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Designing a causal model of export with structural equation modeling

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Abstract

Many of the great strategies of companies with good plans and program face failure. If the managers' mental models as the source of their thinking contradict these plans, these plans will not be successful. Managers can increase the probability of success of strategies by shaping their minds and examining and developing their mental image. One of the products with high potential in export and foreign exchange in the country and especially in Khuzestan province is dates, which has many areas of growth and progress in this field by creating an efficient marketing and structuring approach. Important and basic export of Khuzestan dates; Presented a mental model of date export obstacles in Khuzestan province. This research was a type of exploratory mixed research, in the qualitative part based on the theory derived from the data and in the quantitative part based on the descriptive-survey method. The qualitative part of the tool was a semi-structured interview and the quantitative part was based on a questionnaire. The statistical population in the qualitative section included experts, specialists, and date exporters, and saturation was achieved after interviewing 20 people. In this research, the qualitative part was analyzed with Max Kyuda software and the quantitative part was analyzed based on Lisrel software. The results showed that individual thinking; collective thinking; decision-making power; direct individual understanding; type of individual behavior; Creativity; developing a mental image of oneself; Understanding export behavior and simplifying complex issues is one of the obstacles to exporting dates. Based on the impact on the central category of the mental model of date export obstacles, in addition to the quantitative model, the pattern obtained based on the qualitative model was confirmed. Based on the findings, a multi-dimensional marketing system should be created based on the related structure and commercial knowledge to reduce the barriers to date export, and macro laws and regulations can help in improving and speeding up the barriers in this field.

Keywords: mental model, date export, foundation data theory, structural equation modeling
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1 Introduction

One of the basic factors of achieving stable and prosperous economic growth is export, which is considered the most important goal in foreign trade policy. In the meantime, increasing the export of food and agriculture as one

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of the non-oil export items in order to exit the oil-based economy, enter the global economy market and diversify the export items is considered one of the necessities of the country's economic development [13]. Export diversity, its advantages and challenges have always been discussed and analyzed in the economic literature. Export diversification means increasing the number of exported goods and reducing dependence on one source of income. Many believe that since the risk related to the fluctuations of economic activities (employment, production and income) is divided equally among various activities, the more diverse the economy of a region is, the more sensitive it is to the fluctuations created for each specific activity. shows less [15]. Dates are one of the most important agricultural products in Iran. So that in 2018, with the production of about 1.23 million tons of dates and a share of 1.5% of the total production of horticultural products in the country, it has the fifth place in the production of these products. More than 97% of dates in the country are produced in the provinces of Kerman, Sistan and Baluchistan, Khuzestan, Bushehr, Fars and Hormozgan. The countries of the Middle East are the largest exporters of dates in the world. While Iran is the second producer of dates in the world after Egypt, it ranks fourth among the countries that export this product [11].

The most important problems of date export are the lack of raw product quality, the export of stored products from the previous year, the seasonality of exports at certain times of the year, the lack of enough refrigerators to store them while waiting for the export season, and the inefficiency of production operations in local factories in the way that it is suitable for global markets [14]. In order to get out of the dominance of crude oil export, more attention should be paid to the export of agricultural products. Dates are one of the most important products that can help to develop non-oil exports [5]. One of the most important effective factors in the export of agricultural products, especially dates, is the creation of commercial attractions for the product. Among these attractions, it is possible to mention proper trade relations between countries, increasing the export of products, reducing prices and improving quality, paying attention to the exchange rate, etc [4]. Understanding why some companies use strategies that ultimately lead to competitive success for them and other companies are unable to do so is important in strategy research. One of the aspects of this issue is the investigation of the role of managerial cognition and managerial mental models as determining factors in strategic choices. Are managers' mental models a simplified knowledge structure or cognitive representations about how the business environment works? There is remarkable evidence that mental models have an impact on managers' perception of a situation, their decision-making, and the organization's output [17].

Many of the great strategies of companies with a good plan and program face failure. If the managers' mental models as the source of their thinking contradict these plans, these plans will not be successful. Managers can increase the probability of success of strategies by shaping their minds and examining and developing their mental image [10]. Previous researches in the field of export behavior have considered it limited, a sponge and quantitative oriented, and they have emphasized the entry of new ideas and qualitative analyzes into the export platform. The integration of mental models as a theoretical framework can lead to more effectiveness in our efforts to understand the export behavior of companies. In addition, although it has been pointed out in various researches that managerial factors and perceptions have a decisive role in export behavior [3]. Exporting dates is one of the most famous, least expensive and least risky methods of entering foreign markets, which on the one hand has led to the economic development of the country, and on the other hand, due to intense competition in foreign markets, companies have better performance and produce higher quality products. Considering that Khuzestan province has a high potential for date export, but date producers face many obstacles for export, among these obstacles is the lack of a date export terminal, which has caused even one dollar of Khuzestan dates [2]. Do not export from the ports of the province. There is no shipping line in Khuzestan so that date exporters can export this product directly from the province. Date exporters are forced to send dates to Hormozgan by land to export their products to other countries, so that they can be exported through Hormozgan ports [8]. Now, in this situation, it is very important to investigate and recognize the obstacles in the way of exporting dates. Considering the difficult economic conditions, the government of Iran is facing it. The importance of knowing the existing obstacles is doubled. The existing barriers are divided into different categories, including legal, moral, etc. barriers. Most of the investigations are towards legal barriers focusing on the issue of sanctions, but the question that arises is whether moral barriers have an effect on the date export process? For this purpose, in this research, we investigated the causal obstacles of date export, emphasizing on ethical factors.

2 Research literature

The problems caused by the single-product economy and excessive reliance on oil revenues have severely affected the country's economy by external factors, including fluctuations in global oil prices. In Iran's economy, on average, 81% of export income is from oil. The decrease in the price of oil in the world markets has clearly shown the negative effects of the excessive dependence of the country's economy on oil revenues and has highlighted the warnings of the country's economic experts [5]. Undoubtedly, the non-realization of the government's expected revenues from oil exports will not only affect the implementation of various plans and the country's economy, but it will also have negative effects

on the future of the economy, plans and projects, and as a result, it will cause many problems in various sectors. The economy of the country will be On the other hand, one of the important factors of achieving sustainable economic growth and development is the export boom, which constitutes the most important goal of policy making in the foreign trade sector [17]. In Iran's economy, considering the importance of reducing the country's economy's dependence on foreign exchange earnings from crude oil exports, the role of non-oil exports in reducing this dependence and its place in the country's economic development programs, examining the determining factors of non-oil exports and providing the necessary solutions for Its development is of special importance. Undoubtedly, achieving economic development requires having an extroverted economic and production system. In this sense, while meeting domestic needs, the development of value-added exports of goods and services surplus to domestic consumption should be pursued as a strategic goal [8].

The development and promotion of exports is actually the improvement of the economic situation of a country and consequently the improvement of the living standards of the people of that country, therefore, the development of exports can be implemented by increasing the volume of exports, diversity in export products or export target markets. But here it should be noted that achieving these goals requires mobilizing the necessary resources, improving the level of management and product technology, etc. in the national business environment. Therefore, although these goals can be achieved, they are difficult for the production factories due to the lack of resources needed to achieve the goals [2]. Export development programs are one of the ways that small and medium enterprises can be supported in achieving the above goals in order to overcome road restrictions [4]. There are two vital factors in the export development program, one is to provide information as a strategic tool that may be needed at different levels during the internationalization process of manufacturing factories; And another factor is the existence of a coherent network of activists and institutions that will be involved in the export development program. These two factors are interdependent and must have the necessary effectiveness in order for the export development program to be successful and to pave the way for the production factories to move towards international markets [3].

On the other hand, the development of exports provides the possibility of using the facilities of the world markets for the growth of domestic products and through the production units and enterprises, it enables them to be freed from the limitations of the domestic market by developing the scale of production in order to export more to foreign markets in addition to earning income. Some of them should benefit from the economic savings resulting from the scale of production [12].

On the other hand, economic development is not only accessible through the accurate and efficient planning of governments, but also requires the private sector and more efficient businessmen to complete the continuous chain of allocation of resources, production and export. Exporting goods in our country has always faced problems [1]. If we leave aside the international factors, the weakness of the governments and the inability of the executive bodies, the most important factors of non-oil exports can be mentioned in the presence of cumbersome laws, exporters' lack of knowledge of export procedures and the lack of export culture in the country. If we add to these factors, the lack of specific export policies and the lack of an active and specific strategy, the situation and coordinates and characteristics of non-oil exports will become more apparent [6].

As a developing country, Iran cannot play an important role in the world economy and trade by relying on a single-product and vulnerable oil economy. Therefore, in order to succeed in economic development and to establish a logical and organic relationship with foreign trade and the development of non-oil exports, it must quickly coordinate and adapt its economy to global developments. Dates are one of the important and strategic products of Iran, whose cultivation dates back to more than 4000 years ago [5]. Iran has the right conditions for date cultivation, according to the available statistics, it ranks first in the world in terms of cultivated area, and in terms of production and export, it ranks second in terms of production and export, with 16.5% of the world's export [3]. According to the report of the Ministry of Commerce, Iran's date export has always fluctuated during the past years, so that it has had a negative growth in most years. Dates, as the main food, are energetic and healthy, especially in deprived and date-rich areas, it leads to employment in the southern and border areas of the country and helps to increase the national security factor in these areas[7]. There are 75 date varieties in Khuzestan, of which the highest production variety from 1989 to 1995 was Otamaran dates. Date production in Khuzestan is 190 thousand tons, of which 60 thousand tons are for domestic consumption, 20 thousand tons for industrial consumption, 40 thousand tons for export to other provinces and 70 thousand tons for export abroad. The amount of date export was 12% in the past, and by solving the storage problems, now 20% of the 1.1 million tons of date production is exported and the rest is domestic consumption. Unfortunately, problems such as fine dust and some unfavorable weather conditions that lead to a decrease in the product have caused an increase in the price, which reduces the exporter's power in the markets. The increase in date exports will not only affect the country's income and foreign exchange, but it will create employment for many people in the production and conversion industries. Considering the importance of various agricultural sectors and

its impact on the country's economy, the Khuzestan date export sector, which provides employment for a large part of the villagers in Khuzestan province, is of special importance [9]. The research carried out regarding the barriers to export of dates in Khuzestan province has been very few and limited and not academically, so it seems necessary to provide a model that can identify the ethical factors of export barriers and cover the issue.

3 Research methodology

Considering that the purpose of this research is to investigate the causal obstacles of date export with emphasis on ethical issues, mixed research methods were used in this research in the first stage with the interpretive approach of theme analysis, the main and sub themes of the research in the field of date export obstacles were identified. and after identifying the indicators, the quantitative method of confirmatory factor analysis was performed. Exploratory mixed research method was used for its validation. The statistical population in the qualitative part of this research are experts, experts and exporters of dates. who were selected based on Cochran's sampling formula, their opinions (20 interviews - 10 experts and 10 exporters) were used to prepare the questionnaire. Information was collected from them through open interviews and saturation was obtained by conducting 20 interviews with these experts. The statistical population of the research in the quantitative part consists of all elites and experts (88 people) and date exporters of Khuzestan (16 units) who answered the prepared questionnaire. Non-random sampling method is available from the second group. Due to the exploratory nature of qualitative research, interview protocols with open questions were also used in this research. Due to the qualitative nature of the first part of this research, it follows the grounded theory method.

In order to collect data, interviews and questionnaires were used. The interview was used to collect the opinions of experts in order to measure and confirm "obstacles affecting the export of dates" and to prepare a questionnaire. In order to collect data in the statistical population and test the designed model, a researcher-made questionnaire with 25 items was developed. Its items were adjusted on a 5-point Likert scale (from strongly agree to strongly disagree). This questionnaire was given to a sample of 20 experts in a simple random manner. Cronbach's alpha coefficients calculated using SPSS statistical software for the initial sample showed adequate reliability of the measurement and its components. Cronbach's alpha is used to evaluate the internal consistency of the scale, and generally a value greater than 0.7 is considered appropriate. After confirming the content validity and reliability of the scale, 82 questionnaires were distributed. Due to the geographical spread of the statistical population, after contacting and coordinating with the experts via WhatsApp, fax or email and after completing, the questionnaires were returned to the researcher via WhatsApp, fax or email. Finally, 82 questionnaires were collected and prepared for statistical analysis. In order to analyze the collected data, first the descriptive statistics that examine the demographic variables of the research (gender) are examined. After that, according to the considered assumptions, SPSS 20 and LESREL software were used to check the compilation of structural-interpretive equation tests, but before that, the Kolmogorov-Smirnov test was used to explain the distribution of the sample population.

4 Data analysis

In the present study, the interviews taken after the implementation were analyzed line by line using the content analysis method, conceptualization, categorization and then, based on similarity, conceptual connection and common characteristics between open codes, concepts and categories (a class of concepts) were determined. Open codes of sub-categories and categories related to causal, contextual, mediating (intervening) conditions, central phenomenon and related strategies and consequences were presented. In the next step, similar and symmetrical categories were tried to be placed in the main categories. Based on the commonality of the sub-categories (open coding) with each other, the main categories were extracted in the form of more abstract concepts. After preparing and adjusting the table of basic concepts and categories as the first step of qualitative analysis, the resulting concepts were grouped at a higher and abstract level in order to reach the main categories. At this stage, the categories presented for analysis were defined and revised, then the data were analyzed within them. By defining and reviewing the nature of what a major category is discussing, it was determined which aspects of information each major category contained.

Descriptive research findings.The statistical analysis carried out in the fourth chapter includes descriptive and inferential analysis which were explained respectively.

5 Analyzing quantitative research data

Estimating the reliability and convergent and divergent validity of factors related to mental models.

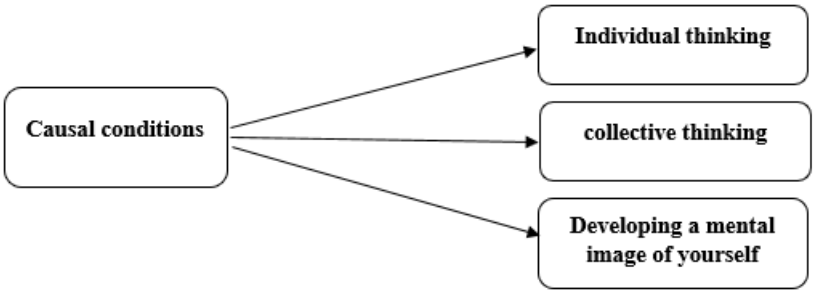

Figure 1: The model of causal conditions resulting from the analysis of the qualitative part of the research

Table 1: Frequency distribution of respondents according to gender

gender	Abundance	Percent
Man	177	75.6
Female	57	24.4
Total	234	100

Table 2: Frequency distribution of respondents according to work experience

Work Experience	Abundance	Parcen
Senior expert of Khuzestan Province Industry, Mining and Trade Organization	13	5.6
Senior expert in goods export	34	14.5
Senior expert of Khuzestan Chamber of Commerce	9	3.8
Specialist in date export	49	20.9
University professor in the field of marketing management	26	11.1
University professor in the field of business management	10	4.3
University professor in the field of international law	43	18.4
University professor in international business	23	9.8
Exporter of date samples in the country	11	4.7
Expert in date export	16	6.8
Total	234	100

The results of reliability by the method of correlation of questions with the total score, reliability of each question, convergent and diagnostic (differentiation) validity of extracted constructs based on the final model are presented in the following tables.

The results of the above tables indicate that the correlation coefficient of the questions with the total score of the questionnaire was higher than 0.3 and the reliability of each question was higher than 0.5, which shows that the questions have sufficient accuracy in measuring factors related to mental models. In addition, Cronbach's alpha reliability was higher than 0.6 and composite reliability was higher than 0.7. Also, the results of the tables show that for each construct, CR ¿ AVE and AVE ¿ 0.5, as a result, the components have convergent validity.

6 Exploratory factor analysis of mental models

According to the research literature, 54 identified items were tested in the form of 5 factors for the improvement model of individual creativity. For this purpose, an exploratory factor analysis has been done for each factor, and at this stage, factors that are irrelevant and have low correlation are eliminated. For this purpose, KMO and Bartlett tests were used to check the adequacy of the data to perform exploratory factor analysis. The value of KMO always fluctuates between 0 and 1. If the value of KMO is less than 0.5, the data will not be suitable for factor analysis, and if its value is between 0.5 and 0.7, factor analysis can be done. But if its value is greater than 0.7, the correlations between the data will be suitable for factor analysis.

Table 3: Reliability and convergent validity analysis of factors related to mental models

Variables	objects	Reliability of items	Correlation of the question with the total score	Cronbach's alpha	AVE	CR
Components of causal factors	Individual thinking	0.70	0.54	0.73	0.50	0.90
	collective thinking	0.73	0.58			
	Decision making power	0.68	0.54			
	Direct individual understanding	0.68	0.57			
	Type of individual behavior	0.70	0.57			
	Creativity	0.70	0.57			
	Developing a mental image of yourself	0.72	0.54			
	Understanding export behavior	0.71	0.50			
	Simplifying complex issues	0.75	0.56			

On the other hand, to ensure the suitability of the data for factor analysis, that the correlation matrix that is the basis of factor analysis in the community is not equal to zero, Bartlett's test should be used, based on which if the corresponding Sig number is smaller If it is 0.05, it can be stated that the correlation matrix is against zero and the data are sufficient to perform exploratory factor analysis.

Table 4: KMO test and Bartlett mental models

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.895
Bartlett's Test of Sphericity	Approx. Chi-Square	8177.859
	df	1485
	Sig.	0.000

Confirmatory factor analysis of mental model factor fit test

Before entering the testing phase of the research questions, the accuracy of the independent and dependent variable measurement models should be ensured. At this stage, to ensure the accuracy of the questionnaire questions and conceptual dimensions, they should be fitted. This test shows how well the tool used in developing the model is supported by real information. In this section, the result of the confirmatory factor analysis of each of the variables of the mental models by Lisrel software is given.

For the confirmatory factor analysis of the questions related to the causal factors of export barriers, the Lisrel output model is in the form of standard estimation and significant numbers. This model includes all factors of mental models. The numbers on the arrows indicate the factor load of the variables and the amount of each of them. According to Figure 1-3, the model fit indices indicate the appropriateness of the variable measurement model of mental models with RMSEA value equal to 0.09, and considering that it is less than 0.1, it indicates the mean squared errors of the appropriate model. Is. Also, the chi-square value for the degree of freedom is less than 3. The amount of GFI, AGFI and NFI indexes are equal to 0.92, 0.94 and 0.95 respectively.

The result of this test is significant with a value of Chi-Square = 125.790 and at the 99% confidence level, that is, at the 1% error level (Asymp. Sig. = 0.000).

What are the effective factors behind the mental model of date export obstacles in Khuzestan province?

As can be seen in Figure 3, all the causal factors of the mental model of date export obstacles include individual thinking factors; collective thinking; decision-making power; direct individual understanding; type of individual be-

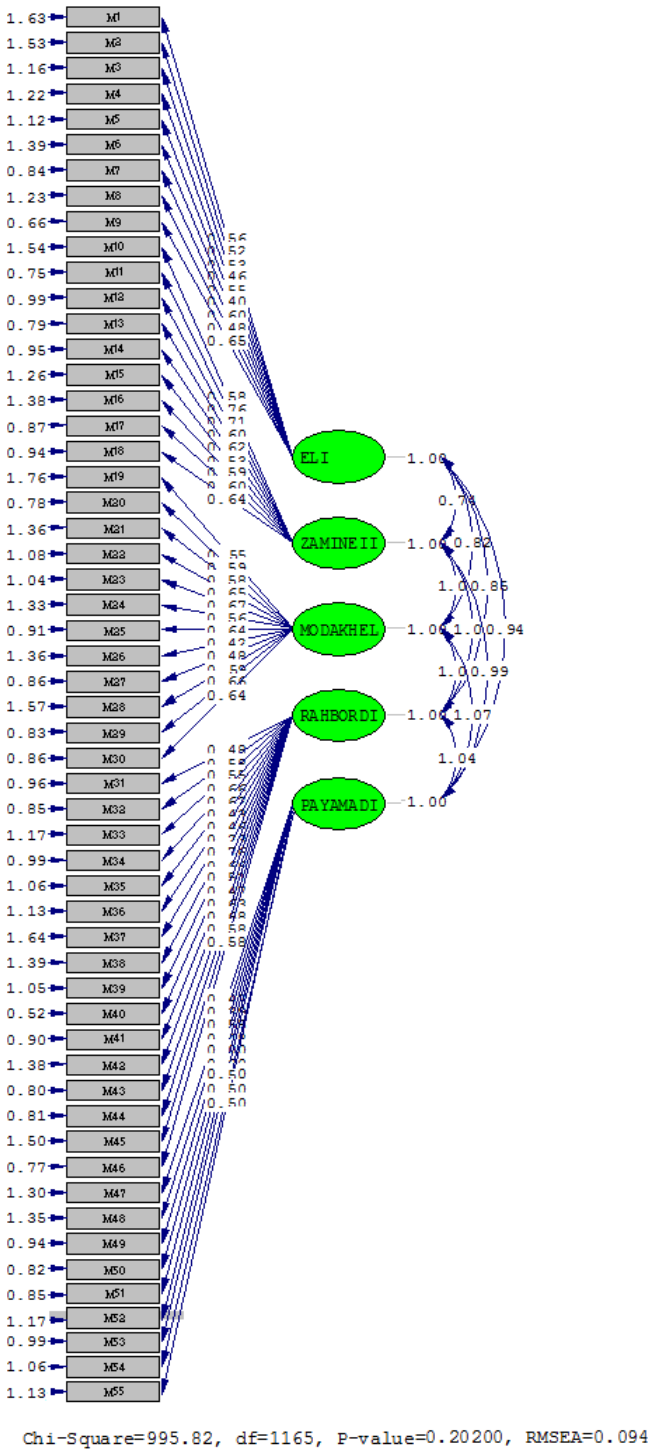

Figure 2: Structural equation model of causal barriers affecting date export

havior; Creativity; developing a mental image of oneself; Understanding the export behavior and simplifying complex issues are among the effective factors of the mental model of date export obstacles. The impact of the causal factors of the mental model on date export barriers has been calculated as -66%. Also, for this parameter, the value of t is estimated to be -5.20. Therefore, it can be stated that all the effective factors of the mental model identified in this research are among the effective factors in the barriers of date export.

As can be seen in Figure 3, due to the negative effect coefficient of the causal factors of the mental model, if the

Table 5: Results of Friedman's significance test for prioritizing mental model factors

Dimensions	Description
Number	234
Chi-Square	125.790
df	4
Asymp. Sig.	0.000

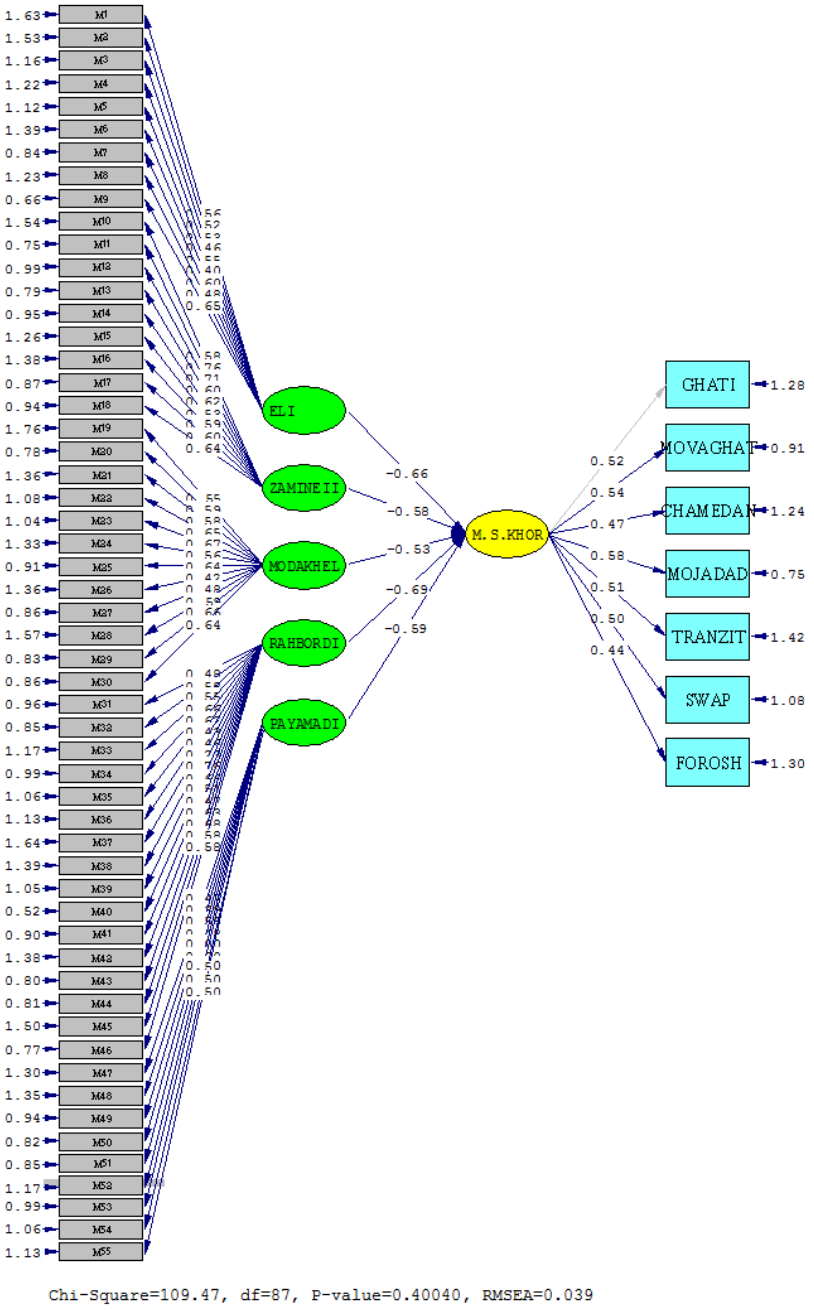

Figure 3: The amount of factor loadings related to the modeling of the structural equations of the research question

identified factors increase in the optimal direction, this effect will be weaker, and if the identified factors are weakened, this relationship will naturally become stronger.

As shown in Figure 3 the results obtained from the research showed that all the relationships between the research

constructs are established.

Table 6: Model fitting results

Model fit criteria	Indicator	The numbers obtained	allowed amount	Result
Chi-square ratio to degrees of freedom	K^2/df	0.64	Less than 3	proper fit
root mean square	RMSEA	0.013	Less than1	proper fit
The square root of the remainder	RMR	0.06	near zero	proper fit
Normalized fit index	NFI	0.92	Above 0.9	proper fit
Soft index of fitness	NNFI	0.90	Above 0.9	proper fit
Comparative fit index	CFI	0.96	Above 0.9	proper fit
Additional fit index	IFI	0.96	Above 0.9	proper fit
Relative fit index	RFI	0.95	Above 0.9	proper fit
Fitness index	GFI	0.98	Above 0.9	proper fit
Adjusted fitness index	AGFI	0.92	Above 0.9	proper fit

According to the results, the fit indices in the structural equation model of the research question, the research tools can be said to be quantitative in the structural equation model of the research question at the 5% error level. Also, the ratio of chi-square to the degree of freedom in the structural equation model of the research question, according to the considered criterion, indicates the appropriate fit of the model. The value of the RMSEA index is in the acceptable range, and this also indicates the acceptable error value in the structural equation model of the research question. The values of CFI, GFI, AGFI, NFI and NNFI indices in the structural equation model of the research question were also evaluated according to the desired criterion, which indicates the appropriate fit of the structural equation model of the research question. Therefore, according to the results of the structural equation model of the research question, it can be said that all the research tools have a suitable and acceptable fit.

Table 7: Model fitting results

Model fit criteria	Indicator	The numbers obtained	allowed amount	Result
Chi-square ratio to degrees of freedom	K^2/df	0.25	Less than 3	proper fit
root mean square	RMSEA	0.03	Less than1	proper fit
The square root of the remainder	RMR	0.020	near zero	proper fit
Normalized fit index	NFI	0.94	Above 0.9	proper fit
Soft index of fitness	NNFI	0.98	Above 0.9	proper fit
Comparative fit index	CFI	0.99	Above 0.9	proper fit
Additional fit index	IFI	0.99	Above 0.9	proper fit
Relative fit index	RFI	0.93	Above 0.9	proper fit
Fitness index	GFI	0.92	Above 0.9	proper fit
Adjusted fitness index	AGFI	0.90	Above 0.9	proper fit

According to the results, fit indices in the structural equation model of the research question, research tools, it can be said that the chi-square value in the structural equation model of the research question is significant at the 5% error level. Also, the ratio of chi-square to the degree of freedom in the structural equation model of the research question, according to the considered criterion, indicates the appropriate fit of the model. The value of the RMSEA index is in the acceptable range, and this also indicates the acceptable error value in the structural equation model of the research question. The values of CFI, GFI, AGFI, NFI and NNFI indices in the structural equation model of the research question were also evaluated according to the desired criterion, which indicates the appropriate fit of the structural equation model of the research question. Therefore, according to the results of the structural equation model of the research question, it can be said that all the research tools have a suitable and acceptable fit.

7 Conclusion

The present study was conducted with the aim of providing a mental model of the obstacles to the export of dates in Khuzestan province. In this research, in order to better understand the issue of date export obstacles, as well as to identify its dimensions and components and to identify the causal factors, through in-depth and exploratory qualitative interviews with 20 key informants of the research subject and academic experts. These people included a

number of experts of the country who were selected purposefully. The necessary qualitative data collected using the content analysis method as a research technique, concepts, categories and main and secondary factors were identified and analyzed. These concepts, factors and categories; It was the basis of developing a tool (questionnaire) to identify the dimensions and components of the mental model of the obstacles to date export in Khuzestan province and to identify the factors affecting it. In order to ensure the validity of the qualitative part of the research, the valuable opinions of professors familiar with this field and academic experts who were experts and knowledgeable in this field; used. The reliability of the test and the intra-subject agreement method to calculate the reliability of the conducted interviews; used. After analyzing the content of the interviews, among the 119 indicators (items) available, 20 main components could be identified. Based on the literature, background and existing theories, these components were named in this way. in causal conditions; individual thinking, collective thinking and self-image development were identified. Also the components; Definitive export, temporary export, suitcase export, re-export, export through swap and export with sales philosophy were identified as the central phenomenon. According to the results, fit indices in the structural equations model of the research question, research tools, it can be said that the chi-square value in the structural equations model of the research question is significant at the 5% error level. Also, the ratio of chi-square to the degree of freedom in the structural equation model of the research question, according to the considered criterion, indicates the appropriate fit of the model. The value of the RMSEA index is in the acceptable range, and this also indicates the acceptable error value in the structural equation model of the research question. The values of CFI, GFI, AGFI, NFI and NNFI indices in the structural equation model of the research question were also evaluated according to the desired criterion, which indicates the appropriate fit of the structural equation model of the research question. Therefore, according to the results of the structural equation model of the research question, it can be said that all the research tools have a suitable and acceptable fit.

Also, the results of the research show that the starting point of exporting dates is communicating with others, and also exporting dates is achieved to earn foreign currency and helps in establishing trade balance and creating commercial and economic balance of the country. Based on the findings of the research, date export development in the country is based on the competitive advantage it has. In this way, Iran has the necessary expertise in the production of date products and can produce this product in competition with other countries at a low cost and consequently at a cheaper price and sell it in the world markets; The result of this sale (export of dates) expands the markets and as a result the domestic and foreign economy of the country also develops and has a positive and significant impact on the income and employment levels of the people in the society and as a result economic development is facilitated. According to the findings of the research, having individual and collective thinking regarding the removal of date export obstacles in Khuzestan province is of particular importance and leads to the realization of the expected consequences including: interactions between businesses; dynamic changes; greater competitiveness; adapting to environmental changes; logical interpretation of data; Crisis Management; Changing individual attitudes and beliefs and organizational flexibility.

It should be mentioned that among the factors affecting the mental model of date export obstacles in Khuzestan province are the variables of individual thinking, collective thinking and the development of self-image among managers involved in the field of date export; It has received the most comments, and therefore, it is suggested that those in charge of date export in the country consider these variables more in planning and policy making for date export.

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