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Abstract

Purpose- This paper aims to examine the relationship between Market Orientation (MO) (Proactive Market Orientation (PMO) and Responsive Market Orientation (RMO) and Export Performance (EP) as well as the mediating role of Environmental factors (network capacity, market turbulence and technological turbulence) in shoe manufacturing industries. Design/Methodology/Approach- Structured questionnaire were distributed to export managers or marketing managers of 80 shoe manufacturing companies which deal in export operating in Agra district. Multiple regression analysis is performed to test the research hypotheses. Findings- The results reveal that both forms of MO viz., PMO and RMO positively affect EP with RMO having larger impact on EP. The findings also suggest that the relationship between proactive market orientation and export performance is stronger when the firms have high network capacity and operate in high technological turbulent environment and low market turbulent environment. Likewise, in case of high network capacity, low market turbulence and high technological turbulence the relationship between responsive market orientation and export performance becomes weaker. Research Limitations- A wider sample can be used for future study by including other export industries like Petha and Handloom Industry. The same study can also be done based on longitudinal data and including other environmental factors like competitive intensity including competition on quality and competition on price. Practical Implications- This study is useful for shoe exporters to achieve their optimal level of proactive and responsive market orientation by considering environmental factors. It emphasizes the importance of both forms of market orientation in this dynamic environment.

Key Words: Market orientation, Export Performance, External environmental Factors