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## THE EFFECT OF USING PROMOTION PROGRAMS ON EXPORT PERFORMANCE WITH MEDIATING OF MANAGEMENT'S UNDERSTANDING OF ENVIRONMENT AND COMMITMENT

The aim of this study was the effect of using promotion programs on export performance with the mediating of management perception of the environment, and export commitment with considering export knowledge and strategy in tile export companies in Yazd province. Research method in terms of purpose, applied; Depending on the method of data collection or the nature and method of research, it was descriptive-survey. The statistical population in this study included all employees of the export department of tile export companies in Yazd province, 325 people, who were selected as a sample size using a simple random sampling method and Cochran's formula. In this study, the standard export marketing questionnaire of Shamsuddoha and Yunus Ali was used. In order to measure the validity of content and structure validity and in order to measure the reliability, Cronbach's alpha coefficient and combined reliability coefficient were used. The obtained coefficients showed the validity and appropriate reliability of the instrument. The research data were analyzed in two parts: descriptive (mean, standard deviation, table, figure and graph) and inferential (structural equation modeling) using Amos software. The results showed that the use of export promotion program has an effect on export knowledge (0.33) and export performance (0.55). Export knowledge affects management's understanding of the export environment (0.48), export commitment (0.76) and export strategy (0.36). Management perception of the export environment affects the export strategy (0.82). Export commitment affects export strategy (0.20) and export performance (0.63). Also, export strategy affects export performance (0.52).

**Key words:** promotion programs, export performance, management understanding, export knowledge, export commitment, export strategy.

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### Экспорттық бағдарламаларды пайдалану арқылы экспорт тиімділігіне басқару түсінігі мен экспорттық міндеттемелердің делдалдық әсері

Бұл зерттеудің мақсаты – Йезд провинциясындағы плитка экспорттайтын компанияларда экспорттық білім мен стратегияны ескере отырып, экспорттық бағдарламаларды пайдалану арқылы экспорт тиімділігіне басқару ортасын түсіну және экспорттық міндеттемелердің делдалдық әсерін зерттеу. Зерттеу мақсаты бойынша қолданбалы, ал мәліметтерді жинау әдісіне сәйкес сипаттамалық-сауалнамалық болды. Зерттеудің статистикалық жиынтығы Йезд провинциясындағы плитка экспорттайтын компаниялардың экспорт бөліміндегі 325 қызметкерден тұрды, олар кездейсоқ іріктеу және Кокран формуласы арқылы таңдалды. Зерттеуде Шамсуддоха және Юнус Алидің стандартты экспорттық маркетинг сауалнамасы қолданылды. Мазмұн мен құрылымның жарамдылығын тексеру үшін мазмұндық валидтілік және құрылымдық валидтілік бағаланды, ал сенімділікті тексеру үшін Кронбах альфа коэффициенті мен біріктірілген сенімділік коэффициенті қолданылды. Құралдың жарамдылығы мен сенімділігі жоғары екені анықталды. Мәліметтер Amos бағдарламасы арқылы сипаттамалық (орташа, стандарттық ауытқу, кестелер, диаграммалар) және талдау (құрылымдық теңдеулер моделі) бөлімдерінде зерттелді. Нәтижелер көрсеткендей, экспорттық бағдарламаларды пайдалану экспорттық білімге (0,33) және экспорт тиімділігіне (0,55) әсер етеді. Экспорттық білім басқарудың экспорттық ортаны түсінуіне (0,48), экспорт міндеттемесіне (0,76) және экспорт стратегиясына (0,36) әсер етеді. Басқару ортаны түсіну экспорт стратегиясына (0,82) әсер етеді. Экспорт міндеттемесі экспорт стратегиясына

және экспорт тиімділігіне (0,63) әсер етеді. Сондай-ақ, экспорт стратегиясы экспорт тиімділігіне (0,52) әсер етеді.

**Түйін сөздер:** экспорттық бағдарламалар, экспорт тиімділігі, басқару түсінігі, экспорттық білім, экспорттық міндеттеме, экспорт стратегиясы.

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### **Влияние программ экспортного продвижения на эффективность экспорта с учетом понимания экспортной среды и экспортных обязательств**

Целью данного исследования было изучение влияния программ экспортного продвижения на эффективность экспорта с посредничеством, восприятие управления экспортной средой и экспортных обязательств, с учетом экспортных знаний и стратегии на примере компаний, занимающихся экспортом плитки в провинции Йезд. Метод исследования по цели – прикладной, по способу сбора данных – описательно-опросный. Статистическая совокупность исследования включала 325 сотрудников экспортного отдела компаний по экспорту плитки в провинции Йезд, которые были выбраны методом простой случайной выборки по формуле Кохрана. В исследовании использовалась стандартизированная анкета по экспортному маркетингу Шамсуддохи и Юнуса Али. Для проверки валидности применялись показатели содержательной и структурной валидности, для оценки надежности – коэффициент альфа Кронбаха и комбинированный коэффициент надежности. Полученные коэффициенты подтвердили высокую валидность и надежность инструмента. Данные были проанализированы с использованием программного обеспечения Amos в двух частях: описательной (среднее значение, стандартное отклонение, таблицы, диаграммы) и аналитической (моделирование структурных уравнений). Результаты показали, что программы экспортного продвижения влияют на экспортные знания (0,33) и эффективность экспорта (0,55). Экспортные знания влияют на понимание экспортной среды управлением (0,48), экспортные обязательства (0,76) и экспортную стратегию (0,36). Понимание экспортной среды влияет на экспортную стратегию (0,82). Экспортные обязательства влияют на экспортную стратегию (0,20) и эффективность экспорта (0,63). Также экспортная стратегия влияет на эффективность экспорта (0,52).

**Ключевые слова:** программы продвижения, эффективность экспорта, понимание управления, экспортные знания, экспортные обязательства, экспортная стратегия.

## **Introduction**

Given the importance of exports in advancing economic affairs, governments and companies try to increase their share of the economy through influence in export markets (Amirkabiri et al., 2017). Different markets have different potentials, and companies seek to maximize the potential of those markets by being present in foreign markets. Being present in different markets reduces the dependence of companies on a specific market. Due to the existence of different competitors with different capabilities and awareness of foreign environments, it provides companies with the opportunity to learn more. With this approach, companies save themselves from being trapped in a market that may be in recession. Therefore, governments propose exports as the driving force of economic progress. (Tintelnot, 2017). In the meantime, the correct use of ex-

port promotion programs is one of the strategies that has been most used for the internationalization of companies (Efrat et al., 2018).

Today, the foreign trade sector is considered one of the most important economic sectors in all countries, especially developing countries. In Iran, to have growth, economic development, and employment, there is no choice but to develop and improve the performance of non-oil exports by interacting with global markets. Therefore, in this regard, the effective factors should be known so that policymakers try to improve and strengthen them when necessary. Given that increased exports lead to a positive trade balance and generate foreign exchange for exporting countries, which ultimately leads to strengthening the national currency, governments consider various incentives for companies active in exports, which are designed to transfer knowledge and train exporters active in foreign markets (Sepanlo & Qa-

nbari, 2011). The most important obstacles in the way of developing the country's non-oil exports are the lack of applied research and also the lack of accurate knowledge of the private and public sectors about marketing techniques and tools (Farrokhi & Mohammadi, 2018).

Extensive research in the field of export marketing has examined the factors affecting the export of companies in a relatively large amount. Different governments take different approaches to encourage exports to increase the country's exports through direct and indirect support. but little research has been done to systematically assess the causal relationship between them and companies' export performance. None of the research conducted on this issue in the tile industry in Iran has shown the effect of export promotion methods on the management factors of companies that benefit directly through government support methods. The main objective of this research is to test the conceptual model of factors affecting the export performance of companies active in the tile industry.

Yazd province is one of the main hubs of the tile and ceramic industry in Iran, which has led to the creation of many jobs. While this industry has great potential for presence in export markets, it is also facing numerous problems. It is necessary to express the problems and dilemmas of industries and economic activists in this field. Although Iran is currently the sixth largest producer of tile and ceramic in the world, three million square meters of tile and ceramic are imported into the country annually. Therefore, this amount of import is very small compared to the volume of our export, and in addition to interacting with other countries to import ceramic tile products into the country; it also has the possibility of competition and increasing the quality of domestic products. The lack of export planning by the government is one of the most important challenges for the country's ceramic tile industry. Also, despite the efforts made, due to the lack of economic advisors, the ideal goals have not been achieved in the development of ceramic tile export, and the trade affiliates to whom Iranian exports are sent do not have sufficient knowledge of this field. Given the problems mentioned, this study seeks to investigate the effect of using promotion programs on export performance concerning the mediating role of management perception of the environment and export commitment with considering knowledge and export strategy in tile export companies in Yazd province.

## Literature review

Government officials, decision-makers, and researchers generally agree that exports lead to economic growth, job creation, and income in the country. Companies have serious doubts about entering foreign markets due to their lack of experience in foreign markets, lack of necessary capabilities, lack of export culture, and financial constraints. For this reason, governments, in addition to providing various export incentives and creating obstacles for importing similar domestically produced goods, are trying to enable their presence in international markets in this way (Srhoj & Wagner, 2020). Government incentives, creating an export culture in the organization, strengthening internal capabilities, identifying market opportunities, and adapting to export market conditions are among the ways that enable companies to penetrate in export markets and sell their products (Arneja & Sharma, 2024). Next, the research variables and their related hypotheses are studied in the literature.

### *Managers' perception of export markets*

There are several obstacles to internationalization and presence in international markets for companies, some of which are domestic and some are foreign. In the area of domestic obstacles, management characteristics and managers' understanding of export are one of the influential components. Managers should not have a limited perspective in their decision-making and focus solely on benefits and cost calculations, but should try to use experience, update knowledge and understanding of export achievements to provide an infrastructure for export in the organization (Hultman et al., 2009). Managers can obtain export information through training, information gathering, and other people's experiences. the more they know about the market environment, the greater their contribution to strategy development. Presence in foreign markets makes the company use its strengths in the way of market opportunities and eliminate its weaknesses by identifying market threats (Boiten, 2018). Therefore, according to the above topic, the following hypotheses can be tested:

Hypothesis 1: Management's understanding of the export environment affects export performance.

Hypothesis 2: Management's understanding of the export environment affects export strategy.

### ***Export commitment***

Export commitment is actually the desire to allocate internal resources including financial, human and management perspective to create a competitive advantage to use the opportunities of international markets. Management can improve export performance according to successful export marketing strategies) Negeri & Ji, 2023). Presence in foreign markets, especially markets where competition is high, makes managers more committed than before. Commitment to prioritizing export programs, allocating sufficient budget for export, aligning organizational resources for use in export, etc. (Machado et al., 2018).

Commitment to export requires proper planning and alignment of organizational resources. This means reducing environmental uncertainty and creating a common organizational vision for entering international markets. Therefore, companies commit to investing more resources in implementing effective export strategies to take advantage of internationalization opportunities and cover weaknesses according to their capabilities. Allocating more resources to promotional programs creates a high level of satisfaction and desirable results for export. Companies that pay more attention to export will have a more positive view of export (Naseri & Arabi, 2018). Therefore, according to the above topic, the following hypotheses can be tested:

Hypothesis 3: Export commitment affects export strategy.

Hypothesis 4: Export commitment affects export performance.

### ***Export strategy***

The main focus of marketing strategy is the appropriate and timely allocation of resources and the creation of the necessary synergy to achieve the desired goals of organizations and companies (Sudirj, 2023). Companies adopt two distinct export strategies. The first is to expand the market and enter international markets where they have the potential to be present in that market given their competitive advantages. The goal of these companies is to increase sales and improve export performance. They are less sensitive to changes in the domestic market environment and try to take full advantage of new market opportunities. The second strategy is to avoid exporting and focus on the domestic market and be sensitive to the domestic market environment. The goal of companies in this strategy is to reduce costs and increase productivity and sales in domestic markets (Wang & Ma, 2018).

Being in international markets means moving towards an open economy, using successful export strategies and paying attention to the needs and demands of customers at the international level. In order to succeed in this matter, the leading private sector and government support must also be provided. Attending well-known and relevant international exhibitions is one of the methods of using opportunities and introducing the company's products and services at the international level (*Geldres-Weiss et al.*, 2018). Therefore, the following hypothesis is proposed:

Hypothesis 5: Export strategy affects export performance.

### ***Export knowledge***

Companies acquire export knowledge through analysis, understanding the market and competitors, and experience gained from being present in markets (Di Fatta et al., 2019). It can be considered an intangible resource. Due to extensive experience in foreign markets, export knowledge becomes a strategic asset and can be a competitive advantage for improving company performance. Companies that have extensive experience, especially successful experience in export markets, have greater and deeper knowledge of customers. Companies equipped with export knowledge overcome obstacles faster and at lower cost, ultimately leading to better performance) Negeri & Ji, 2023). Export knowledge is an asset like a brand that is not included in any of the financial statements but distinguishes the company from others. Being up-to-date, using new technologies, and knowing how to manage and deal with the complexities of the market allows companies to act better than before in formulating a strategy and to consider all the factors affecting it (Samiee & Walters, 1999; Shamsuddoha & Yunus Ali, 2006) Managers with higher commitment continuously monitor export markets and try to maximize opportunities. They mobilize all organizational resources to improve export performance (Haddoud et al., 2019). Therefore, according to the above topic, the following hypotheses can be tested:

Hypothesis 6: Export knowledge affects management's understanding of the export environment.

Hypothesis 7: Export knowledge affects export strategy.

Hypothesis 8: Export knowledge affects export commitment.

Hypothesis 9: Export knowledge affects export performance.



### ***Export promotion programs***

Export promotion is a priority for many policy-makers in different countries. Export promotion programs allow governments to have fewer restrictions on foreign exchange management and allocation of foreign exchange for import. Their goal is to help export managers and executives to make better use of government incentive programs and overcome operational barriers to export. Export promotion programs increase managers' knowledge and understanding of international markets (Behzadnia et al., 2019) In Iran, due to the sanctions, incentives to improve exports have become different than before. Using appropriate diplomacy in foreign policy to use the potential in neighboring countries, providing the necessary infrastructure for using the national currencies of neighboring countries, providing export guarantees, activating the Chamber of Commerce, export awards for goods and services, exemption from import duties and value added for temporarily imported and semi-manufactured goods, etc. (Akbari et al, 2021) Francis & Collins (2017) found in a study that most export promotion programs affect companies' perceptions and knowledge of export, in addition, export promotion programs, proportional to the level of involvement of companies in the export process, affect their performance. Malca et al. (2020) found in a study that the empirical knowledge provided by business promotion programs positively affects the resources and performance of export companies. Export promotion programs, by providing information and awareness of the benefits of exporting and the opportunities available in the market, lead to increased capabilities and knowledge required to carry out companies' export operations. Increased knowledge leads to the development of better strategies to overcome the complexities and barriers of export markets, which in turn affects the export performance of companies (Barney, 1991; Leonidou, 2011). Therefore, according to the above topic, the following hypotheses can be tested:

Hypothesis 10: The use of export promotion programs has an impact on management's understanding of the export environment.

Hypothesis 11: The use of export promotion programs has an impact on export knowledge.

Hypothesis 12: The use of export promotion programs has an impact on export commitment.

Hypothesis 13: The use of export promotion programs affects export performance.

### ***Export performance***

Due to the complexity of the international market environment, there are more factors affecting exports than sales in domestic markets. On the other hand, the company's control and access to foreign markets is more limited. Therefore, paying attention to sales and financial performance in this area, along with the appropriate strategy, can overshadow export performance. Managers can improve company performance by identifying influential factors, better understanding foreign markets, and developing an appropriate strategy. (Ayob & Freixanet, 2014; Helm & Gritsch, 2017).

When a company succeeds in selling its products and services in foreign markets, it is referred to as export performance. In fact, the amount of export is calculated as a part of the company's sales but in foreign markets. When a company penetrates a foreign market, it actually tries to change the product according to the needs of the new market, determine the price based on the competition and conditions in that market, and evaluate it in international markets (Negeri & Ji, 2023).

### ***Methodology***

The research method was applied in terms of purpose, quantitative in terms of data type; Depending on the method of data collection or the nature and method of research, it was descriptive-survey. The statistical population in this study included all employees of the export department of tile export companies in Yazd province (325 people). The research sample was 172 people who were selected by a simple random sampling method. In this study, a questionnaire was used to collect information. For data collection, the standard questionnaire of export marketing of Shamsuddoha and Yunus Ali (2006) with 42 items was used.

Descriptive and inferential statistics have been used to analyze the data. In the descriptive part of this article, the average, Average Shared Squared Variance, and Maximum Shared Squared Variance of each variable are presented, which were done by SPSS software. In the inferential part, the research hypotheses were tested using structural equation modeling by Amos software.

**Table 1** – Distribution of questions and questionnaire variables

Dimensions		Questions
Management understanding of the market environment		1-4
Export commitment		5-7
Export knowledge		8-10
Export strategy		11-16
Export performance		39-42
Export promotion programs	Trade fairs	24-26
	Export subsidies	17-19
	Export Awards	20-23
	Product brand	27-30
	Export insurance	31-34
	Product packaging	35-38

Note – compiled by authors based on the survey data

The validity of the questionnaire was confirmed in terms of form and content by several experts, the validity was confirmed by calculating the slope and the validity was confirmed by calculating the square root of the AVE. The reliability of the questionnaire was obtained through Cronbach’s alpha for the whole questionnaire of 0.898. Data were analyzed using Cronbach’s alpha tests, Average Shared Squared

Variance (ASV), AVE root matrix, Kolmogorov-Smirnov, confirmatory factor analysis, and t-test. Based on the obtained data, the reliability of the dimensions is confirmed because Cronbach’s alpha and combined reliability coefficient is above 0.7 and also  $AVE > 0.5$ . Convergent validity is confirmed because  $CR > 0.7$ ;  $CR > AVE$ ;  $AVE > 0.5$  as well as divergent validity is also confirmed because  $MSV < AVE$ .

**Table 2** – Questionnaire information and calculation of validity and reliability

Dimensions	Cronbach’s alpha	CR	AVE	MSV	ASV	1	2	3	4	5	6
Management understanding of the market environment	0.812	0.835	0.55	0.456	0.320	0.741	--	--	--	--	--
Export knowledge	0.862	0.883	0.53	0.169	0.012	0.721	0.821	--	--	--	--
Export commitment	0.753	0.750	0.52	0.420	0.416	0.652	0.810	0.785	--	--	--
Export strategy	0.790	0.711	0.51	0.492	0.246	0.645	0.800	0.780	0.622	--	--
Export performance	0.811	0.793	0.59	0.388	0.049	0.611	0.788	0.634	0.572	0.689	--
Export promotion methods	0.859	0.800	0.61	0.406	0.444	0.551	0.753	0.599	0.438	0.592	0.716

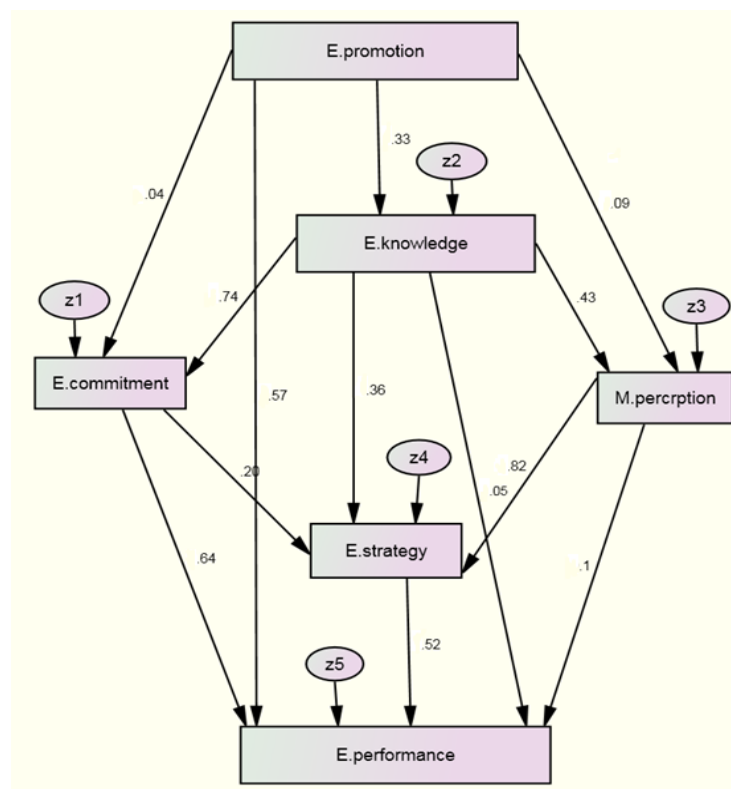
Note – compiled by authors based on the survey data

## Results and Discussion

Structural equations were used to analyze the data obtained from the questionnaire and in accordance with the research hypotheses using Amos

statistical software. The following figure shows the research model based on standard coefficients:

Table 3 shows the path coefficients along with the values of t for the main hypothesis. As it turns out, some of the routes tested are accepted.



**Figure 1** – Research model in the mode of estimating standard coefficients  
 Note – compiled by authors based on the survey data

**Table 3** – Path coefficients and t values for research hypotheses

Path	Factor load	Critical ratio	Significance level
Use Export Promotion Program ---> Management understands of the export environment	0.09	1,620	0.104
Use Export Promotion Program ---> Export Knowledge	0.33	4,166	0.08
Use Export Promotion Program ---> Export Commitment	0.04	1,247	0.450
Use Export Promotion Program ---> Export Performance	0.57	7,447	0.00
Export knowledge ---> Management understanding of the export environment	0.43	5,422	0.03
Export knowledge ---> Export commitment	0.74	8,110	0.018
Export knowledge ---> Export strategy	0.36	9,612	0.00
Export knowledge ---> Export performance	0.05	0.867	0.640
Management understanding of the export environment ---> Export strategy	0.82	3,569	0.00
Management understanding of the export environment ---> Export performance	0.1	-1,681	0.092
Export Commitment ---> Export Strategy	0.2	4,485	0.00
Export Commitment ---> Export Performance	0.64	6,027	0.00
Export Strategy ---> Export Performance	0.52	6,411	0.00
Note – compiled by authors based on the survey data			

According to Chi-square and RMSEA criteria, this model does not provide a good fit for the data. Table 4 lists the most important and common fitting indices. As can be seen in the table below, some indicators are statistically sufficient. Therefore, it can be said with certainty that the researchers' perception of these in-

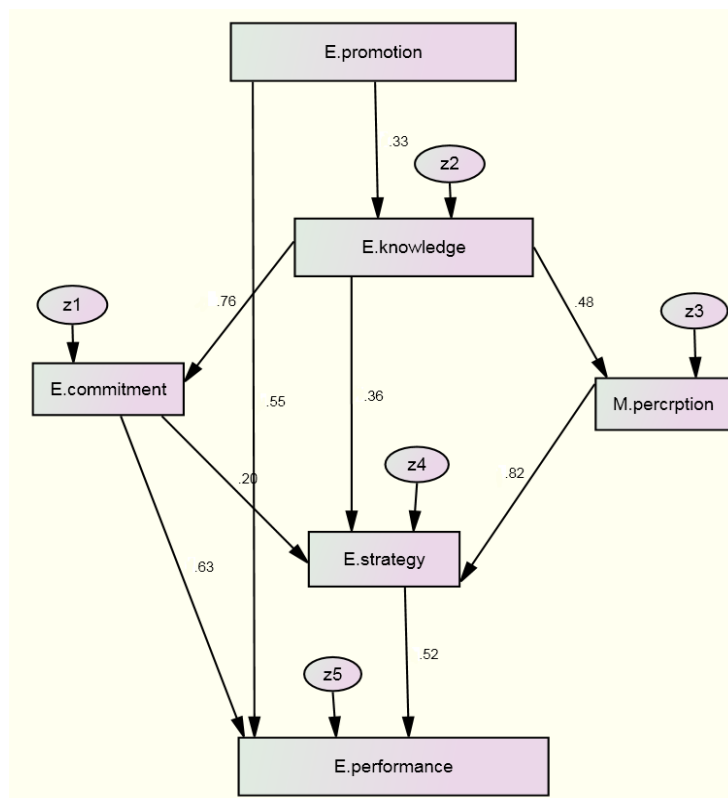
dicators has not reached a relatively complete fit. And some effects that do not have a proper meaning should be removed from the model and re-modeled.

Table 5 shows the path coefficients along with the values of t for the main hypothesis. As it turns out, the routes being tested are accepted.

**Table 4** – Selection of important fitting indicators of the drawing model

Indicator	amount	Acceptable fit
(chi-square) / df	<b>12.667/2</b>	<3 good
GFI	0.88	Larger than 0.8
AGFI	0.74	Larger than 0.8
CFI	0.89	Greater than 0.9
RMSEA	0.165	Less than 0.1

Note – compiled by authors based on the survey data



**Figure 2** – Research model in the mode of estimating standard coefficients

Note – compiled by authors based on the survey data



**Table 5** – Path coefficients and t values for research hypotheses

Path	Factor load	Critical ratio	Significance level
Use Export Promotion Program ---> Export Knowledge	0.33	4,166	0.002
Use Export Promotion Program ---> Export Performance	0.55	7,818	0.00
Export knowledge ---> Management understanding of the export environment	0.48	9,425	0.00
Export knowledge ---> Export commitment	0.76	8,102	0.013
Export knowledge ---> Export strategy	0.36	9,612	0.00
Management understanding of the export environment ---> Export strategy	0.82	3,569	0.00
Export Commitment ---> Export Strategy	0.20	4,485	0.00
Export commitment ---> Export performance	0.63	6,760	0.005
Export Strategy ---> Export Performance	0.52	8,828	0.00
Note – compiled by authors based on the survey data			

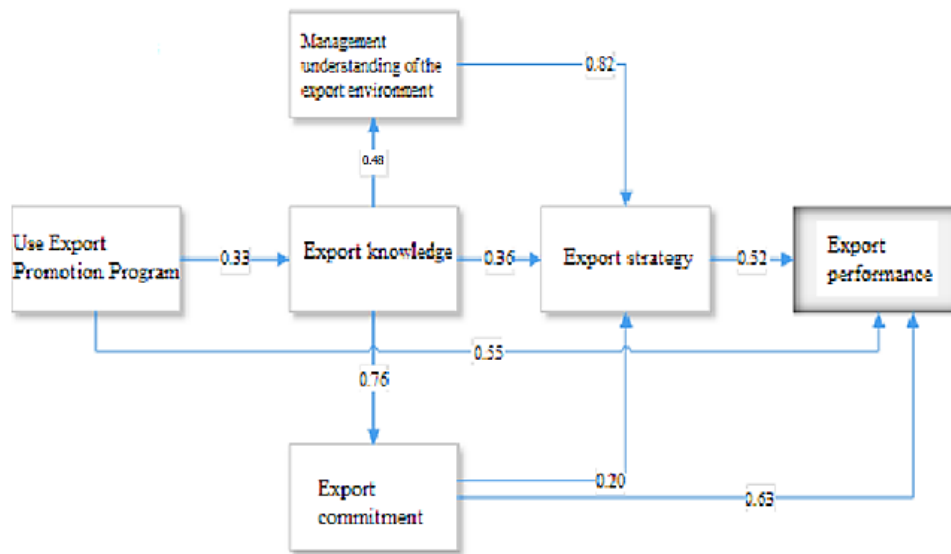
According to Chi-square and RMSEA criteria, this model provides a good fit for the data. As shown in the table below, the indicators are statistically sufficient. Therefore, it can be said with certainty that the researchers have achieved a relatively complete fit of these indicators.

According to the data analysis, the conceptual model of the research (Based on the Shamsuddoha & Yunus Ali (2006) model) is confirmed as follows.

Therefore, it is inferred that the use of the export promotion program affects export knowledge (0.33) and export performance (0.55). Export knowledge affects management perception of the export environment (0.48), export commitment (0.76), and export strategy (0.36). Management perception of the export environment affects the export strategy (0.82). Export commitment affects export strategy (0.20) and export performance (0.63). Also, export strategy affects export performance (0.52).

**Table 6** – Selection of important fit indicators of the drawing model

Indicator	amount	Acceptable fit
(chi-square) / df	<b>12.667/6</b>	<3 good
GFI	0.88	Larger than 0.8
AGFI	0.74	Larger than 0.8
CFI	0.89	Greater than 0.9
RMSEA	0.165	Less than 0.1
Note – compiled by authors based on the survey data		



**Figure 3** – Research model  
 Note – compiled by authors based on the survey data

### Conclusion

The results of this study showed that: The impact of export promotion program on export knowledge was consistent with the research of Francis & Collins (2017). The impact of export promotion program on export performance was consistent with the research of Gencturk & Kotabe (2001) and Sharma et al. (2018). The impact of export knowledge on management understanding of the export environment and export commitment and the impact of export knowledge on export strategy was consistent with the research of was consistent of Shamsuddoha & Yunus Ali (2006) and Vazifehdust & Zarinnegar (2009). The impact of export commitment on export strategy was consistent with the research of Shamsuddoha & Yunus Ali (2006). The impact of export commitment on export performance was consistent with the research of Negeri & Ji (2023) and Arslan-deri (2020). The impact of export strategy on export performance was consistent with the research of Hosseinzadeh shari & Golami (2015) and Seyednezhad Fahim & Eghdami (2023). The impact of management understands of the export environment on export strategy was consistent with the research of Shamsuddoha & Yunus Ali (2006), and Vazifehdust & Zarinnegar (2009).

Data analysis in tile exporting companies in Yazd province showed that the perception of managers of companies active in the tile industry does not have a direct impact on export performance. Export promotion programs also do not directly

affect export commitment and managers' perception of the export environment. The direct impact of export knowledge on performance was also not proven. Therefore, the perception of managers active in the tile industry alone does not lead to better performance because other necessary platforms and tools must be provided for better performance in export markets. The attitude of companies active in the tile industry to export knowledge shows that more knowledge is provided for strategy formulation and by relevant experts so that they can improve their performance in this way. The preoccupation of managers active in this industry with administrative and daily bureaucracy on the one hand and a slogan-like view of export promotion programs has caused the effectiveness of this program to be overshadowed.

Export promotion programs (especially those provided by the government) make managers think more about exporting and entering foreign markets. These incentives make them try to increase their export knowledge so that with better understanding, it is possible to overcome intellectual and operational barriers in exporting. Lack of sufficient knowledge and experience among managers affects their understanding of foreign markets. In fact, export promotion programs can be a driving force for changing managers' perceptions, perspectives, behavior, and export performance. They try to be more flexible in allocating resources by increasing their abilities and capabilities. They use export promotion programs as a catalyst to improve export performance. In ad-

dition, export promotion programs can be used to strengthen organizational competencies (including increasing export knowledge and foreign trade interactions) and institutionalize export culture within the organization (such as participation of all departments in exports, more committed managers and human resources, understanding the potential of export markets, using experiences and perspectives to internationalize activities). This information leads them to develop an export strategy that is appropriate to the company's potential. Developing export strategies allows a plan to be prepared for presence in international markets that is appropriate to the company's capabilities and strengths. Optimal use of market opportunities will lead to improved export performance.

The results showed that companies active in the tile industry in Yazd province should pay special attention to their export commitments. Considering the delay in delivering export shipments to customers and the lack of attention to export commitments, it is a fundamental problem that should be given great attention. Most industries lack specific export strategies, which has affected their export performance. Managers and decision-makers are not in the atmosphere of export due to the extensive international sanctions in recent years and are not aware of the potential of international markets. The culture within companies is such that they focus on the domestic market and do not believe in exports. Therefore, according to the research findings, it is recommended that tile industry officials in Yazd province, considering the international sanctions and the lack of active presence in international markets in recent years, update their export knowledge and make efforts to update their required data and information and increase their knowledge of inter-

national markets. Identify and analyze factors affecting the internal and international environment. In the internal environment: Inform managers and officials about the importance of export, point out the need to generate foreign exchange for the industry, institutionalize the culture of export within the company, consider increasing the capabilities, competencies, and knowledge of managers and human resources, prioritize formulating strategies for presence in international markets in line with the company's infrastructure and capabilities, and pay special attention to marketing mix variables with respect to the target markets. Managers should make the most of incentive programs and try to stop slogan-like actions to satisfy upper-level managers. It seems that managers have become involved in organizational autism and dependence on the office is their priority. In order to get rid of these conditions, they need to fundamentally change their thinking in this area. Optimal use of the opportunities provided by the government and experts can further improve their performance in the field of export.

#### Limitation and direction for future research

This research, like other research, has limitations that should be considered by researchers in future research. In this research, the statistical population was limited to Yazd province and the tile industry. With further research in different industries and in different countries with a larger statistical population and sample, the impact of each of the model variables can be better understood. On the other hand, due to international banking sanctions in Iran, exporters use various methods to circumvent exports and receive funds, which can affect the impact of each of the variables.

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