



ISSN Online: 2821-1936

Transactions on Data Analysis in Social Science

Journal Homepage: <https://transoscience.ir>

Effect Of Cultural Intelligence and Export Experience on Export Function: (Case Study: Export Firms of Boushehr and Golestan Provinces)

M. Javidfar^{1,*}, M. jofreh²¹Department of management, Persian Gulf University, Boushehr, Iran²Department of Economic, Sistan and Baluchestan University, Sistan Baluchestan, Iran

ARTICLE INFO	ABSTRACT
<p>Article History: Received 2 January 2020 Received in revised form 15 February 2020 Accepted 22 March 2020 Available online 26 March 2020</p>	<p>In the last two decades, information and communications technology (ICT) has influence seriously the quality and quantity of competition among the firms in access to the other countries markets. The fundamental question of every firm which is active in the international market and is faced with it, is that ((the firms, export functions is influenced by what factors? This research has been conducted to answer this question. Literature review indicates that cultural intelligence and export experience are the most prominent factors among many factors that may influence export function. Based on this theoretical finding, the research conceptual model was built and six hypotheses were tested in this study. This research was conducted to test the matching of experimental data with the conceptual model in the export firms of Boushehr and Golestan provinces. The research finding show that the study's two main hypotheses including the positive and significant effect of cultural intelligence on export function; and the relationship between the managers export experiences and hypotheses which indicate the positive and significant effect of the dimensions of cultural intelligence on the export performance, have been confirmed.</p>
<p>Keywords: intelligence, cultural intelligence, performance, export performance</p>	

1. INTRODUCTION

Globalization has led to the acceleration of the industrialization of the countries, the removal of trade barriers and the rapid growth of the markets. It has also enabled the organizations to enter a wider and more diverse set of the market that leads to becoming familiar with the strange culture and diverse work force. Such cultural interactions can create some challenges for the people and organizations that can be prevented by proper management and operation [1].

Globalization of the markets and ever-increasing growth of the number of the producers, suppliers, sellers, partners, employees and shareholders, on the one hand and the demanders and consumers each other not only in the domestic but also in the foreign environments (in export and import). So, the firms for the purpose of survival and success in their own economic activities need to identify the factors that lead to the improvement of their

* Corresponding author: mohabbat.javidfar@gmail.com

Master of Business Management, Finance Orientation, Young Researchers Club, Langroud Branch, Islamic Azad University, Langroud, Iran



performance and development in their own field of work. The use of different types of intelligence specially, cultural intelligence is known as an important tool for the managers to achieve the organization's high performance in today's competitive domestic and foreign environments.

Since exporting the goods and services is one way for the managers to enter the international market to achieve the greater market share, so to achieve this and improve their own performance in the global markets, they can obtain the desired result through using the behavioral patterns and information in the market and also export experience in the global markets. Nowadays, export has been entered widely in to the trade literature and this economic variable is used as an important proxy for the product's quality in function of a process has been considered importantly because export is related to economic macro targets including employment, national income, prices level and economic growth of the country. Export leads to the changes in the production line, investment in the firm, the growth and change in the goods, services and motivation.

Therefore, regarding the competitive atmosphere and also the country's standing in the third world rank, the improvement of its export function is dependent on the better function of its organizations and markets. This can be considered as an effective step in promoting the country's economic development. Nowadays, most of the managers prefer to use their own strategies to demand, in addition to the price of the merchandise itself, The price of the other goods, The consumers income and their price expectations is also subject to the peoples taste and this factor can interact with the culture and customs and so have a determining role in the products demand. The manager who works in the field of exports, Should take a step in the direction of the improvement of the export function and beside it, the access to the better export experience. In this paper, with the aim of the investigation of the effect of the managers cultural intelligence and export experience on the expansion of export function, first, we became the discussion or the review of cultural intelligence and the related topics in the field of export; and then defined and discuss (export function) and (export experience) to highlight the importance of export. In the third part we offer a review of the empirical literature of the conduct the studies and finally, discuss the model offering and conclusion. So, the main questions of this and research are as follows:

- 1) Does the cultural intelligence has any effect on meeting the firm's export need?
- 2) Does cultural intelligence's dimensions has effect on the firms and export function?
- 3) Does the managers export experience has any effect on the expansion of export function?
- 4) What ways are there to develop cultural intelligence and the managers?

2. REVIEW OF LITERATURE

2.1. Cultural intelligence concept

Cultural intelligence as a new domain of intelligence, is related to the diverse work environments, to a very great extent. It lets the people recognize and how the others think and respond to the behavioral patterns. So the cross-cultural communicational barriers are reduced and people gain the skills of the management of the cultural diversity. Cultural intelligence is the requisite of this competition and beyond complex world of the third millennium. The people who have low cultural intelligence, cannot communicate efficiently with their colleagues of the same culture or the other cultures and so are not successful in conduct and in their own the communication and management matters. Cultural intelligence concept as a special kind of intelligence was raised for the first time by Early and Ang [2] from them researchers of London business school. These two researchers have defined the cultural intelligence as the ability to land new patterns in the cultural interactions and to provide correct behavioral responses to these patterns. Early and Ang consider a person to be in possession of high cultural intelligence who can adapt himself to a new cultural context and different from the cultural context, grown up in it through using an effective method without abandoning his own identity [3].

Wellner believes that cultural intelligence is a tool that can increase the individual's ability against the external cultures and this ability is achieved through the exposure to the various cultures. The similarities and differences that exist among various nations show this variety.

Regarding the expansion of the diverse and global work environments, the awareness of cultural intelligence has the special importance. The most important reason for understanding cultural intelligence is to increase the effectiveness in the diverse cultural situation. There have been conducted many studies that prove the cultural intelligence's credit in relation to the various types of intelligence and also in its prediction accuracy in relation to decision-making, cultural adjustment work performance and cultural judgment [4].

2.2. Dimensions and the elements of cultural intelligence

Early and Ang [2] considered multi-dimensional structure for cultural intelligence which includes four components:

Meta-cognitive, cognitive, motivational and behavioral aspects.

People with high cultural intelligence by using these four sources will be able to adapt their behavior or themselves to the other people behavioral habits with the various cultures through the nonverbal gestures and manners of speaking.

2.2.1. Meta-cognitive aspect

This component refers to the special abilities of an individual and shows his understanding of new cultures. It includes the strategy of planning before cross-cultural interactions, adjusting the cultural knowledge while interacting with people from the difference cultures and monitoring the accuracy of the cultural knowledge [5].

2.2.2. Cognitive aspect

Cognitive aspect which is the logical, intellectual and concrete component of cultural intelligence deals with its understanding of the behaviors based on the other people's culture and tries to find the answers of these questions:

What do these people look like? And why are they like this? This aspect of cultural intelligence emphasizes the teaching of the foreign culture and learning of its beliefs and customs [6].

Teaching the people's cross-cultural behaviors, or will deeper the recognition of the culture's nature and help to a better understanding of it. In other words, cognitive dimension deals with the arguments about the nature and characteristics of our culture and others, the cognitive flexibility and the ability to transfer the experiences from one culture to another one. This component includes: the economic systems, religious beliefs, marriage systems, art, handicrafts and the culture of the different languages [7].

2.2.3. Motivational aspect

This cultural component presents the adaptation of the behavior to an unfamiliar culture to achieve the desire goals and includes some factors for interacting with people from the different cultures, self confidence in cultural interactions, stress management and adjustments in the different cultures [4].

2.2.4. Behavioral aspects

Is an individual specific set of behaviors that are essential for effective cultural interactions [2]. This component refers to an individual's ability to interact with them on the individual request or intention and also ability to perform the appropriate verbal and nonverbal behaviors that include a wider range of flexible behaviors based on cultural values in particular situation [1].

2.2.5. Export function

The amount success of a Firm in export can be evaluated by its export function. Economic consideration (profit, sales, cost ...) and the strategy (market development foreign market share increase etc) of planning the strategy of International marketing is a key point and affects the firm's export function [10]. The study of export function dates back to the 1960s. Export function means that whether the firm has been able to achieve its goals [11].

In the previous researches, the firm's export function has been studied in the following three aspects: export level, export growth and the export profit ability. Exports level refers to the traditional index that indicates the important of export for the firm. While export growth and the profit ability are dynamic and consider the economic aspects to a greater extent [10]. The amount of success of a Firm in export can be evaluated by its export function. Zou and

Stan define export function as the amount of achievement to the goals when the Firm exports a products to the foreign market.

2.2.6. Export experience

The global growth of the markets forces managers to use a series of export experiences. This variable is related to export function variable. The managers, export experience leads to the firm's better export function. Among the researches that have been conducted by marketing researchers, some refer to the positive and significant relationship between export function and export experience and some other have approved the reverse of this relationship. The managers with more international experiences influence the firm's function positively in the foreign market the international experience makes the managers expertise, richer and increases the firm's function in the foreign market. The managers export experience includes of the cross border work and life experience and a knowledge of the foreign [8].

2.3. Experimental literature

In this part of the paper with offer the experiment all literature review and the studies that have been conducted inside and outside of the country (Iran):

Hosseini and MirJahan Mard [8], in their study, evaluated the firms export function to recognize the effect of matching market tactics with export experience on export function. The results of the study indicated that the effect of matching marketing tactics with export function has been indirect and has been obtained by the perceived mediator variable of competitive advantage. Haghghi et.al [12] have investigated 10 main factors including the size of the firm, export experience, export incentives, export problems, competitive advantage, export commitment, the product, price, advertisements, and the distribution channels. All of these variables as the determinants of export performance are verified through using the statistical methods of structural equation modeling or Lisrel and that have a positive, direct and significant relationship with export performance. Sislik, in their study on the effect of export and the market strategy of export function in Netherland found that there is the reverse relationship between export experience and export function, and a positive relationship between the country's export growth and export function. But overtime, this relationship may become negative and finally the share of export firms in the main market towards export function is negative. The conceptual model of Eusebio consider the size of the firm, investment in R&D sector, foreign policy, the amount of the geographical distribution of sales and export experience as the key internal factors affecting export performance. Evaluation in the two Italian and Spanish firms in the equal sectors indicated that export experience in the main factor in the development of export performance but investment in R&D sector and export experience have been more effective in export performance of the Italian firm. The results of these estimations proved that a set of internal indexes, regardless of the competitive atmosphere, keeps, export performance, strong.

2.4. The conceptual model of the research

After the investigation of the internal and external papers and the review literature on the effect of the managers' cultural intelligence of export function and the recognition of different dimensions of the research and variables, the most important dimensions from numerous articles have been selected and the following conceptual model was extracted. In this model, export function has been considered as the dependent variable and that two variables of export experience and cultural intelligence of the independent of variables that affect export function. Export performance in the current study has been measured by financial critical of the sales volume of exports, export profit ability, and the amount of exports. These factors have been selected from the combination of the set of conceptual models that are in line with the research topic.

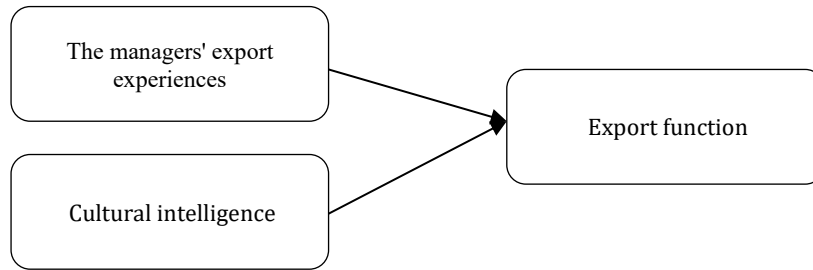


Fig. 1. The conceptual model of the research

2.5. Research hypotheses

Regarding the conceptual model, have been defined as follows:

The research's the main hypotheses:

1. Cultural intelligence has a positive and significant effect on export function.
2. The manager of export experience is have a positive and significant effect on export function.
3. Subsidiary hypotheses:
 4. The meta-cognitive aspect of cultural intelligence has a positive and significant effect on export function.
 5. The cognitive aspect of cultural intelligence has a positive and significant effect on export function.
 6. The motivational aspect of cultural intelligence has a positive and significant effect on export function.
 7. The behavioral aspect of cultural intelligence has a positive and significant effect on export function.

3. THE RESEARCH METHODOLOGY

The current research, regarding the aim, is an applied study and regarding the method of data collection, is a survey.

The population of this and research includes of the export firms in the Boushehr and Golestan provinces. The instruments of questionnaire were used for data collection. I terms of the questionnaire were 5-point Likert scale type (strongly disagree does to a strongly agree) and the questionnaire of this study was distributed manually among the top managers of these firms. Most of the items of the research questionnaire have been extracted through investigating the literature and to validate the questionnaire, its contents and contract validity were checked. To do this, the questionnaire or was distributed among the management experts and it is content validity was confirmed. To measure of the instrument's reliability, the readability checking method of consistency of results across the items that was used. This reality checking method, is a type of testing the consistency of the respondent's responses to all of the items in a measure or a questionnaire. As far as the items or segments are independent and measures of the same concepts, they will correlate with each other.

The most usually reliability test of internal consistency is cronbach's Alpha coefficient that is used for multi-scale items or classes. For the items, reliability, cronbach, Alpha Value should be at least 6 [2]. The used items were from strongly disagree to strongly agree. Cronbach's Alpha value against construct validity have been presented in table 1.

4. RESULTS

In this part of the study, according to the theoretical studies, survey and questionnaire in formation, we present the obtained results:

In this and research, the method of structural equation and SMART PLS 2 software have been used to investigate and test the offered conceptual model by the researcher. In this part, it has been tried to discuss an overview of the tests, the achieve analysis through using the structural equations and path analysis. First, we express briefly

descriptive analysis of the data such as the respondents, gender, and age and educational level. Statistical data of the investigated sample have been provided in table 2.

As the table data show, most of the respondents have had Bachelor's degree and 15 years employment history. We have given more details in the table.

Table 1. The questionnaire' reliability and validity the coefficients

Explained variance	Special value	sig	kmo	Cronbach Alpha	Item	Variable
48.68	2.43	0.000	0.72	0.70	5	Meta-cognitive
55.43	3.88	0.000	0.83	0.85	6	Cognitive
53.38	2.13	0.000	0.66	0.68	4	Motivational
60.22	2.40	0.000	0.74	0.77	5	Behavioral
59.44	2.37	0.000	0.74	0.76	4	Export experience
68.35	2.61	0.000	0.76	0.81	4	Export function

Table 2. Statistical data of the respondents

Employment (years) history				Gender (percent)	
15 more	15-11	10-6	5-1	Female	Male
55	22	20	3	19%	81%
Educational level (percent)					
Master's degree and higher		Bachelor's degree		Associate degree	
35		54		8	
				3	

In this the stage, to describe the main variables of this study, mean, standards deviation, minimum and maximum of the data have been used. As was mentioned, 5-point Likert scale type was used in the questionnaire of this study. The numbers of (1), (3) and (5) correspond respectively to strongly disagree end, middle end and strongly agree end of Likert scale. As table 3 indicates, the highest value of mean is related to the meta-cognitive of aspect with the value of 4/5, and the lowest value of the mean is related to the behavioral aspect and the valuable export function with the value of 4/01.

Table 3. General results of the variables

Standard deviation	Mean	Maximum	Minimum	Variable
0.68	4.59	5	1	Meta-cognitive
0.59	4.02	5	1	Cognitive
0.63	4.04	5	1	Motivational
0.58	4.01	5	1	Behavioral
0.65	4.08	5	1	Export experience
0.60	4.01	5	1	Export function

4.1. Testing the conceptual model and the hypotheses

By running the structural equations modeling test in the software, fit indices of provided that show that the alleged conceptual model is fitted to the experimental data. Unlike the conventional as statistical tests that are confirmed or rejected with a statistic in a structural equation modeling, a set of indices are presented to omit the weak indicators are indices, Paul Kline's theory was used. According to his viewpoint, it is kimono that its load factors are greater than 0.6, they are estimated as high, and if greater than 0.4, as relatively high and the other load factors that are

smaller than 0.4 can be ignored or omitted. (Kline, 2002). The value of load factors of the questioner items, to be confirmed that should be greater than 0.4 and that the data in table 4 and 5 indicates that the research model's load factors are in a favorable condition. The condition of fit indices for the conceptual model of the study has been shown in table 4 and 5.

R², coefficient and composite reliability coefficient are the other factors that are used in assessing internal consistency reliability of reflective models. The values of this coefficient are between 1 and 0 and the values that are higher than 30%, are accepted for R² and the values that are lower than 50%, are assessed as favorable for average variance extracted(AVE) table 6 and 7 show validity and reliability indices. Average variance extracted (AVE) is for validity, and reliability coefficient (CR) and cronbach Alpha of for reliability. Fournel and Lurker have suggested the use of AVE scale for calculating convergent validity. In AVE value of at least equal to 0.5, indices have appropriate convergent validity. Its means that latent variable is able to explain on average, more than half of the variance of its indices (manifest variables). Since in this study, AVE index is higher than 0.5 for all of the variables, so convergence validity of the model constructs is confirmed. Reliability index (CR) and cronbach Alpha measure the instruments validity and reliability.

As the table shows, a large number of model fit indices are in an appropriate condition. The general confirmation of the model doesn't mean that all of the relationships of the model have been confirmed [12]. After general fitting of the model, its relationships should be tested, too, to know whether the defined relationships are confirmed or not. Significance of the model's hypotheses have been shown in table 8 and 9.

Table 4. Boushehr load factors values in PLS Software

The general model											
Cognitive						Motivational					
0.81	0.90	0.94	0.75	0.45	0.57	0.48	0.74	0.83	0.92	0.59	
Export experience		Behavioral				Meta-cognitive					
0.89	0.84	0.89	0.88	0.66	0.67	0.55	0.91	0.60	0.72	0.80	
						Export function			Export experience		
						0.86	0.90	0.88	0.51	0.86	0.81
The partial model											
Export function				Export experience				Cultural intelligence			
0.85	0.91	0.86	0.54	0.60	0.81	0.89	0.83	0.88	0.81	0.54	0.91

Table 5. Golestan's load factors of values in PLS software

The general model											
Cognitive						Motivational					
0.66	0.76	0.71	0.71	0.60	0.78	0.69	0.67	0.71	0.77	0.69	
Export experience		Behavioral				Meta-cognitive					
0.54	0.54	0.71	0.86	0.77	0.69	0.64	0.80	0.89	0.69	0.80	
						Export function			Export experience		
						0.81	0.86	0.83	0.71	0.83	0.81
The partial model											
Export function				Export experience				Cultural intelligence			
0.80	0.86	0.83	0.73	0.83	0.81	0.88	0.54	0.57	0.88	0.91	0.87

Table 6. Model Fit output of Boushehr by PLS

Redundancy	Cronbach Alpha	CR	Average variance extracted (AVE)		Latent variables	Partial model
0.26	0.77	0.84	0.53		Motivational	
	0.76	0.85	0.59		Meta-cognitive	
0.26	0.80	0.87	0.65		Export function	
	0.81	0.85	0.55		Behavioral	
	0.84	0.88	0.57		Cognitive	
0.26	0.80	0.87	0.63		Export experience	
	16% < Acceptable value		0.75%	R2=0.98	Goodness of fit (GOF)	
				Communality=0.59		
Redundancy	Cronbach Alpha	CR	Average variance extracted (AVE)		Latent variables	
0.59	0.79	0.86	0.64		Cultural intelligence	
	0.80	0.87	0.63		Export experience	
0.59	0.80	0.87	0.65		Export function	
	16% < Acceptable value		77 %	R2=	Goodness of fit (GOF)	
		Communality=0.64				

Table 7. Model fit output of Bousher by PLS

Redundancy	Cronbach Alpha	CR	Average variance extracted (AVE)		Latent variables	Partial model
0.30	0.77	0.83	0.50		Motivational	
	0.81	0.87	0.64		Meta-cognitive	
0.30	0.82	0.88	0.65		Export function	
	0.79	0.85	0.55		Behavioral	
	0.84	0.85	0.50		Cognitive	
0.30	0.75	0.84	0.59		Export experience	
	16% < Acceptable value		71%	R2= 0.89	Goodness of fit (GOF)	
				Communality=0.51		
Redundancy	Cronbach Alpha	CR	Average variance extracted (AVE)		Latent variables	General Model
0.46	0.84	0.89	0.68		Cultural intelligence	
	0.75	0.84	0.59		Export experience	
0.46	0.82	0.88	0.65		Export function	
	16% < Acceptable value		72%	R2= 0.83	Goodness of fit (GOF)	
		Communality= 0.64				

Table 8. The research hypotheses test for Bousher

Results	Level of significance	T-value	Path coefficient	Conceptual model's relationships		Hypothesis
Confirmed	99%	15.76	0.86	Export function	← Cultural intelligence	1
Confirmed	95%	1.97	0.11	Export function	← Managers' export experiences	2
Confirmed	99%	3.00	0.25	Export function	← Motivational	3
Confirmed	95%	2.03	0.27	Export function	← Meta-cognitive	4
Confirmed	99%	4.91	0.52	Export function	← Behavioral	5
Confirmed	95%	2.14	0.28	Export function	← Cognitive	6

Table 9. Testing the research hypotheses for Golestan province

Results	Level of significance	T-value	Path coefficient	The conceptual model's relationships		Hypothesis
Confirmed	99%	10.11	0.63	Export function	← Cultural intelligence	1
Confirmed	99%	5.57	0.35	Export function	← Managers' export experiences	2
Confirmed	99%	3.43	0.34	Export function	← Motivational	3
Confirmed	95%	1.96	0.13	Export function	← Meta-cognitive	4
Confirmed	99%	3.91	0.37	Export function	← Behavioral	5
Confirmed	99%	2.84	0.21	Export function	← Cognitive	6

The following model represent the positive and significant effect of cultural intelligence and export experience variables on export performance of Golestan Province's firms. As the values of path coefficient indicate, cultural intelligence has the greatest impact on export function.

4. FINDINGS

Hypothesis 1: in the first hypothesis, the researcher had claimed that the firm's cultural intelligence has a positive and significant effect on export function. Given that the calculated t-value of this relationship for Boushehr and Golestan Provinces equals to 15/76 and 10/11, respectively, and these values are greater than critical value of t-value (2/548) at 99% confidence level, it can be concluded that the collected experimental data confirm this hypothesis, too and the cultural intelligence of the active export firms in Boushehr with effect size of 0.86 and in Golestan with effect size of 0.63, affects export function.

Regarding this point, in the second hypothesis, the researcher had claimed that the manager's export experience has a positive and significant effect on export function. Given that the calculated t-value of this relationships equal to 1/97 and 5/57 for Boushehr and Golestan provinces, respectively and Bousheh value is at 95% confidence level and Golestan's value is greater than its critical value (2/548) at 99% confidence level, it can be calculated that the collected experimental data confirm this hypothesis, too and the export experiences of Boushehr managers with effect size of 0.11 and Golestan managers with the effect size of 0.35 affect export function.

Hypothesis 3: and the third hypothesis, the researcher have claimed that that the motivational aspect of cultural intelligence has a positive and significant effect on export function. Given that the calculated t-value of this relationship equals to 3 and 3/43 for Boushehr and Golestan provinces, respectively and these values are greater than the critical value of t-value (2/548) at 90% confidence level, it can be calculated that the collected experimental data confirm this hypothesis and the motivational aspect of the cultural intelligence for Boushehr with effect size of 0/25 and flow Golestan with effect size of 0.34 affect export function.

Hypothesis 4: in the fourth hypothesis, the researcher had claimed that the meta-cognitive aspect of cultural intelligence has a positive and significant effect on export function. Given that the calculated t-value of this relationship equals to 2/03 and 1/96 for Boushehr and Golestan provinces, respectively and these values are greater than the critical value of t-value (12/96) at 95% confidence level, it can be calculated that the collected experimental data confirm this hypothesis too and the meta-cognitive aspect of cultural intelligence for Boushehr with effect size of 0/27 and for Golestan with effect size of 0/13 affects export function.

Hypothesis 5: in the fifth hypothesis, the researcher had claimed that the behavioral aspect of cultural intelligence has a positive and significant effect on export function. Given that the calculated t-value of this relationship equals to 4/91 and 3/91 for Boushehr and Golestan provinces, respectively, and these values of greater than the critical value of t-value (2/548) at 99% confidence level, it can be calculated that the collected experimental data confirm this hypothesis, too and the behavioral aspect of cultural intelligence for Boushehr with effects size of 0/52 and for Golestan with effect size of 0/37 affects export function.

Hypothesis 6: in the sixth hypothesis, the researcher have claimed that the cognitive aspect of cultural intelligence has a positive and significant effect of export function. Given that the calculated t-value of this relationship t-value equals to 2/14 and 2/84 for Boushehr and Golestan provinces, respectively and for Boushehr is at 95% confidence level and for Golestan, because its value is greater than the critical value of t-value (2/548) at 99% confidence level, it can be the concluded that the collected experimental data have confirmed that this hypothesis too.

5. Conclusions and recommendations

The aim of this study has been to investigate the effect of managers' cultural intelligence and export experience of export function. Export development and the use of production potential benefits as the economy's driving engine in the global markets play an important role in the economy and arena, so that export makes possible the use of the global markets for the growth of the internal production and enables the production firms to be released from the restrictions of the internal markets and to target the global markets through export development. Therefore, with export development, the production firms will be able to utilize the economic benefits obtained from more production scale. Nowadays, for the continuous presence of the internal firms in the global and international market, it is essential for the firms to have the necessary and awareness and knowledge of all of the issues of the foreign market and the country of destination that the firm's face with them while exporting, in addition to equipping, themselves with the modern marketing methods. The active firms in the international trade arena, should continuously tried to promote the profitability and the improvement of the performance in the foreign markets.

To have the ability to survive and compete in the international arena, and this success requires developing cultural intelligence in the managers and having export experience. According to the obtained the results, the first and second hypothesis of the research's main hypothesis were confirmed. In the first hypothesis, the firm's cultural intelligence has a positive and significant effect or export function. So the positive relationship of cultural intelligence as one of the organizations internal factors plays and effective role in its export functions. Furthermore, Boushehr province's cultural intelligence to towards Golestan province's cultural intelligence has a greater effect size in relation to export function. In the second hypothesis, the manager's export experience have a positive and significant effect on export function. As expected, the managers with higher international experiences, influence positively the firm's function in the foreign markets and this hypothesis is supported. The finding of Da Rocha, Christensen & Cunha [13], also confirm that the international experience, enriches the management expertise to a greater extent and increases the firm's function in the foreign market. Zou & Stan [14] have also concluded that the managers, international experience helps the firms to recognize and use of the international opportunities and also a void the international threats. This finding is consistent with the results of the researchers such as Hosseini and Mir Jahanmard, Haghghi

et.al [8, 12]. The obtained results from the investigation of the sub-hypothesis indicate that according to the third hypothesis, the motivational aspect of cultural intelligence has a positive and significant effects of export function. Based on Moon's studies [15], the motivational aspect of intelligence includes of the factors for interacting with people from various cultures, self confidence in the cultural interactions, stress management and adjustment in the different, cultures and so this characteristic suggests that the organization's managers should perform more carefully in the international environments and with regard to the rapid developments in today's society, and in different political, economic, social and cultural areas and the various societies and the exposure to various cultures, the managers and exporters should have more interaction with this aspect of cultural intelligence and pay attention to it. According to the fourth hypothesis, the meta-cognitive aspect of the cultural intelligence has a positive and significant effect on export function. Based on the attitude of Ang et.al. and Early & Pitterson [1,4], this component refers to the individual understanding of the new cultures. So, the managers, awareness of each of the aspects of cultural intelligence especially, its meta-cognitive aspect, is a determining factor in the improvement of export function and the amount of effectiveness of each of these factors. The obtained results from the fifth and sixth hypotheses suggest that in the fifth hypothesis, the behavioral aspects of cultural intelligence has a positive and significant effect of export function. So as Moon [15] say, this component refers to an individual's ability to offer the behavioral responses to the different cultural conditions that he interacts with them on the individual request or intention. It seems necessary for the exporters to take advantage of the consultants to gain experience and recognize the markets opportunities understand export markets and improve its function. The sixth hypothesizes as the positive and significant effect of the cognitive aspect of cultural intelligence on export function has been confirmed. Early & Ang [2] have defined this aspect of the individual's understanding of the behaviors based on the other's cultures. And the concept that is beyond the cognitive aspect that is to say the meta-cognitive aspect has been referred to in the fourth hypothesis. According to the obtained findings from the current study, these recommendations are provided to increase the organization's export function:

1. The firm's use of more experienced managers.
2. The younger managers' of the experienced managers trade knowledge in export
3. The investigation of the managers' amount of foreign languages proficiency in recruitment and selection test.
4. Appropriate planning to recognize the factors and incentives of export functions improvement and also to recognize the export limitations in export stages.
5. The organizations and can take step to promote their products and export function through practicing in the annual extradition and conferences in the different countries.

CONFLICTS OF INTEREST

The authors declare no conflict of interest.

REFERENCES

- [1] Ang, S., Van Dyne, L., & Koh, C. (2006). Personality correlates of the four-factor model of cultural intelligence. *Group & Organization Management*, 31(1), 100–123. doi:10.1177/1059601105275267
- [2] Danifard, H., Alwani, M., & Azar, A. S. (2004). *Quantitative research methodology in management*. Tehran: Saffar.
- [3] Earley, P., & Ang, S. (2003). *Cultural intelligence: An Analysis of Individual interactions across cultures*. Stanford University Press, 31(2), 489–493.
- [4] Templer, K. J., Tay, C., & Chandrasekar, N. A. (2006). Motivational cultural intelligence, realistic job preview, realistic living conditions preview, and cross-cultural adjustment. *Group & Organization Management*, 31(1), 154–173. doi:10.1177/1059601105275293
- [5] Earley, P. C., & Peterson, R. S. (2004). The elusive cultural chameleon: Cultural intelligence as a new approach to intercultural training for the global manager. *Academy of Management Learning and Education*, 3(1), 100–115. doi:10.5465/amle.2004.12436826

- [6] Earley, P., Murnieks, C., & Mosakowski, E. (2007). Cultural Intelligence and the Global Mindset. Στο *Advances in international management*. Στο *Advances in International Management* (pp. 75–103). doi:10.1016/s1571-5027(07)19004-5
- [7] Kline, P. (2014). *An easy guide to factor analysis*. London, England: Routledge.
- [8] Hosseini, S., Mirejaneh Man, S., & Hosseini, S. (2011). Identify the effects of export commitment, price adjustment and number of markets on export performance. *Business Management*, 6, 21–40.
- [9] Shamsuddoha, A. K., & Yunus Ali, M. (2006). Mediated effects of export promotion programs on firm export performance. *Asia Pacific Journal of Marketing and Logistics*, 18(2), 93–110. doi:10.1108/13555850610658255
- [10] Lee, C. S., & Yang, Y. S. (1990). Impact of export market expansion strategy on export performance. *International Marketing Review*, 7(4). doi:10.1108/02651339010000910
- [11] Marzucchi, A., & Antonietti, R. (2014). Green tangible investment strategies and export performance: A firm-level investigation. *Ecological Economics*, 108, 150–161.
- [12] Haghghi, M., Firoozian, M., & Najafi Majd, P. (2008). Identification of the determinants of export performance in the food industry. *Business Management Magazine*, 1(1), 3–20.
- [13] Da Rocha, A., Christensen, C. H., & Eduardo da Cunha, C. (1990). Aggressive and passive exporters: A study in the Brazilian furniture industry. *International Marketing Review*, 7(5). doi:10.1108/eum0000000001531
- [14] Zou, S., & Stan, S. (1998). The determinants of export performance: a review of the empirical literature between 1987 and 1997. *International Marketing Review*, 15(5), 333–356. doi:10.1108/02651339810236290
- [15] Moon, T. (2010). Emotional intelligence correlates of the four-factor model of cultural intelligence. *Journal of Managerial Psychology*, 25(8), 876–898.