1.1 Introduction

Economic and industrial growth as development goals can only be attained by promoting export development of Small and Medium Enterprises (Kazem & van der Heijden, 2006). SMEs account for 25-35 percent of world's manufactured export and their contribution to GDP is between four and six percent (Ibeh, 2004). In spite of the importance of export development and SMEs' relationship with economic development, scholarly interest has neglected how an emerging firms should decide what resources to amass and how to configure them to create customer value in a context of uncertainty in international arena (Santos & Eisenhardt, 2009). The bulk of researches on strategic orientations and reconfiguring capabilities in export performance focus on large established firm (Corner & Wu, 2012). Many of these researches focus on firms operating in western developed market and little is known about Reconfiguring capability and strategic orientations and their relationship with export performance in transition economies (Li & Liu, 2012). As such, little is known about export development of SMEs (Sapienza, Autio, George, & Zahra, 2006). Wang and Ahmed (2007) Suggested that researchers should develop more refine measure of adaptive capabilities by considering specific aspects of dynamic capabilities such as resources reconfiguration and examine it in a systematic network and provide a better understanding of what circumstances and how firms should direct their resources and capabilities in search of competitive advantage. Hence, the basic objectives of this study are to explain and predict export performance of SMEs with strategic learning orientation, entrepreneurial orientation and reconfiguring capability through the lens of dynamic capability view and resource based view (RBV).

2.1 Learning Orientation

Learning Orientation (LO) can be described as a process of information acquisition, information dissemination and shared interpretation that increases both individual and organizational effectiveness (Slater & Narver, 1995). The adoption of LO enables firm to constantly questioning the long-held assumptions about fundamental working philosophies, investigating firm's mental model and principal logic, which create understanding, competencies and better response to environment (Kaya & Patton, 2011; Slater & Narver, 1995). Several empirical studies have shown that learning orientation is a major factor in achieving better performance and competitive advantages (Bontis, Crossan, & Hulland, 2002; Brockman & Morgan, 2003; Dodgson, 1993; Tippins & Sohi, 2003). However, little empirical researches have been done on learning in exporting firms (Kaleka & Berthon, 2006). Export- Learning orientation involves acquisition of export information, sharing of export information, administration of mental export models, spreading of export vision, reaction to export information and applying export memory (Souchon etal, 2012). Hence, ability to learn and use this knowledge to address turbulent environment so as to challenge export market is the major key to achieve and sustain export performance (Day, 1992). Therefore, this study hypothesizes that:

H1: There is positive relationship between learning orientation and export performance

2.2 Reconfiguring Capability

Reconfiguration delineates firm's capabilities in identifying external opportunities through scanning and then changing asset structure of firm to take advantage of opportunities (Lin, Jiang, Wu, & Chang, 2011). Failure to align these competences as environment is changing can result to capabilities liabilities (Leonard-Barton, 1992). Reconfiguring capability (RCs) captured the need for renewal strategy (Eisenhardt & Martin, 2000). The major concern of managers is how to align substantive resources and technological resources with market conditions (Jantunen,

Puumalainen, Saarenketo, & Kyläheiko, 2005; Laursen, 2002). The contributions of reconfiguring capabilities take place in so many ways; it could positively affect the firm performance by allowing the firm to identify and respond to opportunities through developing new processes, product and services or develop contribution of ordinary capability by extending already available resources configuration in ways that result to completely new set of decision alternative (Chmielewski & Paladino, 2007).Therefore this study hypothesizes that**:**

H2: Reconfiguring capability is significantly related with export performance of SMEs

2.3 Entrepreneurial Orientatio

Limited studies have investigated the roles of entrepreneurial oriented activities and its components in achieving superior export performance. Pro-activeness, innovativeness and risk taking enable a firm to transform its economic performance (Naman & Slevin, 1993).Adopting EO in exporting SMEs would boost SMEs' export performance (Knight & Cavusgil, 2004). However some studies (Kazem & van der Heijden, 2006; Slater & Narver, 2000; Walter, Auer, & Ritter, 2006) did not return statistically significant relationship between EO and performance. This mixed findings on EO and firm performance relationship need to be further validated to confirm the relationship most especially in the context of exporting SMEs where research is still scarce. Therefore the following hypothesis is posited:

H3: There is a significant relationship between Entrepreneurial orientation (EO) and export performance

2.4 Entrepreneurial Orientation as Mediator

The basic pre-occupation of EO is reflecting the firm's willingness or attitude concerning engagement in entrepreneurial activities (Wiklund, 1999). While reconfiguring capability is an

ability to reconfigure a firm's resources and routines, in the manner envisioned and deemed appropriate by the firm principal decision maker (Zahra, Sapienza, & Davidsson, 2006). Hence, this view denotes that reconfiguring capabilities enable firm to adapt and evolve (Helfat et al., 2009). EO can give explanation on how a firm exploits its resources (Wiklund & Shepherd, 2003). Newey and Zahra (2009) Contended that it is not just endogenous shocks which cause changes, but more importantly reconfiguration can also be driven by internal entrepreneur. Hence, this study hypothesizes that:

H4; Entrepreneurial Orientation mediate the relationship between reconfiguring capability and export performance.

This study considers entrepreneurial orientation as a sufficient tool to mediate between learning orientation and export performance of SMEs based on the premises that firms are proactive organization and manager makes decision on structural change in order to learn, find new opportunity and be profitable (Karim, 2006). Entrepreneurial orientation would give explanation on why the managers of smaller organization need to learn, since he plays the significant roles in shaping the firm's future. For export firm in today's dynamic environment to achieve competitive advantage depends on its capacity to learn, knowing how to store and how to recover a good memory bank and apply it. Hence, this study hypothesizes that: H5: **Entrepreneurial orientation mediates the relationship between learning orientation and export performance.**

3. Methodology

A questionnaire survey was carried out among a population of SMEs that are participating in exporting in Nigeria. The response rate was calculated as 50% which is sufficient enough for the

study (Sekaran & Bougie, 2013). Learning Orientation (LO) was measured with Baker and Sinkula (1999) Reconfiguring capability was measured with 7 items from Jantunen et al. (2005). Export performance was measured by Experf scale of (Zou, Taylor, & Osland, 1998). Entrepreneurial orientation was measured with nine items of Covin and Slevin (1989). The present study employed a two step process to calculate and report the result of PLS-SEM path as suggested by (Henseler, Ringle, & Sinkovics, 2009). Having run PLS-SEM algorithm, the indicators with outer loading were between 0.4299 and 0.8702, and this shows individual items reliability (Hair, Hult, Ringle, Sarstedt, & 2013). The composite reliability of the study ranged between 0.7970 and 0.8702 which is considered satisfactory for internal consistency validity (Bernstein & Nunnally, 1994). The average variance extracted range between 0.521 and 0.7948, which are all above the cut off .50. The square root of the average variance extracted ranged between 0.7218 and 0.8915 which were all greater than the correlation among the latent constructs, signifying sufficient discriminant validity (Chin, 1998; Fornell & Larcker, 1981). The R^2 values for endogenous variables in this study are 0.25 for entrepreneurial orientation and 0.41 for export performance which could be described as moderate and substantial (Hair, Ringle, & Sarstedt, 2011). The effect size of each of the constructs on endogenous construct, large with F squared of 0.5043 and small with F. squared of 0.0223. The cross validated redundancy for endogenous variables are 0.2247 and 0.135 which are greater than zero and considered to have predictive relevance (Henseler et al, 2009). Standard bootstrapping procedure was used with a number of 5000 bootstrap samples and 201 cases to assess the significance of the paths (Henseler et al., 2009; Hair et al., 2013). Figure 3.1 depicts the use of boostrapping to assess the significance of the path coefficients and Table 3.1 shows the result of the structural model

Table 3.1

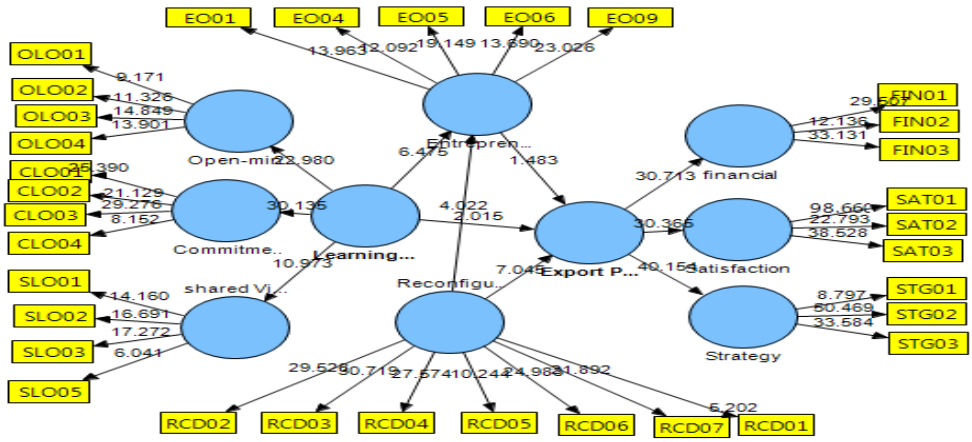
The Result of the structural Model and Mediator

H	Relationship	βeta	Standard Error	T.Value	P. value
H1	Learning Orientation -> Export P.	0.1262	0.0626	2.0146	0.02
H2	Reconfiguring C. ->Export P.	0.5713	0.0811	7.0453	0.00
H3	Entrepreneurial O.-> Export P.	0.1221	0.0823	1.4831	0.06
H4	Reconfiguring C->Entrepreneurial O.->Export P.	0.2874	0.0713	1.3589	0.09
H5	Learning O->Entrepreneurial O.->Export P	0.4051	0.0636	1.4316	0.08

***P<0.00;**P>0.05: *P<0.1

Figure 3.1

The full Structural Model



4. Discussion

The result (β=0.1262, t=2.0146, p<0.02) of the relationship between learning orientation and export performance in the study is consistent with the previous studies (Akyol & Akehurst, 2003; Cadogan, Cui, & Li, 2003; Day, 1992; Song, Joo, & Chermack, 2009; Souchon, Sy-Changco, & Dewsnap, 2012). Ability to learn and apply this knowledge to turbulent environment and challenge export market is the major key to achieve and sustained competitive advantage (Day, 1992). Secondly, the outcome of PLS model's estimate (β=0.5713, t=7.0453, p<0.00) on the relationship between reconfiguring capability and export performance returned statistically significance result to support the hypothesis. This finding is consistent with prior study (Abiodun & Rosli, 2014**),** and the findings of this study provide empirical support for dynamic capability theory which lays emphasis on the ability to orchestrate change and reconfigure the asset base in order to take the advantage of new opportunity (Jantunen, et al., 2005). Thirdly, the result (β=0.1221, t=1.4831, p<0.06) is also consistent with earlier studies (Baker & Sinkula, 2009; Balabanis & Katsikea, 2003; Boso, Cadogan, & Story, 2012; Calantone, Kim, Schmidt, & Cavusgil, 2006; Cavusgil, 1984; Lechner & Gudmundsson, 2014; Wiklund & Shepherd, 2003; Zahra & Covin, 1995) which suggested relationship exists between entrepreneurial orientation and firm/export performance. Fourthly, the mediating effect calculated through the spreadsheet of coefficient generated by war PLS (Kock, 2014), indicates that (β=0.2874, t=1.3589, p<0.09) entrepreneurial orientation mediate between reconfiguring capability and export performance. The ownership perception of opportunities is used to underpin changes in existing routines or resources configuration, their willingness to undertake such changes and their ability to implement the change. (Woldesenbet, Ram, & Jones, 2012). Fifthly, the mediating effect calculated through the spreadsheet of coefficient generated by war PLS (Kock, 2011), the result

(β=0.4051), t=1.4316, p<0.08) shows that entrepreneurial orientation mediate the relationship between learning orientation and export performance. This is consistent with the view that Entrepreneurial orientation would give explanation on why the managers of smaller organization need to learn, since he plays the significant roles in shaping the firm's future (Souchon et al., 2012).

5. Conclusion

This study makes contribution to the literature of entrepreneurship and strategic management research by investigating the impact of reconfiguring capabilities and strategic learning and entrepreneurial orientation on export performance of SMEs. To the best of the knowledge of this study, these effects have not been empirically investigated in previous study in this approach. Even though there have been studies on strategic orientations and export performance (Cadogan, 2012; Knight & Cavusgil, 2004). This study in particular complements the existing study and the result suggests that it is not only the ability to learn and apply this knowledge and challenge export market old assumptions to achieve and sustain competitive advantage (Day, 1992), but also the ability of firm to create new asset configuration that have strategic impact on export performance. The findings of this study provide empirical support for dynamic capability view which lays emphasis on the ability to orchestrate change and reconfigure the asset base in order to take the advantage of new opportunity (Jantunen, et al., 2005). Reconfiguring capability significantly related to export performance, shows that reconfiguring capabilities are learned and stable blueprint of combined activities through which the organization steadily generates and transform its operating routines in order to improve efficiency and effectiveness (Zollo & Winter, 2002). This finding has also joined the host of prior studies on learning orientation to

subscribe that learning orientation -export performance implication represents area of building a cumulative body of relevant knowledge about entrepreneurship and stresses the fact that exporting SMEs are likely to benefit from pursuing learning orientation.

Entrepreneurial orientation mediates the relationship between reconfiguring capability, learning orientation and export performance, which denotes that reconfiguring capability and learning orientation possessed by an exporting entrepreneur would identify new combination of productive resources within the firm and extend the frontiers of capability, and connecting several ventures with different resources and enhance the ongoing adaptation of exporting since the linkage improves overall innovation management that would enable the firm to reconfigure its resources and provide way to experiment new idea (Borch & Madsen, 2007; Dougherty & Hardy, 1996).

Therefore, Manager who put relatively more emphasis on profitability could invest more in reconfiguring their assets Such SMEs' manager could emphasize capability development and market penetration in their exporting activities as such effort would enhance processes needed to learn from disappointment, recognition of failure, interpretation of result into exporting model that can be tested and better action taking routine in export arena. Firms should also be proactive, innovative, and strategic and take measure of calculated risk to improve their export performance. Managers should recognize that their ability to adapt to external environmental changes is only the key driver to sustainable export performance. Hence, skills should be honed to spot growth options from other development initiatives, executing reconfiguring option required different operating capabilities that have to be reconfigured, coordinated and integrated for maximum competitive advantage in export arena (Newey & Zahra, 2009). The managerial implication of learning orientation impact on export performance

implies that export growth is optimal at very high levels of response to export information which is promoted by commitment to learning, open-mindedness, shared vision, acquisition and distribution of export information and management of mental model.

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