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A STUDY ON THE INFLUENCE OF MANAGERS' COMMITMENT AND KNOWLEDGE ON COFFEE EXPORT PERFORMANCE IN KARNATAKA

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ABSTRACT

The present study examines the influence of managers' commitment and managers' knowledge on coffee export performance in Karnataka State, which is the leading coffee-producing and exporting state in India. The study was undertaken to understand how managerial factors contribute to export growth, competitiveness, and sustainability in the highly competitive global coffee market. Karnataka plays a vital role in India's coffee economy, with major coffee-producing districts including Chikkamagaluru, Kodagu, and Hassan contributing significantly to production and exports. The study adopted a descriptive analytical research design and primary data were collected through a structured questionnaire using a five-point Likert scale. A total of 96 organized active green coffee exporters were selected from the Database on Indian Coffee Exporters published by the Coffee Board of India using the Yamane sampling technique. The collected data were analyzed with the help of regression analysis using SPSS software. The findings revealed that managers' commitment has a significant influence on coffee export performance, particularly in areas such as timely delivery, relationship building with international buyers, communication efficiency, operational improvement, adaptability to market changes, and participation in international trade fairs. Similarly, managers' knowledge regarding coffee varieties, quality standards, international market trends, logistics management, pricing mechanisms, and international trade agreements positively influenced export performance. The study also identified certain challenges related to export documentation, customs regulations, and communication barriers that negatively affected export efficiency. The results emphasize that managerial commitment and knowledge are critical determinants of export success in Karnataka's coffee sector. The study concludes that coffee export firms should focus on strengthening managerial capabilities through training, market awareness, and strategic export practices to improve international competitiveness, sustainability, and long-term growth in the global coffee market.

***KEYWORDS:* Managers' Commitment, Knowledge, Coffee, Export Performance, Karnataka**

1. INTRODUCTION

The coffee export industry plays a significant role in the economic development of Karnataka, which is recognized as the leading coffee-producing state in India. Karnataka contributes a major share of the country's coffee production and exports due to its favorable climatic conditions, fertile soil, and established plantation practices. In the highly competitive global coffee market, the success of coffee exports depends not only on production capacity but also on the efficiency and effectiveness of managerial practices. Managers play a crucial role in coordinating export activities, maintaining quality standards, building international business relationships, and responding to changing market demands. Managers' commitment towards organizational goals and their knowledge of coffee production, processing, quality control, international trade regulations, and market trends are essential factors influencing export performance. A committed manager can ensure operational efficiency, employee motivation, and customer satisfaction, while knowledgeable managers can make strategic decisions that enhance export growth and competitiveness. In Karnataka, where coffee exports contribute substantially to foreign exchange earnings, understanding the influence of managers' commitment and knowledge becomes highly important. Therefore, this study aims to examine how managerial commitment and knowledge impact coffee export performance in Karnataka and contribute to the growth and sustainability of the coffee export sector.

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India's Coffee Export Trends 2025

- In 2025, coffee exports in India are on a high again as the demand in the world and favorable strategy backed by the Coffee Board of India is enhancing exports. The exports have more than doubled and crossed USD 1.8 billion in FY 2024-25, which is a sign of the emerging role of India in the global coffee market.
- The government figures show coffee exports went up by 125 per cent over a ten-year period to a high of 1.8 billion dollars per annum in 2024-25, up again by $800 million in 2014-15.
- In the most recent fiscal year, exports hit $1.81 billion, which shows plenty of positive momentum regardless of the pressures on global supply chains.
- Europe is, by far, India's largest market, with Italy, Germany and Belgium gobbling up imports.
- There is growing demand for Indian coffee in Japan, South Korea and parts of the Middle East, indicating new export potential.
- Apart from just raw beans, exporters are also benefiting from the growing demand for roasted and instant coffee since these products offer greater margins in global markets.
- Digital traceability, sustainability initiatives and promotion for value-added products are benefiting Indian coffee exporters.
- India's specialty is in shade-grown coffee that aligns with these trends for growing sustainability worldwide and meeting the EU's deforestation-free regulations, making Indian coffee even more appealing to premium buyers.

Top Coffee Exporter Companies in India

Here are the top exporter companies in India, these companies consistently appear in India's official exporter database, making them valuable references for traders and buyers seeking partnerships.

1. Nestlé India Limited: A leading exporter of instant coffee, Nestlé India is a well-known global entity in the industry and finds a strong clientele in Europe and Asia.
2. CCL Products India Limited: A major global supplier of instant coffee, CCL Products India is among the world's largest exporters of the product, utilizing mass production and innovative techniques.
3. Coffee Day Global Limited: A major coffee company with integrated operations, and a visible presence in both foreign and domestic markets.
4. Allanson's Private Limited: A diversified exporter of products including coffee as an important product in its product portfolio globally.
5. NED Commodities India Private Limited: A major exporter of green coffee beans, as recognized by the Coffee Board of India.
6. NKG Coffee India Private Limited: A large exporter of green coffee, part of the Neumann Kaffee Gruppe.
7. SLN Coffee and Spices Exports Pvt. Ltd.: Substantial exporter of green coffee and substantial exporter of spices.
8. Tata Coffee Limited: The largest integrated coffee plantation company in India, Tata Coffee exports green coffee, roasted coffee, and instant coffee to over 40 countries.

Top Buyers of Indian Coffee (2025)

Name Of the Country	Export Of Coffee (In Tonnes)	Percentage
Italy	42165.577	21%
Germany	21543.841	11%
Russian Federation	18075.348	9%
Belgium	17267.531	9%
United Arab Emirates	10166.54	5%
Turkey	9937.552	5%
Libya	9475.979	5%
U.S.A.	9089.098	5%
Jordan	8388.904	4%
Poland	7387.976	4%
Egypt	5468.587	3%
Malaysia	5271.511	3%
Netherlands	5122.274	3%
Australia	4367.98	2%
Kuwait	4205.716	2%
Republic Of S Korea	4136.484	2%

Greece	4127.164	2%
Spain	3936.091	2%
Vietnam	3834.231	2%
United Kingdom	3707.39	2%
Total	**197675.774**	**100%**

Source: https://www.cybex.in/

The coffee export data indicates a strong international market presence with exports distributed across Europe, Asia, the Middle East, North America, and Australia. Italy emerged as the largest importer of coffee, importing 42,165.577 tonnes and accounting for 21% of total exports. Germany ranked second with 11%, while the Russian Federation and Belgium each contributed 9%, highlighting Europe as the major destination for coffee exports. Countries such as the United Arab Emirates, Turkey, Libya, and the U.S.A. each accounted for 5%, reflecting significant demand from both Middle Eastern and Western markets. Jordan and Poland contributed 4% each, whereas Egypt, Malaysia, and the Netherlands accounted for 3% each. Smaller contributions were observed from Australia, Kuwait, Republic of South Korea, Greece, Spain, Vietnam, and the United Kingdom with 2% each. Overall, the diversified export distribution reduces market dependency and strengthens the stability and growth opportunities of the coffee export sector globally.

Coffee Production Karnataka State

Karnataka	**Post Blossom Estimate 2025-2026**			**Final Estimate 2024-2025**		
	Arabica	**Robusta**	**Total**	**Arabica**	**Robusta**	**Total**
Chikkamagaluru	43,815	60,700	**104,515**	36,700	54,700	**91,400**
Kodagu	21,710	108,875	**130,585**	19,000	102,600	**121,600**
Hassan	19,400	25,775	**45,175**	19,000	24,000	**43,000**
Sub total	**84,925**	**195,350**	**280,275**	**74,700**	**181,300**	**256,000**

Source: https://coffeeboard.gov.in/

The coffee production estimates for Karnataka State indicate a noticeable increase in production during the post blossom estimate for 2025–2026 compared to the final estimate for 2024–2025. Karnataka continues to remain the leading coffee-producing state in India, with major contributions from Chikkamagaluru, Kodagu, and Hassan districts. The total coffee production in Karnataka is estimated to increase from 256,000 tonnes in 2024–2025 to 280,275 tonnes in 2025–2026, reflecting positive growth in the sector. Among the districts, Kodagu records the highest production with 130,585 tonnes, primarily driven by Robusta coffee production. Chikkamagaluru follows with 104,515 tonnes, while Hassan contributes 45,175 tonnes. The data also reveal that Robusta coffee production is significantly higher than Arabica across all districts. Overall, the increase in coffee production suggests favorable climatic conditions, improved cultivation practices, and growing efficiency in coffee plantation management across Karnataka State.

2. LITERATURE REVIEW

Managers' commitment refers to the level of dedication, responsibility, and involvement shown by managers toward achieving organizational objectives (Vieira, 2008). In export-oriented businesses, managerial commitment is essential because international trade involves high competition, strict quality standards, and continuous market changes. Researchers have consistently identified managerial commitment as a key factor influencing export performance (Adhikari et al., 2020). According to Cavusgil and Zou (1994), export success largely depends on the strategic commitment of managers toward international business operations. Managers who actively support export activities are more likely to allocate resources effectively, maintain strong buyer relationships, and ensure compliance with international trade standards (Ninan & Sathyapalan, 2005). In the coffee export sector, commitment is particularly important because product quality and customer trust directly affect long-term business sustainability. Maintaining high coffee quality standards is one of the major responsibilities of export managers. Studies indicate that committed managers continuously monitor production, processing, grading, and packaging activities to ensure that exported coffee meets international standards (Al-Abdulkader et al., 2018). High-quality coffee increases customer satisfaction and strengthens the reputation of exporting firms in global markets. Researchers such as Kotabe and Czinkota (1992) observed that quality-oriented managerial commitment positively influences export competitiveness and market expansion. Timely delivery of coffee shipments is another important aspect of export performance. International buyers expect consistency and punctuality in deliveries. Delayed shipments can lead to financial losses and damage to business relationships. Committed managers coordinate effectively with logistics providers, suppliers, and shipping agencies to avoid disruptions in the supply chain (Hassen et al., 2016). Studies on export management suggest that efficient coordination and proactive planning significantly improve delivery performance and customer retention. Building long-term relationships with overseas buyers is essential in international coffee trade (Chinappa & Rajashekar, 2012).

Relationship marketing theory emphasizes that trust, communication, and mutual understanding contribute to sustainable export success. Managers who demonstrate commitment toward maintaining relationships with buyers often achieve repeat orders and stronger market presence. Research by Morgan and Hunt (1994) highlighted that commitment and trust are central elements in maintaining successful business relationships in international trade (Selvaraj, 2003). Compliance with international trade regulations and export documentation is another critical area where managerial commitment plays a vital role. Coffee exports require adherence to customs regulations, quality certifications, phytosanitary standards, and documentation procedures (Sudarman, 2023). Failure to comply with these regulations can result in shipment delays or rejection of products. Managers who are committed to export operations ensure accurate documentation and compliance with legal requirements, thereby improving operational efficiency and reducing trade risks (Balakrishnan & Chandran, 2018). Customer satisfaction in global markets is also strongly linked to managerial commitment . Export managers who prioritize customer needs and preferences contribute to higher levels of buyer satisfaction. Satisfied customers are more likely to maintain long-term business relationships and recommend suppliers to other buyers (Sunanda & Nagaraja, 2014). Research in international marketing indicates that customer-oriented managerial practices positively influence export performance and brand loyalty. Sustainability and ethical sourcing practices have become increasingly important in the global coffee industry (International Coffee Organisation, 2014). International consumers and buyers prefer coffee products that are produced through environmentally friendly and socially responsible methods. Managers who are committed to sustainable sourcing practices help firms gain competitive advantages in international markets. Studies on sustainable supply chain management suggest that ethical business practices improve corporate image, customer trust, and export opportunities (Gurusamy & Yamakanith, 2015). Achieving export sales targets and business growth also depends on managerial commitment. Committed managers actively identify market opportunities, monitor competitors, and develop strategies for expansion (Robertson, 2010). Effective communication with suppliers, logistics partners, and buyers further strengthens export operations (Wild, 1995). Continuous improvement in supply chain management, transparency in pricing and contracts, and adaptation to changing consumer preferences are additional dimensions of managerial commitment that contribute to export success (Waller et al., 2007).

Managers’ knowledge refers to the understanding, expertise, and competencies possessed by managers regarding products, markets, trade regulations, and export procedures. Knowledge is considered a strategic resource that enhances decision-making and organizational performance (Talbot, 2004). In the coffee export sector, managerial knowledge is essential due to the technical and dynamic nature of international trade. Knowledge of different coffee varieties such as Arabica and Robusta is important for export managers because international buyers have varying preferences based on taste, aroma, and quality characteristics (Garcia, Acedo & Rondan Cataluna, 2013). Managers who understand the characteristics of coffee varieties can better meet customer requirements and position products effectively in global markets. Studies on agricultural exports indicate that product knowledge significantly influences buyer satisfaction and export competitiveness (Chen et al., 2016). Understanding coffee cultivation and harvesting processes also contributes to export performance. Managers with technical knowledge about cultivation methods, harvesting practices, and post-harvest handling are better able to ensure quality consistency (Cadogan et al., 2012). Research in agribusiness management suggests that technical expertise improves production efficiency and product quality, which are critical for export success. Coffee grading, quality testing, and certification standards are major components of international coffee trade (Cadogan et al., 2012). Managers must possess knowledge regarding grading systems, moisture content, defect analysis, and certifications such as organic and fair-trade standards (Sharma & Sharma, 2003). According to international trade studies, firms with strong quality management systems are more likely to succeed in export markets due to increased buyer confidence (Lin, Huang & Peng, 2014). Knowledge of international coffee market trends and consumer preferences enables managers to respond effectively to changing market demands. Consumer preferences regarding flavor profiles, organic products, sustainability, and specialty coffee continue to evolve globally. Managers who regularly analyze market trends can develop suitable marketing and export strategies. Research by Leonidou et al. (1998) found that market knowledge positively influences export performance and international competitiveness. Export-import procedures and customs regulations are highly complex in international trade. Managers who understand customs clearance procedures, tariffs, duties, and trade regulations can reduce delays and avoid legal complications (Jena & Sethi, 2020). Similarly, knowledge of international shipping, freight management, and logistics coordination improves operational efficiency and delivery reliability (Racela et al., 2007).

Coffee pricing mechanisms in global commodity markets are influenced by factors such as supply, demand, weather conditions, and international trade policies. Managers with knowledge of pricing strategies and commodity market fluctuations are better equipped to make profitable export decisions (Olabode et al., 2018). Studies on export marketing emphasize that pricing knowledge enhances competitiveness and financial

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performance. Packaging and storage requirements are also critical in coffee exports because coffee quality can deteriorate if products are not stored or transported properly (Prashanth & Manjunath, 2019). Managers with knowledge of packaging technologies and storage conditions can maintain product freshness and quality during international transit. Sustainable coffee production and fair-trade practices have gained significant attention in recent years (Hasanov et al., 2015). Managers who understand sustainability standards and ethical sourcing practices can help firms access premium international markets. Knowledge of international trade agreements, foreign exchange procedures, export licenses, invoices, bills of lading, and certificates of origin further enhances export efficiency (Jose & Jayasekhar, 2008). Finally, negotiation, communication, and relationship management skills are essential for export managers dealing with international buyers (Jayesh, 2001). Effective communication helps in resolving disputes, building trust, and maintaining long-term business relationships (Mahesh, 2000). Research in international business management indicates that interpersonal and negotiation skills positively affect export performance and customer satisfaction (Sadesh et al., 2007).

3. RESEARCH PROBLEM

The review of existing literature reveals that several studies have examined export performance, managerial commitment, export knowledge, and organizational capabilities in different industries and countries. Previous studies mainly focused on factors such as export strategies, corporate social responsibility, organizational capability, and managerial attitude toward export performance. Studies conducted in countries like Ethiopia highlighted the influence of management commitment on sustainable coffee export performance. Other studies also examined export antecedents such as export knowledge, export commitment, and organizational capability in sectors like the handloom industry. However, there are significant research gaps in the existing literature. Very limited studies have specifically examined the combined influence of managers' commitment and managers' knowledge on coffee export performance in the context of Karnataka. Most previous research concentrated either on production-related aspects of coffee or on general export performance without focusing on managerial behavioral factors. In addition, earlier studies were largely conducted in foreign countries and different industrial sectors, making it difficult to generalize the findings to Karnataka's coffee export industry. Furthermore, there is a lack of empirical studies analyzing how managers' commitment and industry-specific knowledge contribute to export growth, competitiveness, and sustainability in Karnataka's coffee sector. Therefore, the present study attempts to fill this gap by examining the influence of managers' commitment and knowledge on coffee export performance in Karnataka and by providing suitable suggestions to improve export performance.

4. NEED FOR THE STUDY

The present study is important because Karnataka is the leading coffee-producing and exporting state in India, contributing significantly to the country's foreign exchange earnings and agricultural economy. In the competitive global coffee market, export performance is influenced not only by production capacity but also by the managerial efficiency of export firms. Managers' commitment and knowledge play a crucial role in maintaining product quality, ensuring timely delivery, complying with international trade regulations, and building long-term relationships with overseas buyers. Although several studies have examined export performance in different industries, very limited research has focused on the combined influence of managers' commitment and knowledge on coffee export performance in Karnataka. The study is therefore needed to identify how managerial factors contribute to export growth, competitiveness, and sustainability. The findings of the study will help coffee exporters, policymakers, and industry stakeholders develop effective managerial practices and strategies to strengthen Karnataka's coffee export sector in international markets.

5. SCOPE OF THE STUDY

The present study focuses on the export performance of active green coffee exporters in Karnataka State. It examines the influence of managers' commitment and managers' knowledge on coffee export performance in the international market. The study covers major coffee-producing districts of Karnataka, including Chikkamagaluru, Kodagu, and Hassan, where a large number of coffee export activities are concentrated. The research emphasizes managerial factors such as commitment toward export operations, knowledge of coffee quality standards, export procedures, market trends, and customer relationship management. The study aims to provide insights and recommendations to improve export efficiency, competitiveness, and sustainability in Karnataka's coffee export sector.

6. RESEARCH OBJECTIVES

1. To explore the Influence of Managers' Commitment on Coffee Export Performance in Karnataka
2. To examine the Influence of Managers' Knowledge on Coffee Export Performance in Karnataka.
3. To provide suitable suggestions and recommendations for the coffee exporters to enhance coffee export performance in Karnataka State.

7. HYPOTHESIS

H0: There is no significant Influence of Managers' Commitment on Coffee Export Performance in Karnataka
H1: There is a significant Influence of Managers' Commitment on Coffee Export Performance in Karnataka
H0: There is no significant Influence of Managers' Knowledge on Coffee Export Performance in Karnataka.
H2: There is a significant Influence of Managers' Knowledge on Coffee Export Performance in Karnataka.

8. RESEARCH METHODOLOGY

Descriptive analytical research has been followed in the present study. A structured questionnaire was prepared by following the Likert scale (5 points) format, and questionnaires were circulated among respondents via WhatsApp and email along with the field survey. A total of 96 respondents were able reach, and the same was considered for the analysis and interpretation purpose. The collected responses were analyzed and interpreted with the help of statistical tools like linear regression analysis using SPSS software.

9. DATA COLLECTION

Primary Data

The first time data has been through a self-administered structured questionnaire, which was developed and asked to be filled out. Personal interviews were also done with coffee export managers. A structured questionnaire was prepared containing these statements were rated on a five-point scale with scale agreements ranging from strongly disagree to strongly agree. "Strongly agree" was assigned a score of 5, "agree" a score of 4, "can't say" a score of 3, "disagree" a score of 2, and "strongly disagree" a score of 1 for conducting regression analysis.

Secondary Data

The following are the sources from which the secondary data was collected, such as information that has been gathered from selected peer-reviewed articles from bibliographic databases (Emerald, Sage journals online, Science Direct, Scopus, Taylor & Francis online, Web of Science, and Wiley (online library). Peer-reviewed journals were considered based on their knowledge validity and their highest impact on the research field. Online E-Sources, Published reports, journals, theses, magazines, research articles, newspapers, etc.

10. SAMPLING METHOD

The present study adopted the Yamane sample technique to determine the appropriate sample size for data collection. The population of the study consisted of 126 organized active green coffee exporters listed in the Database on Indian Coffee Exporters published by the Coffee Board of India. Since it was difficult to collect data from the entire population due to time and resource constraints, a representative sample was selected for the study. The Yamane sampling formula is widely used in research studies to determine sample size scientifically and accurately. By applying the Yamane formula with an acceptable level of precision, the required sample size was calculated as 96 coffee export companies. This method helped ensure that the selected sample adequately represented the total population of organized active green coffee exporters in India. The selected coffee export companies were considered suitable respondents because they possess practical knowledge and experience regarding coffee export operations, international trade practices, managerial commitment, and export performance. Therefore, the use of the Yamane sample technique improved the reliability, representativeness, and validity of the study findings.

11. ANALYSIS AND INTERPRETATION

In the present study, the collected data were categorized into two major independent variables, namely Managers' Commitment and Managers' Knowledge, to examine their influence on coffee export performance. Managers' commitment included factors such as quality maintenance, timely delivery, customer relationship management, communication, and export operations, while managers' knowledge covered areas such as coffee varieties, export procedures, market trends, logistics, pricing mechanisms, and international trade regulations. Coffee export performance was treated as the dependent variable of the study. To measure the responses of the respondents, a Likert 5-point scale was used, ranging from strongly disagree to strongly agree, which helped in capturing the attitudes, perceptions, and opinions of coffee export managers effectively. Regression analysis was applied as the primary statistical tool to identify the significant influence of managers' commitment and knowledge on coffee export performance. The Statistical Package for Social Sciences, commonly known as SPSS, was used to process, analyze, and interpret the collected data accurately and systematically.

Managers' Commitment and Coffee Export Performance

H0: There is no significant Influence of Managers' Commitment on Coffee Export Performance in Karnataka
H1: There is a significant Influence of Managers' Commitment on Coffee Export Performance in Karnataka.

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Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.949[a]	.900	.885	.383

ANOVA[b]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	109.314	12	9.109	62.098	.000[a]
	Residual	12.176	83	.147		
	Total	121.490	95			

Coefficients[a]						
		Unstandardized Coefficients		**Standardized Coefficients**		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	-.077	.168		-.460	.647
	Maintaining high coffee quality standards.	-.022	.129	-.023	-.173	.863
	Timely delivery of coffee shipments to international buyers.	.811	.175	.679	4.622	**.000**
	Building long-term relationships with overseas clients.	.300	.078	.366	3.856	**.000**
	Complying with international trade regulations and export documentation.	.238	.130	.242	1.836	.070
	Ensuring customer satisfaction in global markets.	-.126	.117	-.119	-1.078	.284
	Promoting sustainable and ethical coffee sourcing practices.	-.325	.084	-.346	-3.859	**.000**
	Achieving export sales targets and business growth.	.140	.119	.131	1.175	.243
	Effective communication with suppliers, buyers, and logistics partners.	.215	.077	.238	2.804	**.006**
	Continuous improvement in export operations and supply chain management.	.484	.103	.541	4.720	**.000**
	Maintaining transparency in pricing, contracts, and transactions.	-.245	.086	-.250	-2.842	**.006**
	Adapting to changing international market trends and customer preferences.	.206	.092	.240	2.244	**.027**
	Representing the coffee company professionally in international trade fairs and business meetings.	.704	.084	.697	8.392	**.000**
a. Dependent Variable: Coffee Export Performance						

The regression analysis was conducted to examine the influence of managers' commitment on coffee export performance in Karnataka. The model summary reveals a strong relationship between managers' commitment and coffee export performance, with an R value of 0.949, indicating a very high degree of correlation between the independent variables and the dependent variable. The R Square value of 0.900 indicates that 90.0 percent of the variation in coffee export performance is explained by the selected managerial commitment variables. The Adjusted R Square value of 0.885 further confirms that the model has strong explanatory power even after adjusting for the number of predictors included in the study. The standard error of estimate of 0.383 indicates a relatively low level of prediction error, suggesting that the regression model fits the data well. The ANOVA results show that the regression model is statistically significant. The F value of 62.098 with a significance level of 0.000 indicates that the combined effect of managers' commitment variables significantly influences coffee export performance in Karnataka. Since the significance value is less than 0.05, the null hypothesis (H0), which states that there is no significant influence of managers' commitment on coffee export performance, is rejected, and the alternative hypothesis (H1) is accepted. This confirms that managers' commitment plays a significant role in determining coffee export performance. The coefficient analysis provides insights into the individual influence of each managerial commitment factor on coffee export performance. Timely delivery of coffee shipments to international buyers has a strong positive and significant influence on export performance with a beta coefficient of 0.679 and a significance value of 0.000. This indicates that ensuring timely delivery improves customer trust, buyer satisfaction, and export efficiency. Building long-term relationships with overseas clients also has a positive and significant effect with a beta value of 0.366 and a significance level of 0.000, suggesting that strong international buyer relationships contribute to sustained export growth. Complying with international trade regulations and export documentation shows a positive coefficient, but the significance value of 0.070 indicates that the variable is not statistically significant at the 5 percent level. Ensuring customer satisfaction in global markets has a negative coefficient and is statistically insignificant with a significance value of 0.284. Similarly, achieving export sales targets and business growth also does not significantly influence export performance, as the significance value is greater than 0.05. Promoting sustainable and ethical coffee sourcing practices shows a significant negative relationship with coffee export performance, with a beta value of -0.346 and a significance value of 0.000. This may indicate that the adoption of sustainability practices could involve higher operational costs or implementation challenges that affect short-term export performance. Effective communication with suppliers, buyers, and logistics partners has a positive and significant influence on export performance, with a beta coefficient of 0.238 and a significance value of 0.006. This suggests that strong communication improves coordination and reduces operational inefficiencies. Continuous improvement in export operations and supply chain management significantly and positively influences coffee export performance with a beta value of 0.541 and a significance level of 0.000. This indicates that improving operational efficiency and supply chain practices enhances export competitiveness. Maintaining transparency in pricing, contracts, and transactions shows a significant negative influence on export performance with a beta value of -0.250 and a significance value of 0.006. Adapting to changing international market trends and customer preferences has a positive and significant influence on export performance, with a beta value of 0.240 and a significance level of 0.027, highlighting the importance of market responsiveness in export success. Among all the variables, representing the coffee company professionally in international trade fairs and business meetings has the highest positive influence on coffee export performance, with a beta coefficient of 0.697 and a significance value of 0.000. This indicates that professional representation and active participation in international trade activities strongly contribute to enhancing export opportunities, market visibility, and buyer relationships.

Managers' Knowledge and Coffee Export Performance

H0: There is no significant Influence of Managers' Knowledge on Coffee Export Performance in Karnataka.

H2: There is a significant Influence of Managers' Knowledge on Coffee Export Performance in Karnataka.

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942[a]	.887	.871	.39304

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.084	12	8.424	54.528	.000[a]
	Residual	12.822	83	.154		
	Total	113.906	95			

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.007	.184		-.038	.970
	Different coffee varieties such as Arabica and Robusta.	.320	.087	.318	3.682	**.000**
	Coffee cultivation and harvesting processes.	-.197	.106	-.226	-1.854	.067
	Coffee grading, quality testing, and certification standards.	.216	.083	.238	2.588	**.011**
	International coffee market trends and consumer preferences.	.386	.102	.421	3.778	**.000**
	Export-import procedures and customs regulations.	-.192	.094	-.230	-2.029	**.046**
	International shipping, logistics, and freight management.	.277	.137	.294	2.019	**.047**
	Coffee pricing mechanisms in global commodity markets.	.541	.122	.569	4.434	**.000**
	Packaging and storage requirements for coffee exports.	-.019	.179	-.016	-.105	.916
	Sustainable coffee production and fair-trade practices.	.023	.109	.019	.209	.835
	International trade agreements and foreign exchange procedures.	.379	.072	.506	5.295	**.000**
	Documentation such as invoices, bills of lading, certificates of origin, and export licenses.	-.435	.119	-.439	-3.652	**.000**
	Negotiation, communication, and relationship management with international buyers.	-.312	.118	-.343	-2.641	**.010**

a. Dependent Variable: **Coffee Export Performance**

The regression analysis was conducted to examine the influence of managers' knowledge on coffee export performance in Karnataka. The model summary indicates a strong relationship between managers' knowledge and coffee export performance, with an R value of 0.942, showing a high degree of correlation between the independent variables and the dependent variable. The R Square value of 0.887 reveals that 88.7 percent of the variation in coffee export performance is explained by the managers' knowledge variables included in the model. The Adjusted R Square value of 0.871 further confirms that the regression model possesses strong explanatory power even after adjusting for the number of predictors. The standard error of estimate of 0.39304 indicates a low level of prediction error, suggesting that the model fits the data effectively. The ANOVA results show that the regression model is statistically significant. The F value of 54.528 with a significance value of 0.000 indicates that the combined influence of managers' knowledge variables significantly affects coffee export performance in Karnataka. Since the significance value is less than 0.05, the null hypothesis (H0), which states that there is no significant influence of managers' knowledge on coffee export performance in Karnataka, is rejected, and the alternative hypothesis (H2) is accepted. This confirms that managers' knowledge plays a significant role in improving coffee export performance. The coefficient analysis provides a detailed understanding of the influence of each knowledge-related factor on coffee export performance. Knowledge of different coffee varieties such as Arabica and Robusta has a positive and statistically significant influence on export performance, with a beta coefficient of 0.318 and a significance value of 0.000. This indicates that managers who possess strong product knowledge are better able to satisfy international buyer preferences and improve export competitiveness. Coffee cultivation and harvesting processes show a negative coefficient with a significance value of 0.067, indicating that the variable is not statistically significant at the 5 percent level. Knowledge of coffee grading, quality testing, and certification standards has a positive and significant impact on coffee export performance, with a beta coefficient of 0.238 and a significance value of 0.011. This suggests that expertise in quality management and certification procedures contributes to improved acceptance in international markets. Similarly, knowledge of international coffee market trends and consumer preferences significantly and positively influences export performance, with a beta value of 0.421 and a significance value of 0.000. This finding indicates that managers who understand changing consumer demands and global market conditions are more capable of developing successful export strategies. Export-import procedures and customs regulations show a significant negative influence on coffee export performance, with a beta coefficient of -0.230 and a significance value of 0.046. This negative relationship may indicate that complex customs procedures and regulatory requirements create operational difficulties for exporters. Knowledge of international shipping, logistics, and freight management has a positive and significant influence on export performance, with a beta coefficient of 0.294 and a significance value of 0.047, highlighting the importance of logistics efficiency and effective transportation management in international coffee trade. Among all the variables, knowledge of coffee pricing mechanisms in global commodity markets has one of the strongest positive influences on coffee export performance, with a beta coefficient of 0.569 and a significance value of 0.000. This indicates that managers who understand global coffee pricing trends and commodity market fluctuations can make better strategic and financial decisions. Packaging and storage requirements for coffee exports show a negative but statistically insignificant relationship with export performance, with a significance value of 0.916. Likewise, sustainable coffee production and fair-trade practices also do not show a significant influence on export performance, as indicated by the significance value of 0.835. Knowledge of international trade agreements and foreign exchange procedures has a strong positive and significant influence on coffee export performance, with a beta coefficient of 0.506 and a significance value of 0.000. This finding suggests that managers with expertise in international trade policies and foreign exchange management contribute substantially to export efficiency and profitability. On the other hand, documentation-related knowledge, including invoices, bills of lading, certificates of origin, and export licenses, shows a significant negative relationship with export performance, with a beta coefficient of -0.439 and a significance value of 0.000. This may reflect the challenges and complexities associated with export documentation processes. Finally, negotiation, communication, and relationship management with international buyers show a significant negative influence on coffee export performance, with a beta coefficient of -0.343 and a significance value of 0.010.

12. RESEARCH FINDINGS

Findings related to Influence of Managers' Commitment on Coffee Export Performance in Karnataka

1. Managers' commitment showed a strong positive relationship with coffee export performance with an R value of 0.949.
2. The R Square value of 0.900 indicated that 90% of the variation in export performance was explained by managers' commitment variables.
3. The regression model was statistically significant with an F value of 62.098 and significance level of 0.000.
4. Timely delivery of coffee shipments had a strong positive influence on export performance.
5. Building long-term relationships with overseas buyers significantly improved export growth and customer retention.
6. Effective communication with suppliers, logistics partners, and buyers positively influenced export efficiency.
7. Continuous improvement in export operations and supply chain management enhanced export competitiveness.
8. Adapting to changing international market trends positively contributed to export success.
9. Professional representation in international trade fairs and business meetings had the highest positive influence on export performance.
10. Sustainable and ethical sourcing practices showed a significant negative relationship with export performance due to possible operational costs and implementation challenges.

Findings related to Influence of Managers' Knowledge on Coffee Export Performance in Karnataka

1. Managers' knowledge showed a strong positive relationship with coffee export performance with an R value of 0.942.
2. The R Square value of 0.887 indicated that 88.7% of the variation in export performance was explained by managers' knowledge variables.
3. The regression model was statistically significant with an F value of 54.528 and significance level of 0.000.

4. Knowledge of different coffee varieties such as Arabica and Robusta positively influenced export competitiveness.
5. Knowledge of coffee grading, quality testing, and certification standards significantly improved export acceptance in international markets.
6. Understanding international coffee market trends and consumer preferences positively influenced export strategies and performance.
7. Knowledge of international shipping, logistics, and freight management enhanced operational efficiency and timely delivery.
8. Knowledge of coffee pricing mechanisms in global commodity markets had one of the strongest positive influences on export performance.
9. Knowledge of international trade agreements and foreign exchange procedures significantly improved export efficiency and profitability.
10. Documentation procedures, customs regulations, and communication challenges showed negative influences on export performance due to operational complexities.

suggestions and recommendations for coffee exporters to enhance coffee export performance in Karnataka State

1. Coffee export companies should strengthen managerial training and development programs.
2. Export managers should focus on maintaining timely shipment delivery to improve buyer satisfaction.
3. Companies should actively participate in international trade fairs and export promotion programs.
4. Export firms should continuously monitor international market trends and consumer preferences.
5. Effective communication and coordination with suppliers and logistics partners should be improved.
6. Managers should receive specialized training in customs regulations and export documentation procedures.
7. Coffee exporters should adopt advanced quality testing, grading, packaging, and storage practices.
8. Sustainable and ethical coffee sourcing practices should be strengthened for long-term competitiveness.
9. Export firms should improve knowledge regarding pricing strategies, trade agreements, and foreign exchange management.
10. The Coffee Board of India and policymakers should provide export awareness programs, workshops, and financial assistance to coffee exporters in Karnataka.

13. LIMITATIONS

1. The study was limited only to organized active green coffee exporters in Karnataka State and did not include unorganized or small-scale exporters.
2. The research focused only on selected districts such as Chikkamagaluru, Kodagu, and Hassan, which may limit the generalization of the findings to other coffee-producing regions.
3. The sample size of 96 respondents may not fully represent the views and practices of all coffee export companies in Karnataka.
4. The study considered only managers’ commitment and managers’ knowledge as independent variables, while other factors such as government policies, market competition, climate conditions, and financial resources were not included.
5. The study relied mainly on primary data collected through questionnaires, and the responses may contain personal bias or subjective opinions of respondents.
6. Time and financial constraints restricted extensive field visits and detailed interactions with all coffee exporters.
7. The study adopted a cross-sectional research design, and therefore changes in export performance over a longer period could not be examined.
8. The statistical analysis was limited to regression analysis using SPSS, and other advanced analytical techniques were not applied in the study.

14. SUGGESTIONS

1. Coffee export companies should strengthen managerial training programs to improve managers’ commitment and export-related knowledge.
2. Export managers should focus on timely delivery of coffee shipments to maintain strong relationships with international buyers.
3. Companies should encourage participation in international trade fairs and business meetings to improve global market exposure and business networking.
4. Coffee exporters should continuously monitor international coffee market trends and consumer preferences to remain competitive in global markets.

5. Export firms should improve communication and coordination with suppliers, logistics partners, and overseas buyers to enhance operational efficiency.
6. Managers should receive specialized training in export-import procedures, customs regulations, and documentation processes to reduce operational difficulties.
7. Coffee exporters should adopt advanced quality testing, grading, packaging, and storage practices to maintain international quality standards.
8. Companies should develop effective strategies for sustainable and ethical coffee sourcing practices to improve long-term export competitiveness.
9. Export organizations should strengthen knowledge regarding international trade agreements, foreign exchange procedures, and global pricing mechanisms for better strategic decision-making.
10. Policymakers and the Coffee Board of India should provide regular workshops, export awareness programs, and financial support to enhance the managerial capabilities of coffee exporters in Karnataka.

15. DIRECTIONS FOR THE FUTURE RESEARCH

Future research may be extended by including a larger sample size covering coffee exporters from different states of India to obtain more comprehensive findings. Comparative studies can also be conducted between Karnataka and other coffee-producing regions to identify regional differences in export performance. Future researchers may include additional variables such as organizational culture, technological adoption, government support, financial management, and supply chain efficiency to better understand coffee export performance. Longitudinal studies can be undertaken to examine changes in managerial commitment, knowledge, and export performance over time. Researchers may also apply advanced statistical tools such as structural equation modeling and factor analysis for deeper analysis. Further studies can focus on the role of sustainability practices, digital marketing, and innovation in enhancing coffee export competitiveness. In addition, qualitative research involving interviews and case studies may provide detailed insights into the challenges and opportunities faced by coffee export managers in international markets.

16. CONCLUSION

The present study examined the influence of managers' commitment and managers' knowledge on coffee export performance in Karnataka State. The findings of the study revealed that managerial factors play a significant role in determining the success and competitiveness of coffee exports in international markets. The regression analysis confirmed that managers' commitment significantly influences export performance, particularly through factors such as timely delivery, relationship building with overseas buyers, effective communication, operational improvement, adaptability to market trends, and professional representation in international trade activities. Similarly, managers' knowledge regarding coffee varieties, quality standards, market trends, logistics, pricing mechanisms, and international trade agreements positively contributed to coffee export performance. The study also identified certain challenges related to export documentation procedures, customs regulations, and communication barriers that may negatively affect export efficiency. Karnataka continues to remain the leading coffee-producing state in India, and its export sector contributes significantly to economic development and foreign exchange earnings. Therefore, strengthening managerial commitment and enhancing managerial knowledge are essential for improving export competitiveness and sustainability. The study concludes that coffee export companies, policymakers, and industry stakeholders should focus on managerial development, training, and strategic export practices to ensure long-term growth and success of Karnataka's coffee export industry.

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