



## The Effect of Entrepreneurial Orientation on Export Performance with the Mediating Role of Export Channel Selection and Moderating Institutional Distance

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### **Abstract**

The main purpose of this research is to investigate the effect of entrepreneurial orientation on export performance with the mediating role of export channel selection and moderating institutional distance. This research is practical in terms of classification based on the purpose, and in terms of classification based on the method, it is descriptive research of the correlation type. The statistical population of this research is all senior managers of non-oil exporting companies, numbering 3500 people. The data collection tool in this research was standard questionnaires, the reliability of which was confirmed before distribution using Cronbach's alpha index. A total of 347 questionnaires were collected Convenience Sampling. The collected data were analyzed through SPSS and Smart-PLS software, and research hypotheses were investigated with the help of structural equation modeling. The results of the research showed that entrepreneurial orientation has a positive effect on export performance with the mediating role of export channel selection. The moderating role of institutional distance was not confirmed.

**Keywords:** *Entrepreneurial Orientation; Export Performance; Export Channel Selection; Institutional Distance*

### **Introduction**

Nowadays, the saturation of domestic markets and the gradual disappearance of commercial borders in global markets have caused many companies to seek to enter international markets and reach a suitable position in these markets in order to ensure their survival and growth. Due to the tight competition that exists in these markets, today small and medium-sized companies have become important players in the field of international trade, due to their capabilities such as flexibility in producing new products, possessing new technology and knowledge and the ability to quickly respond to continuous environmental changes play a key role in international trade (Ishii, 2021). Also, the vital role of these companies is increasing due to their high potential in creating employment and generating income during the recession of larger companies. In the last decade, many countries, especially developing countries, have realized the value of small and medium companies. With their significant

exports, these companies play an important role in the economic growth and development of countries, so that today almost all countries are trying to develop these companies in their industrial structure (Darvishi, 2022). In Iran, which is a developing country and the efforts are aimed at removing its economy from a single-product state and dependent on oil exports, the importance of these companies has become more apparent. Therefore, in this research, the impact of entrepreneurial orientation on Market-specific export performance is discussed according to the mediating role of export channel selection and inter-structural distance adjustment.

### **Research Problem**

Small and medium-sized companies are increasingly facing the challenges and opportunities in international markets and are among the main factors of international trade, along with larger companies. These companies have faced a crisis with the increasing globalization of markets, the strengthening of global value chains, technological advances, etc. These conditions form an exhausting and complex environment in which companies seek growth and survival (Kaint, 2022). Export channels are the mechanisms these companies use to take products and services to foreign locations. The export channel decision is very important because channel switching is problematic and the export channel affects performance. Previous research on export channel selection has mainly focused on transaction cost factors (TCE) (Anderson and Coughlan, 2019; Ishii, 2021; Klein, Fraser and Roth, 2020; Lee, O., and Sosa, 2017; Sherwani et al., 2020). Studies show that firms that consume more specific assets abroad tend to use hierarchically integrated export channels because these channels help protect proprietary knowledge from potential partner opportunism. Studies show that firms use export channels Cooperatives use when transaction costs due to external uncertainties are high (Klein et al., 2020; Shervani et al., 2020) but when there are internal uncertainties of monitoring and control potential, they use hierarchical export channels (Klein et al. Roth, 2020; Shervani et al., 2020). While providing valuable insights into export channel choice, these studies suffer from an important shortcoming. Although the studies do a good job of helping companies identify the most efficient export channel, they fail to consider the internal firm-specific factors that the organization can use to generate value. Firms export to increase sales and performance. It is only possible if it creates value for customers (Knight et al., 2020). Therefore, when companies expand abroad, they must choose an export channel that is not only efficient, but also allows them to use every value-creating factor at their disposal to create a competitive advantage in the foreign market so that they can create better performance (Hai et al., 2013). Iran's oil exports have been under international sanctions for years. In such a situation, non-oil exports become important. Small and medium companies can play an important role in non-oil exports. However, few of these companies have had successful export performance in Iran. According to the stated contents, the main question of the research is what is the effect of entrepreneurial orientation on export performance with the mediating role of choosing the export channel and moderating the structural difference?

### **Importance and Necessity**

The importance and necessity of conducting this research is to achieve a framework that leads to the growth and improvement of the export performance of small and medium companies. Considering that our country has a strong dependence on oil exports, the successful development of these companies can be a way to avoid this dependence and during the stagnation of the oil market and other problems related to this field such as embargoes, etc., it can help the country's economic development. Entrepreneurial orientation includes the methods and decision-making processes that managers use to implement a company's strategy (Rach, Wiklund, Lumpkin, & Farce, 2019) and indicates its willingness to innovate, be active, and accept business risks. In fact, the present study helps to clarify the importance of entrepreneurial orientation in the direction of the growth of the export performance of small and

medium-sized companies located in Tehran, while considering the choice of export channel and the distance between structures as two factors that strengthen this relationship and influence on It introduces the export growth of the studied companies. Therefore, the importance of paying attention to the subject of the research can be expressed as follows, while small and medium economic units are being formed and growing, the most important factor for their survival and powerful presence in the domestic and international economic arenas is the development as much as possible. They have an entrepreneurial approach as well as having a coherent and organized plan. The increasing development of these businesses generally increases the productivity of production factors and in the long term, creates wealth and a competitive advantage for the country's economy, and finally, it guarantees the survival of sustainable development, so investigating the effect of entrepreneurial orientation on export performance Considering the mediating role of choosing the export channel and moderating the inter-structural distance, the specific market is important and necessary.

### ***Research Purposes***

#### **The Main Objective**

Determining the impact of entrepreneurial orientation on market-specific export performance, considering the mediating role of export channel selection and moderating inter-structural distance.

#### **The Minor Objectives**

Determining the impact of entrepreneurial orientation on the choice of export channel

Investigating the impact of choosing an export channel on export performance

Determining the impact of entrepreneurial orientation on the choice of export channel with the role of moderator of structural difference

Determining the impact of entrepreneurial orientation on export performance with the mediating role of export channel selection

### ***Research Hypotheses***

#### **The Main Hypothesis**

Entrepreneurial orientation has a significant effect on market-specific export performance due to the mediating role of choosing the export channel and moderating the inter-structural distance.

#### **The Minor Hypotheses**

Entrepreneurial orientation has a significant effect on the choice of export channel.

The choice of export channel has a significant impact on export performance.

Structural difference moderates the relationship between entrepreneurial orientation and export channel choice.

Entrepreneurial orientation has a significant effect on export performance with the mediating role of choosing the export channel.

### Research Conceptual Mode

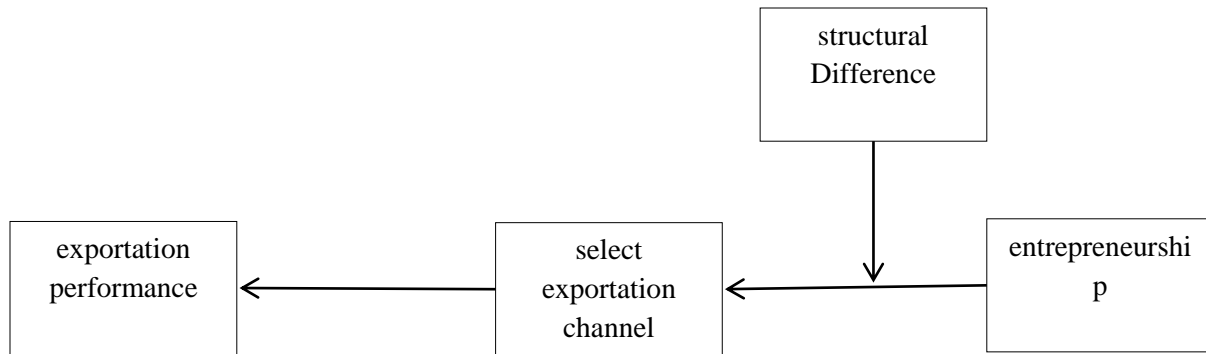


Figure 1, Research conceptual model derived from Kalinic, Igor. Brouthers, Keith D (2022)

### Research Background

Darvishi (2023) conducted a research study entitled "Investigating the effect of entrepreneurial orientation and marketing ability on export performance with an emphasis on the mediating role of innovation performance" (case study: companies active in the Imam Khomeini Port Authority). The statistical population includes 200 managers of companies active in the port administration, who were selected by available sampling. The research tool is a questionnaire taken from the research of Fernandez, 2020 and Angelis Rafila, 2019. Data analysis was done in the inferential section. Structural equation method was used in AMOS space for inferential statistics. Therefore, firstly, through Kolmogorov Smirnov's distribution matching test, the distribution status of the statistical sample has been checked for normality, and the status of the research variables in the research location has been checked through the t-test. Finally, in order to check the fit of the research model, the path analysis technique was used. Based on the findings, all hypotheses were confirmed at the  $P > 0.05$  level, and entrepreneurial orientation and marketing ability have an impact on export performance, emphasizing the mediating role of innovation performance in companies operating in Imam Khomeini Port Authority.

Karakhani and Dejahang (2022) investigated the mediating role of innovation performance in the impact of entrepreneurial orientation, market and learning on the export performance of the Iranian fishery industry. The statistical population of this research is 48 managers of Iranian fishery industry companies. Also, the simple random sampling method and the sample size was calculated using Cochran's formula of 48 people. The data measurement tool was the standard questionnaire of Taqhavi et al. 2018 and Fernandez-Misa and Allegra 2014. The software used for data analysis is PLS, and in order to describe the data analysis and test the research hypotheses, the method of structural equation modeling between variables has been used. The research results show that entrepreneurial orientation, market and learning have a positive and significant effect on innovation performance. Also, entrepreneurship and market orientation have a positive and significant effect on the export performance of the fishery industry. The results also show the mediating role of innovation performance in entrepreneurship orientation, market and learning on the export performance of the fishery industry.

Rezazadeh and Abedi (2021) conducted research entitled "Investigating the effect of entrepreneurial orientation on export performance with the mediating role of competitive strategy". In this research, the researchers state that today, small and medium-sized companies have become important players in the field of international trade and have faced a crisis with the increasing globalization of

markets. These companies are vulnerable in global competition and with the aim of achieving competitiveness in this field, they must develop their special and unique assets. Considering the importance of the topic, this research has investigated the impact of entrepreneurial orientation on the export performance of small and medium-sized companies with the mediation of competitive strategy. This research is descriptive-explanatory in terms of purpose and applied research in terms of results. The statistical population of this research includes small and medium companies of Urmia city that have export performance. The main tool for data collection is a questionnaire, and structural equation modeling and Smart PLS software have been used for their analysis. According to the results, entrepreneurial orientation has a positive and significant effect on export performance, and the positive and significant effect of competitive strategy on the export performance of companies has also been confirmed.

Kalnik and Brothers (2022) conducted research entitled "Entrepreneurial Orientation, Export Channel Selection and SMES Export Performance". In this research, researchers state that although research shows that the export channel that a company uses can significantly affect export performance, it is not clear how companies should choose this channel. Export channel selection models tend to focus on transaction cost efficiency and ignore the value-added orientation that entrepreneurial firms may have. In this article, researchers developed and tested the theoretical concept that, in addition to transaction costs, differences in entrepreneurial orientation affect export channel selection and as a result export performance. Using data from a sample of Dutch and Italian SMEs, it is found that adding entrepreneurial orientation (adjusted by institutional distance) significantly improves the export channel choice model. In addition, firms that choose export channels that align not only with transaction cost factors but also firm-level entrepreneurial orientation, moderated by institutional distance, have higher export market performance.

Ringo et al. (2021) conducted research entitled "Effect of Entrepreneurial Orientation on Export Performance: Evidence from SME Production in Tanzania". In this article, the effect of innovation and proactivity on export performance and the moderating effect of risk tolerance on the relationship between innovation, proactivity and export performance have been investigated. A quantitative research approach and a cross-sectional survey design were used. In addition, stratified random sampling was used to obtain data from 250 managers of manufacturing SMEs. Hypotheses were examined using macro process test that innovation is a significant predictor of export performance. However, the negative effect of prevention on export performance was shown. Risk taking as a manager

Monterio et al. (2020) have conducted research titled "The link between intangible resources and entrepreneurial orientation with export performance, the mediating effect of dynamic capabilities." The results showed that dynamic capabilities and entrepreneurial orientation directly affect export performance. while financial, information and communication resources have an indirect effect on the export performance of companies using dynamic capabilities. These results point to the important role of dynamic capabilities and clarify how companies can improve their export performance by using intangible resources, and also highlight the role of entrepreneurial orientation in business export performance. slow

## ***Methodology***

The present research method is based on practical purpose. Because it has practical results and its results can be applied. This research is based on descriptive method of correlation type. Descriptive-correlational research examines the cause-and-effect relationship of several variables.

## Statistical Population

The statistical population of this research is all senior managers of non-oil exporting companies, numbering 3500 people.

## Sampling Method and Determination of Sample Volume

Since it is very difficult to reach the senior managers of the companies and it was not possible to use random methods such as simple random methods, therefore, non-random sampling was used in this research. In order to estimate the sample size, Cochran's formula was used.

$$n = \frac{\frac{z^2 \times p \times q}{d^2}}{1 + \frac{1}{N} \left( \frac{z^2 \times p \times q}{d^2} - 1 \right)} = \frac{\frac{1/96^2 \times 0/5 \times 0/5}{.05^2}}{1 + \frac{1}{3500} \left( \frac{1/96^2 \times 0/5 \times 0/5}{0/05^2} - 1 \right)} = 246$$

Considering the confidence level of 95% and accepting the error of 5% and considering the standard deviation of 0.5, the required volume is equal to 246 people.

## The Normality Test of Research Variables

Table 1. The normality test of research variables

| Result     | Significant | k.s statistics | Number |                            |
|------------|-------------|----------------|--------|----------------------------|
| Non normal | 0.000       | 1.965          | 347    | Entrepreneurship           |
| Non normal | 0.002       | 1.780          | 347    | Select exportation channel |
| Non normal | 0.000       | 1.841          | 347    | Structural difference      |
| Non normal | 0.011       | 1.897          | 347    | Exportation performance    |

Considering that the significance level obtained for the variables is less than 0.05, we conclude that the test statistic is in the critical area, so the null hypothesis (data normality) is not confirmed. Therefore, in the following, partial least squares method and smart PIs software are used.

## Correlation of Research Variables

The existence of a correlation relationship between two variables that we intend to investigate how they influence is a necessary condition.

Table 2. Correlation Coefficients

|                         |                       |                            |                              |                              |
|-------------------------|-----------------------|----------------------------|------------------------------|------------------------------|
| Exportation performance | Structural difference | Select exportation channel | Entrepreneurship orientation |                              |
| 0.500                   | -0.542                | 0.621                      | 1.000                        | Entrepreneurship orientation |
| 0.462                   | -0.446                | 1.000                      | 0.621                        | Select exportation channel   |
| -0.582                  | 1.000                 | 0.446                      | -0.452                       | Structural difference        |
| 1.000                   | -0.582                | 0.462                      | 0.500                        | Exportation performance      |

The correlation coefficient is defined in such a way that it takes values between -1 and +1. The greater the absolute value of this coefficient, the greater the intensity of the relationship and its sign also shows the direction of the relationship. All correlation coefficients are significant at the 99% confidence level (the value of the significance level is less than 1%). A positive coefficient indicates a positive and direct relationship and a negative coefficient indicates a negative and inverse relationship between two variables.

**Implementation of Structural Model**

Figure 2 shows the implementation of the first research model. This model is used to test all hypotheses except the moderation hypothesis.

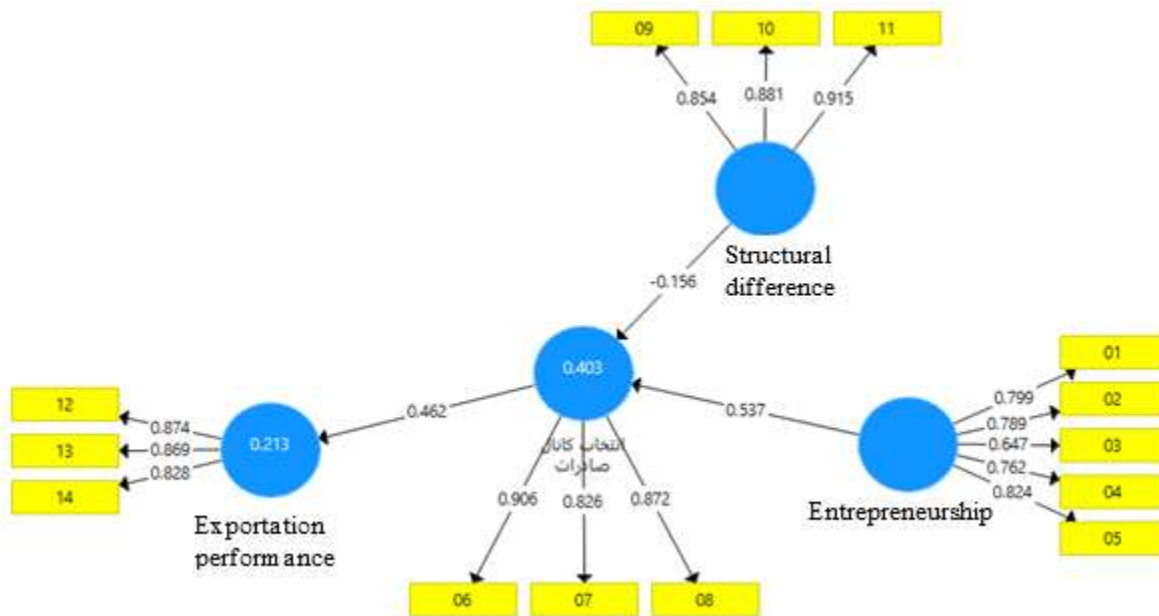


Figure 2, first model

Figure 3 shows the effectiveness of first model of research

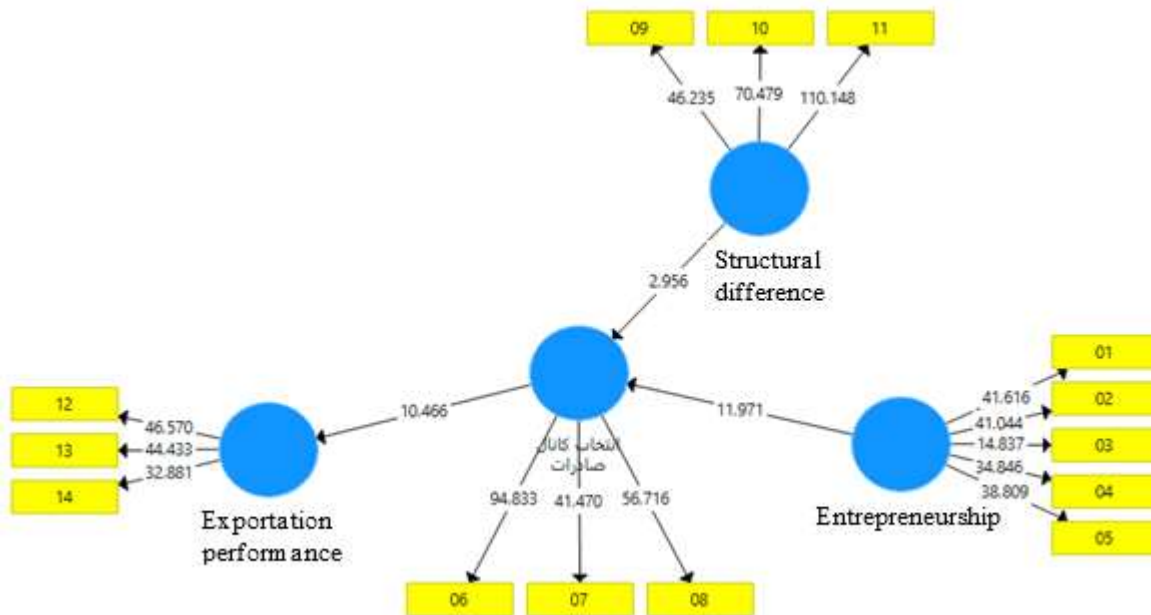


Figure 3 shows the implementation of the second research model. This model is used to test the moderation hypothesis. To measure the moderating effect, an interactive variable is used, whose items are composed of the product of independent and moderating variable items.

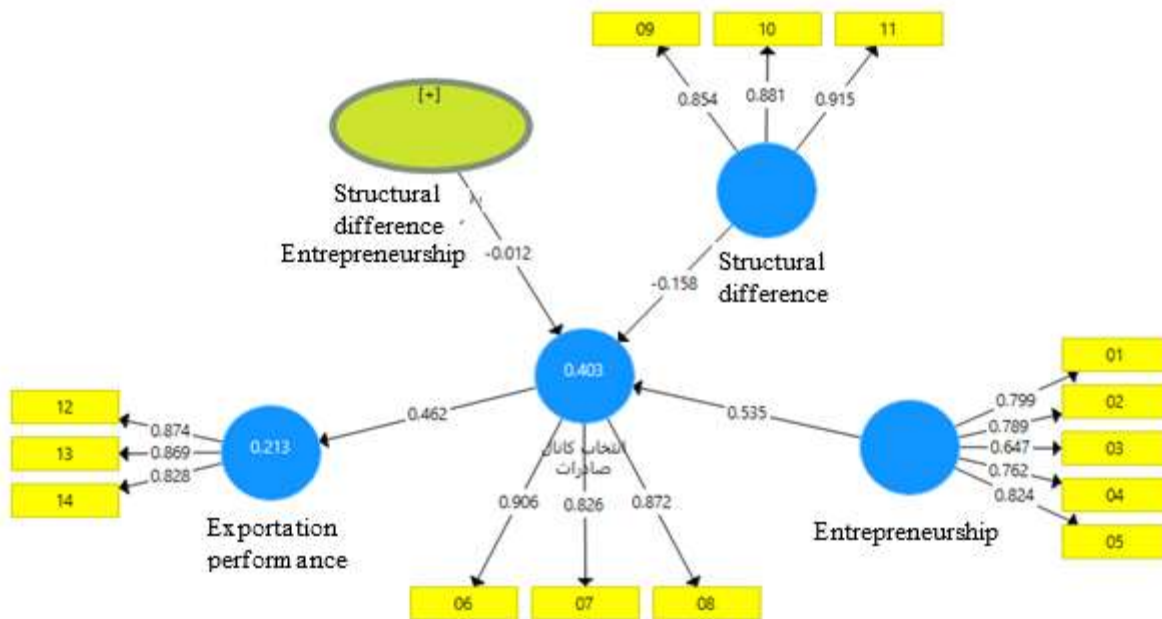


Fig., 4, significant of second coefficient of model



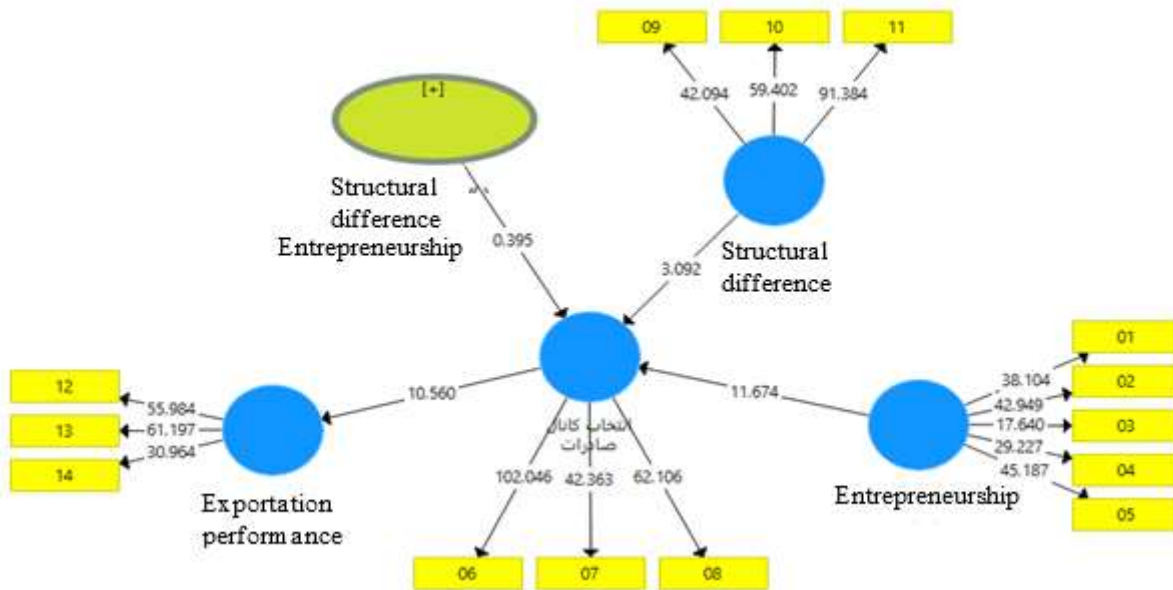


Fig., 5, significant of second coefficient

Table 3, factorial loads of coefficients

| Exportation performance | Structural difference | Select exportation channel | Entrepreneurship |    |
|-------------------------|-----------------------|----------------------------|------------------|----|
|                         |                       |                            | 0.799            | 1  |
|                         |                       |                            | 0.789            | 2  |
|                         |                       |                            | 0.647            | 3  |
|                         |                       |                            | 0.762            | 4  |
|                         |                       |                            | 0.824            | 5  |
|                         |                       | 0.906                      |                  | 6  |
|                         |                       | 0.826                      |                  | 7  |
|                         |                       | 0.872                      |                  | 8  |
|                         | 0.854                 |                            |                  | 9  |
|                         | 0.881                 |                            |                  | 10 |
|                         | 0.915                 |                            |                  | 11 |
| 0.874                   |                       |                            |                  | 12 |
| 0.869                   |                       |                            |                  | 13 |
| 0.828                   |                       |                            |                  | 14 |

Other fit criteria of the measurement model are summarized in Table 4. As shown, all AVE indices are greater than 0.5, and composite reliability and Cronbach's alpha are greater than 0.7.

Table 4, estimation of models

| AVE   | Combined validity | Alpha Cronbach |                            |
|-------|-------------------|----------------|----------------------------|
| 0.588 | 0.876             | 0.825          | Entrepreneurship           |
| 0.755 | 0.902             | 0.837          | Select exportation channel |
| 0.781 | 0.914             | 0.860          | Structural difference      |
| 0.735 | 0.893             | 0.820          | Exportation performance    |

### Structural Model Fit

This criterion measures the explanatory variance of an underlying variable relative to its total variance. For this index, values greater than 0.670. strong, greater than 0.333. Medium and less than 0.190. It is considered weak. The table below shows the coefficients of determining the variables of the research, which are average and approved.

Table 5, determination coefficient

| Determination coefficient |                            |
|---------------------------|----------------------------|
| 0.403                     | Select exportation channel |
| 0.213                     | Exportation performance    |

### Overall Model Fit

For fitting and validating the overall model, there is only one criterion called goodness of fit. The goodness of fit index is between zero and one, and values close to one indicate the appropriate quality of the model. Of course, it should be noted that these indicators indicate the model's ability to predict dependent variables (Amani et al., 2011). Values higher than 0.33 have been introduced as average fit (Davari and Rezazadeh, 2013). This standard is calculated by the following formula.

$$GOF = \sqrt{AVE \times R^2}$$

The average variance is extracted and reported in the output of the software. According to the output of the software, the average mean of the extracted variance (related to the hidden variables of the first order) is equal to 0.715 and the average of the coefficient of determination of the variables (all endogenous hidden variables of the model, including the first and second order) is equal to 0.308. Therefore, the GOF is calculated as follows it is possible.

$$GOF = \sqrt{0.715 \times 0.308} = \sqrt{0.220} = 0.469$$

As can be seen, the overall fit of the model is in good condition.

### Hypothesis Testing

In order to analyze the obtained t-statistics, we compare it with the critical number. The critical number here is 1.645. Therefore, if the absolute value of the test statistic is greater than 1.645, then we conclude that the test statistic is in the critical region and therefore the null hypothesis is rejected and the opposite hypothesis is accepted at a significance level of 5%. On the contrary, if the absolute value of the

t-statistic is smaller than 1.645, it means that the test statistic is in the area of acceptance of the null hypothesis, and as a result, the null hypothesis can not be rejected with 95% confidence.

Table 6, output of software

| Result    | T statistics | Effect coefficient |                                       |
|-----------|--------------|--------------------|---------------------------------------|
| Confirmed | 11.971       | 0.537              | Entrepreneurship/ exportation channel |
| Confirmed | 10.466       | 0.462              | Select exportation channel            |
| Rejected  | 0.395        | -0.012             | Structural difference                 |
| Confirmed | 8.412        | 0.248              | Entrepreneurship                      |

**First hypothesis: entrepreneurial orientation has a positive effect on the choice of export channel.**

The result of examining the first hypothesis of the research is shown in the table below.

Table 7, discuss first hypothesis

| Result    | T statistics | Effect coefficient |
|-----------|--------------|--------------------|
| Confirmed | 11.971       | 0.537              |

As the above table shows, the reported t-statistic is equal to 11.971. Considering that this statistic is greater than 1.645, we conclude that the test statistic is in the critical area and as a result, the first hypothesis of the research is accepted at a significance level of 5%. The effect coefficient obtained is equal to 0.537, which means, if the entrepreneurial orientation increases by one unit, as a result, the choice of export channel increases by 0.537 units.

**Second Hypothesis: The Choice of Export Channel Has a Positive Effect on Export Performance**

The result of examining the second hypothesis of the research is shown in the table below.

Table 8, discuss second hypothesis

| Result    | T statistics | Effect coefficient |
|-----------|--------------|--------------------|
| Confirmed | 10.466       | 0.462              |

As the above table shows, the reported t-statistic is equal to 10.466. Considering that this statistic is greater than 1.645, we conclude that the test statistic is in the critical area and as a result, the second hypothesis of the research is accepted at a significance level of 5%. The effect coefficient obtained is equal to 0.462, which means, if the choice of export channel increases by one unit, as a result, export performance increases by 0.462 units.

**The Third Hypothesis: Structural Difference Negatively Moderates the Relationship Between Entrepreneurial Orientation and Export Channel Selection.**

The result of examining the third hypothesis of the research is shown in the table below.

Table 9, discuss third hypothesis

| Result   | T statistics | Effect coefficient |
|----------|--------------|--------------------|
| Rejected | 0.395        | -0.012             |

As the above table shows, the reported t-statistic is equal to 0.395. Considering that this statistic is smaller than 1.645, we conclude that the test statistic is in the confidence zone and as a result, the third hypothesis of the research is not accepted at a significance level of 5%.

#### **Fourth Hypothesis: Entrepreneurial Orientation Has a Positive Effect on Export Performance with The Mediating Role of Export Channel Selection**

The result of examining the fourth hypothesis of the research is shown in the table below.

Table 10, discuss fourth hypothesis

| Result    | T statistics | Effect coefficient |
|-----------|--------------|--------------------|
| Confirmed | 8.412        | 0.248              |

As the above table shows, the reported t-statistic is equal to 8.412. Considering that this statistic is greater than 1.645, we conclude that the test statistic is in the critical area and as a result, the fourth hypothesis of the research is accepted at a significance level of 5%. The effect coefficient obtained is equal to 0.248, which means, if entrepreneurial orientation increases by one unit, as a result, export performance with the mediating role of export channel selection increases by 0.248 units.

### **Discussion and Conclusion**

#### **First Hypothesis: Entrepreneurial Orientation Has a Positive Effect on the Choice of Export Channel**

The first hypothesis of the research states that entrepreneurial orientation has a positive effect on the choice of export channel. The results obtained from the examination of the significance value (11.971) related to the standard coefficient (0.537) show that the significance value is in the acceptance area of the opposite assumption. As a result, the first research hypothesis is confirmed with 95% certainty. The obtained path coefficient actually predicts that if the entrepreneurial orientation increases (decreases) by one unit, as a result, the choice of export channel will increase (decrease) by 0.537 units.

The positive and significant effect of entrepreneurial orientation on the choice of export channel means that the effect of entrepreneurial orientation has not disappeared yet, and it can be hoped that the choice of export channel will also be improved by promoting entrepreneurial orientation. The existence of entrepreneurial orientation thinking in the organization will flow in the organization after some time and the employees can use this created space and without worry, the employees can act with their own initiatives in the field of identifying and choosing entrepreneurial opportunities.

In line with the result obtained in this hypothesis, Kalnik and Brothers (2022) showed that entrepreneurial orientation has a positive effect on the choice of export channel, and in other words, entrepreneurial orientation (adjusted by institutional distance) significantly affects the selection model. Improves the export channel.

### **Second Hypothesis: The Choice of Export Channel Has a Positive Effect on Export Performance**

The second hypothesis of the research states that the choice of export channel has a positive effect on export performance. The results obtained from the examination of the significance value (10.466) related to the standard coefficient (0.462) show that the significance value is in the acceptance area of the opposite assumption. As a result, the second research hypothesis is confirmed with 95% certainty. The obtained path coefficient actually predicts that if the choice of export channel increases (decreases) by one unit, as a result, export performance will increase (decrease) by 0.462 units.

The positive and significant effect of entrepreneurial orientation on export performance means that the effect of choosing the export channel has not disappeared yet, and by improving the choice of the export channel, we can hope that the export performance also be upgraded. Export companies can benefit from the benefits of being in export markets with the experience of intermediate companies in the field of exporting similar products, and in fact, the company pays for the knowledge of the export channel in the field of product export through a cooperation.

In line with the result obtained in this hypothesis, Kalnik and Brothers (2022) showed that the choice of export channel has a positive effect on export performance.

### **The Third Hypothesis: Structural Difference Negatively Moderates the Relationship between Entrepreneurial Orientation and Export Channel Selection**

The third research hypothesis states that the structural difference negatively moderates the relationship between entrepreneurial orientation and export channel selection. The results obtained from the analysis of the significance value of the interactive variable (0.395) show that the significance value is in the zone of acceptance of the null hypothesis. As a result, the fourth hypothesis of the research is rejected with 95% confidence and it can be stated that the structural difference does not play a moderating role in the relationship between entrepreneurial orientation and choice of export channel.

Contrary to the result obtained in this hypothesis, Kalnick and Brothers (2022) showed that companies that choose export channels that are not only aligned with transaction cost factors but also the level of the firm's entrepreneurial orientation, which is related to institutional distance. adjusted, they have a higher export market performance.

### **Fourth Hypothesis: Entrepreneurial Orientation Has a Positive Effect on Export Performance with the Mediating Role of Export Channel Selection**

The fourth hypothesis of the research states that entrepreneurial orientation has a positive effect on export performance with the mediating role of choosing the export channel. The results obtained from examining the significance value of Sobel (8.412) show that the significance value is in the area of acceptance of the opposite hypothesis. As a result of the fourth research hypothesis with 95 confidences

The percentage is confirmed. The obtained indirect coefficient is equal to 0.248 and the results show that the selection of the export channel has a full mediating role and the obtained path coefficient actually predicts that if the entrepreneurial orientation increases (decreases) by one unit, as a result, the export performance It will increase (decrease) by 0.248 units.

The positive and significant effect of entrepreneurial orientation on export performance with the mediating role of export channel selection means that the effect of the two path coefficients obtained in this connection is significant, and it can be expected that by promoting entrepreneurial orientation, export performance will also be improved.

In agreement with the result obtained in this hypothesis, Darvishi (2019) showed that entrepreneurial orientation has an effect on export performance by emphasizing the mediating role of innovation performance in companies operating in the Imam Khomeini Port Authority. Also, Karakhani and Dejahang (2018) state that the role of innovation performance in the entrepreneurial orientation and export performance of the fishery industry is a mediating role. Also, Fernandez-Mesa and Vidal (2015) concluded that entrepreneurial orientation is important, but may not be sufficient to increase the export performance of companies, especially when companies do not have the ability to learn innovation.

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