
Retailing Company	44	25.6
Wholesaling Company	23	13.4
others	7	4.1
Type of product		
consumer	50	29.1
industry	57	33.1
consumer and industry	65	37.8
Product life cycle stage		
introductory	6	3.5
growth	101	58.7
maturity	65	37.8
Foreign ownership of the company		
No foreign ownership	133	77.3
Between 1 to 50% ownership	30	17.4
Between 51 to 99% ownership	3	1.7
100% foreign ownership	6	3.5
Company's operation in Malaysia		
Less than 5 years	28	16.3
6 to 10 years	38	22.1
11 to 15 years	27	15.7
More than 15 years	79	45.9
Years of international operation		
Less than 1 year	57	33.1
2 to 5 years	54	31.4
6 to 10 years	27	15.7
More than 10 years	34	19.8
Numbers of employees		
Less than 100	74	43.0
101 to 200	44	25.6
201 to 300	14	8.1
More than 300	40	23.3
Firm's annual sales		
Less than RM25 million	73	42.4
Between RM25 million to RM50 million	38	22.1
Between RM50 million to RM75 million	36	20.9
More than RM75 million	25	14.5
Involvement in export activities to overseas markets		
yes	152	88.4

no	20	11.6
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Reliability:

Table 2 below summarizes the reliability test of all measures after factor analysis has been done (all items of Compatibility factor were eliminated). As shown, the Cronbach alphas of the measures were all

comfortably above the lower limit of acceptability that is $\alpha \geq .7$. Hence, all the measures used in the subsequent analysis has internal consistency and highly reliable.

Table 2: Summary of Reliability Coefficients for All the Variables in the Study.

Variables	Number of items	Reliability
DV - Export Success		
• Financial Export Performance	3	.88
• Strategic Export Performance	3	.81
• Satisfaction with Export Venture	3	.74
IV - Firms Cultural Intelligence		
• Managerial CQ	9	.92
• Competitive CQ	10	.92
• Structural CQ	9	.92

Descriptive Statistics:

Table 3 illustrates the mean and standard deviation of the variables. For this study, the mean value is generally high in nature respectively. The mean score CQ dimensions and export success

dimensions is ranging from 4.37 to 5.0. Those values reflect highly agreements on firm's cultural intelligence and export performance that these firm's possessed.

Table 3: Descriptive Statistics for Variables.

Variables	Mean	SD
DV - Export Success		
• Financial Export Performance	4.98579	.801557
• Strategic Export Performance	4.97442	.774851
• Satisfaction with export Venture	5.08979	.737550
IV - Firms Cultural Intelligence		
• Managerial CQ	4.54845	.542757
• Competitive CQ	4.37209	.530839
• Structural CQ	4.45543	.504640

Correlations:

According to Table 4 that shows the results of the correlation conducted on the three dimension which are the determinants of each of the three export success namely; financial export, strategic export and satisfaction with export venture, it is evident that that the findings show that the determinant factors namely; managerial, competitive

and structural are positively correlated and expected a positive direction with the three export success determinants at a confidence level of 99% ($p < 0.01$). However, based on the result, it appears that the strength of the correlation between managerial CQ, competitive CQ and structural CQ on the export success dimension are relatively moderate.

Table 4: Correlation among Variables Constructs.

	IV- Managerial CQ	IV- Competitive CQ	IV - Structural CQ
DV1 - Financial Export performance	0.38 * (p = .000)	0.37 * (p = .000)	0.36* (p = .000)
DV2 - Strategic Export performance	0.33* (p = .000)	0.30* (p = .000)	0.37* (p = .000)
DV3 - Satisfaction Export venture	0.23* (p = .000)	0.22* (p = .000)	0.25* (p = .000)

** Correlation is significant at the 0.01 level (2-tailed).

Regression:

This study has 3 dimensions of the export success dependents variable namely; financial export performance, strategic export performance and satisfaction with export venture. Thus, we will present the regression analysis accordingly.

Table 5 shows the result of the regression on the financial export performance as dependent variable and in order to know the result of hypothesis testing

whether to reject or accept. The three determinants of CQ explain 15.9% ($R^2 .159$) of the variance of the financial export performance of the Malaysian exporter firms. Based on the result, it appears that managerial CQ, competitive CQ and structural CQ found to be not significant on financial export performance since the significant value of each CQ dimension is above 0.05. Thus, this does not support the hypothesis 1 (H1a, H1b, H1c).

Table 5: Dv: Financial Export Performance.

	Unstandardized Coefficients		Standardized Coefficients	t	sig.	R ²	F
	B	Std. Error	β				
(Constant)	3.071	.247		12.459	.000	.159	10.581
Managerial CQ	.083	.081	.136	1.018	.310		
Competitive CQ	.102	.083	.161	1.230	.221		
Structural CQ	.104	.103	.157	1.015	.312		

Table 6: Dv: Strategic Export Performance.

	Unstandardized Coefficients		Standardized Coefficients	t	sig.	R ²	F
	B	Std. Error	β				
(Constant)	3.025	.227		13.334	.000	.159	8.955
Managerial CQ	-.013	.075	-.024	-.177	.859		
Competitive CQ	-.051	.076	-.087	-.672	.502		
Structural CQ	.321	.095	.524	3.395	.001		

Table 6 shows the result of the regression on the strategic export performance as dependent variable and in order to know the result of hypothesis testing whether to reject or accept H2 (H2a, H2b, H2c). The three determinants of CQ explain 15.9% (R² .159) of the variance of the strategic export performance of the Malaysian exporter firms. Based on the result, it appears that managerial CQ and competitive CQ

found to be not significant on strategic export performance since the significant value of each of first two CQ dimension is above 0.05. Thus, this does not support the hypothesis two (H2a & H2b). However, Structural CQ on the other hand is found to have significant influence on strategic export performance (β = .524, $p < 0.05$), thus its supports H2c.

Table 7: Dv: Satisfaction With Export Venture.

	Unstandardized Coefficients		Standardized Coefficients	t	sig.	R ²	F
	B	Std. Error	β				
(Constant)	3.531	.236		14.956	.000	.064	3.801
Managerial CQ	-.032	.078	-.058	-.412	.681		
Competitive CQ	.006	.079	.011	.076	.939		
Structural CQ	.200	.098	.333	2.035	.043		

Table 7 shows the result of the regression on the strategic export performance as dependent variable and in order to know the result of hypothesis testing whether to reject or accept H3 (H3a, H3b, H3c). The three determinants of CQ explain 6.4% (R² .064) of the variance of the satisfaction export performance of the Malaysian exporter firms. Based on the result, it appears that managerial CQ and competitive CQ found to be not significant on strategic export performance since the significant value of each of first two CQ dimension is above 0.05. Thus, this does not support the hypothesis 3 (H3a & H3b). However, Structural CQ on the other hand is found to have significant influence on satisfaction with export venture (β = .333, $p < 0.05$), thus its supports H3c.

Discussion and Conclusion:

The three hypotheses tested in this research are firm-level CQ (Managerial, Competitive, and Structural) with Export Success (Financial Export Performance, Strategic Export Performance and Satisfaction with Export Venture). For Firm-level CQ with Financial Export Performance, none of the various CQ hypothesized are significantly related with Financial Export Performance. This is possibly because this is more for the bottom-line figures and it

has less to do with actual interaction with foreigners and foreign practices. However, having firm-level CQ will be a start to actually improving the overall health of the company thus will need to be properly addressed in the future. For the hypothesized relationship of firm-level CQ with strategic export performance that has to do with the strategies and decision-making of the firm with regards to internationalization, only structural CQ has a significant influence on strategic export performance. This is a pertinent important relationship that should be a catalyst to actually emphasis on changing the firm's foundation and structure for interorganizational relationships and hierarchical reporting with all the stakeholders. This in turn will expedite and minimize the bureaucracy and red tapes in dealing with external parties especially those outside of the home country (Griffith and Myers, 2005; Xu and Shenkar, 2002). As for the final hypothesized relationship between firm-level CQ with satisfaction with export venture, the results mirrored the findings from the previous hypothesis testing with only structural CQ is significantly related to satisfaction with export venture. This is an important revelation which shows that when the interorganizational process are being shortened and being systematically reduced through better

understanding of the external parties way of doing work, this has greatly impact the satisfaction with being involved in the export activities. This is also in support of although doing mundane, routine jobs, Nelson and Winter (1982) conclude that the appropriate and relevant organizational structure would enable a firm to harness and combine various resources and use them to the fullest capability. Therefore, it is imperative that firms make effort to ensure that interorganizational relationships be mutually enriching endeavors for all parties concerned. All of the above significant relationships will add to the 30 years of export performance studies that are still pertinent to study (Aaby and Slater, 1989; Bilkey, 1978) however the focus on soft skills are still in its infancy with regards to export success and should be an area that warrants more studies (Ang and Inkpen, 2008).

The results from this study despite having unsupported relationships will be an added contribution to the dearth of soft skills; i.e firm-level CQ relationships that are directly related to export performance, market entry strategy and internationalization endeavors. With globalization being the buzzword in attracting more firms to venture outside of its domestic borders, having the knowledge and embodying the CQ concept will be an added repertoire of skills and strategies that managers and MNCs should possess especially with the saturation of local markets and the opening up of non-traditional markets like China and other emerging economies. The findings obtained from this study were able to demonstrate the relationship between firm-level CQ and various indicators of export success however this study overlooked the importance of other related characteristics of Top Management Team such as whether they are third-culture adult; whether they have a combination of a few cultures that they amassed whilst growing up and educated and the firmly entrenched corporate culture, policies and guidelines that are not easily impregnable by the various national cultures. In addition, due to rigidness of the current policies and the highly technical nature of the export environment, despite having CQ, business remains as usual. Despite the efforts to carry out this study in a meticulous manner, there are some limitations that might affect its contributions and generalizability. The most significant is the sample size, which is relatively small. A larger sample would enable a more rigorous analysis using Structural Equation Modeling and there would be less concern regarding the ratio of sample size to parameters measured. . Second, the cross-sectional nature of the data used restricts conclusions to those of association and not causation. Hence, a more beneficial investigation of firm-level CQ would be possible through a longitudinal design. Such a method would be important to show whether, with more exposure to cultural interactions and support from various

stakeholders, social interaction and organizational commitment the export success indicators through financial export performance, strategic export performance and satisfaction with export venture will improve over time.

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