Bulletin of Community Engagement
Vol. 6, No. 3, December 2026
https://attractivejournal.com/index.php/bce//index

Analysis of Factors Affecting Export Performance for MSMEs: The Role of Digital Marketing from an RBV Perspective

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ARTICLE INFO
Article history:
Received
May 05, 2026
Revised
October 3, 2026
Accepted
November 07, 2026

Abstract

Exports, the activities of selling and transporting goods (both raw and finished) from one country to another, serve as a key source of state revenues and are necessary for a nation's long-term economic viability. MSMEs represent 99% of the existing business units in Indonesia, but its contribution to the national export income is still relatively low with only 15.7%. The main objective of this study is to investigate the effect of Knowledge-Based Resources (Export Knowledge and Export Expertise) and Organizational Capabilities (Technology Capability, Marketing Capability, Product Innovation, and Process Innovation) on Export Performance. The study applies Export Strategy and Use of Digital Marketing as intermediary between them. A quantitative approach through Structural Equation Modeling (SEM) was used on survey data from Indonesian MSME exporters. It was found that Export Knowledge and Export Expertise significantly influence Export Strategy, which ultimately positively impacts Export Performance. Furthermore, Technological Capability, Marketing Capability, Product Innovation, and Process Innovation all also significantly influence the Use of Digital Marketing, which also positively impacts Export Performance. The findings of this study confirm all proposed hypotheses and indicate that a comprehensive set of internal factors (resources and capabilities) is crucial for enhancing export success.

Keywords: Resource-Based View, Export Performance, Digital Marketing, Technology Capabilities, MSMEs

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ISSN 2774-7077
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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the national economy. According to Indonesia's statistic, business unit classified as MSMEs is about 99% of the whole business unit existed in Indonesia or about 66 million units (by 2023). As for Indonesia's Gross Domestik Product (GDP), MSMEs contribute equivalent to IDR 9,680 trillion. In terms of job creation, MSMEs provide approximately 117 million jobs, which representing 97.02% of Indonesia's total national workforce (Amartha, 2024; Kadin Indonesia, 2024).

Despite the extremely significant role in the Indonesian economy, MSMEs contribution on national exports, particularly in the non-oil and gas sector, remains relatively low. Compared with other neighboring countries such as Singapore (41%), Thailand (29%), and China (60%) (Respati & Djumena, 2022). This figure indicate that something is blocking Indonesian MSMEs from bringing their businesses to the global market. The obstacles holding Indonesian MSMEs from transforming their businesses to a global business player is further be the topic of this study.

Research by (Love & Ganotakis, 2013) reveals that low export contribution of MSMEs in a country may be caused by low levels of export knowledge and skills among MSMEs entrepreneurs. The lack of knowledge oftenly results in a failure to adapting their products to meet the global demands or standards, difficulties in gaining export permits, and ineffective marketing strategies. This finding is also backed by research from (Astutik, 2021) who stated that MSMEs who are key

pillar of Indonesian economy often face several challenges, such as lack of resources, lack of understanding of global market, and lack of use of digital marketing technology. According to data from (Badan Pengkajian dan Pengembangan Perdagangan, 2021) (BAPTI), in its Final Report on the Analysis of Increased Role of MSMEs in National Exports, Indonesian government previously conducted a research by distributing questionnaire to MSME entrepreneurs in Indonesia. The result revealed that the prmary factors that influenting the success rate of MSMEs exporting their goods is their own internal factors. This findings also allign with research by (Ghazali Pane et al., 2024), which confirmed previous findings that internal factors significantly influence the export performance of Indonesian MSMEs, while external factors did not.

Another relevant discussion topic regarding the export performance by MSMEs, conducted by (Beleska-Spasova et al., 2012), revealed that the technological capabilities of a business play a crucial role in increasing a company's competitive advantage in the market. Further study by (Elia et al., 2021) revealed that the use of digital marketing such as social media, e-commerce, and SEO (Search Engine Optimization) are also factors that improve MSME export capabilities. However, unfortunately, many MSMEs have not adopted relevant digital marketing technologies to increase access to international markets. A study by (Golovko et al., 2023) stated that companies that have adopted marketing strategies have been shown to significantly improve their export performance. On the other hand, the lack of product and process innovation is also a liability for MSMEs in the international market. A research by (Edeh et al., 2020) revealed that product and process innovation play a crucial role in improving MSME export performance. Product innovation is defined as a company's ability to adapt its products to international markets, while process innovation is defined as a company's ability to increase efficiency and reduce costs.

Based on these issues and various findings from previous research references, this study will utilize the Resource-Based View (RBV) approach. It is a framework theory that states companies can gain competitive advantage through leveraging valuable, unique, and difficult to imitate internal resources (Barney et al., 2001). In this study, RBV is used to analyze internal factors such as export knowledge and expertise, as well as organizational capabilities such as technological capability, marketing capability, product innovation, and process innovation. Furthermore, this study will examine the role of export strategy and the use of digital marketing as mediating variables between knowledge-based resources and organizational capabilities and thei influence to the MSMEs export performance.

RBV framework used in this study examine how internal factors can be optimized through strategic mechanisms. The novelty offered by this study lies in testing a dual mediation model, where the Use of Digital Marketing (DM) and Export Strategy (ES) are positioned not simply as independent variables, but also as a transformative process linking knowledge-based resources and organizational capabilities into the export performance. The approach in this research aims to fill the gap in previous research by highlighting the flow of Resources & Capabilities → Digital Marketing → Performance.

This is also based on previous research by (Elia et al., 2021; Kahiya & Dean, 2014), effective export strategies and the use of digital marketing can help MSMEs improve their competitiveness in the international market. Therefore, this study seeks to answer the following key research questions:

1. How do the identified RBV-based internal factors affect the export performance of MSMEs in Indonesia?
2. Which RBV-based internal factors have the most significant influence on the export success of MSMEs?
3. What strategic recommendations are provided to help MSMEs increase their competitiveness and export performance in the international market.

METHOD

This study has 11 stages as described in Figure 1. The RBV-based model developed in this study is based on previous studies described in the previous section. Then, the researcher will create a questionnaire according to the variables and indicators obtained from previous studies and distribute it using the Google Form platform with a non-probability sampling method, namely purposive sampling technique. There are criteria for respondents, namely that they have a business in the Jakarta area, as well as several other criteria applied in this study with the aim of ensuring that the results obtained are reliable. These criteria are:

- Have exported products from Indonesia more than once.
- Have at least 1 year of experience in international trade market.
- Willing to complete a questionnaire provided by the researcher for research purposes.

The sample size in this study was calculated using Cochran's formula with the calculation formula in Equation (1):

$$n_0 = \frac{Z^2\ p\ (1-p)}{e^2} \quad (1)$$

Where:

n_0 = Initial sample size

Z = Standard confidence level score (95% confidence level, so Z is approximately 1.96)

p = Pation proportion

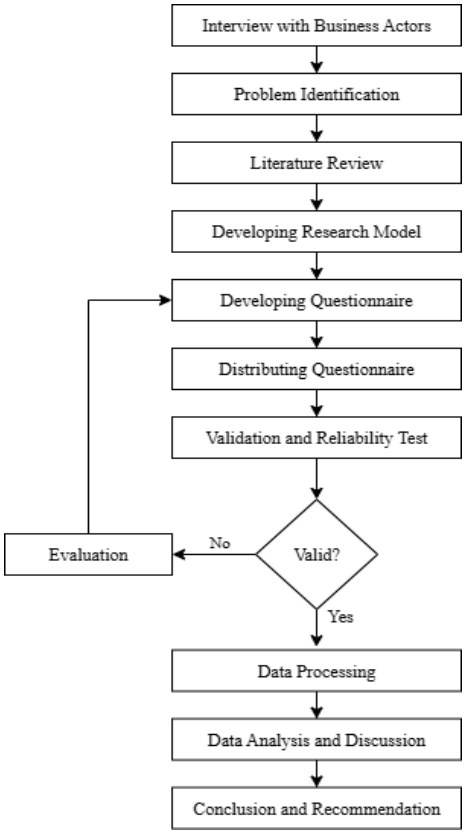
e = Margin of error

In this study, the confidence level score is 95%, the margin of error (precision level) is ±10%, with a population proportion of 0.5. Thus, as seen in Equation (2):

$$n_0 = \frac{(1{,}96)^2\ (0{,}5)(1-0{,}5)}{(0{,}1)^2} \quad (2)$$

n_0= 96,04

Figure 1. Research Framework



Using Cochran's calculation as shown in Equation (2), the sample size is 96.04, which the researcher then rounds up to 97 samples. The researcher then recalculates using Cochran's formula with the specified population size, as shown in Equation (3):

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}} \quad (3)$$

Where:

n = Final sample size

n_0 = Initial sample size

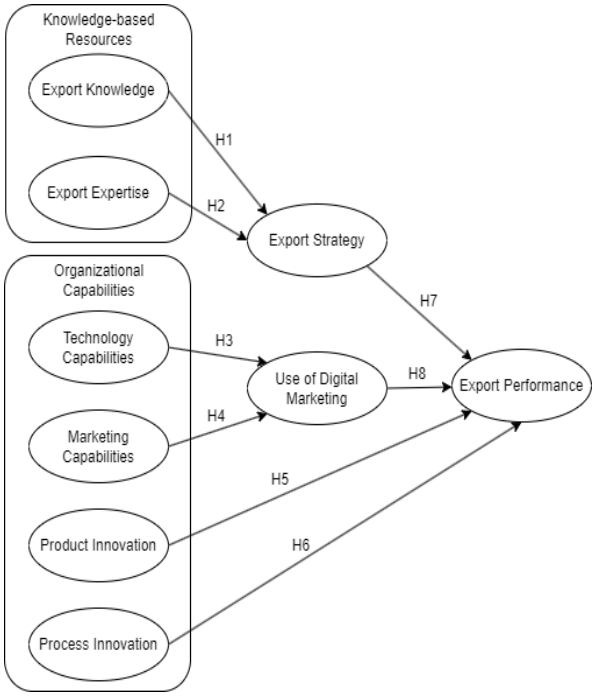
N = Total Population

$$n = \frac{96{,}04}{1 + \frac{96{,}04-1}{1100000}} \quad (4)$$

n= 96,0317

From the results of these calculations, as can be seen in Equation (4), the researcher found that the final sample size required for this study was 96.0317, rounded up to a minimum of 97 respondents.Although the sample size of this study is relatively low, it is considered appropriate for analysis using PLS-SEM due to its ability to handle small samples with better statistical performance than CB-SEM. This justification is based on the "10 times rule" (Hair et al., 2012). This rule states that the method for determining the estimated sample size required in PLS-SEM is greater than 10 times the maximum number of inner or outer model links pointing at any latent variable in the model. Therefore, based on this, looking at the research model used in this study, the most structural paths in this model lead to EP, and the sample size has exceeded the minimum threshold required.

In validity testing, an indicator will be considered valid if it has an item to total Pearson correlation value, commonly referred to as a loading factor, of ≥ 0.7 and an Average Variance Extracted (AVE) value of ≥ 0.5. Likewise, in reliability testing, a variable will be considered reliable if it has a Cronbach's Alpha value of ≥ 0.7 and a Composite Reliability value of ≥ 0.7. Data processing will use the SmartPLS analytic tools software. The data analysis method in this study is Structural Equation Modeling (SEM), which will also use SmartPLS software. The research model used in this study is as shown in Figure 2 below.



RESULT AND DISCUSSION

This research found 108 respondents with sample demographics based on age as shown in Table 1, while those based on domicile can be seen in Table 2.

Table *1*. Percentage of Respondents Based on Age

Age Range	Percentage
17 – 25 years old	13%
26 – 35 years old	19.4%
36 – 45 years old	28.7%

46 – 55 years old	29.6%
56 – 65 years old	7.4%
Above 65 years old	1.9%

Table *2*. Number of Respondents Based on Place of Residence

Place of Residence	Number of Respondents
West Java	36
Jakarta	30
Banten	21
Middle Java	14
Others	7

Table *3*. Percentage of Respondents Based on Commodity/Product

Commodity/Product	Percentage
Plantation Production	59.3%
Agricultural Production	14.8%
Fisheries Production	11.1%
Handicrafts and Furniture	10.2%
Food and Beverage Products	4.6%

Table *4*. Percentage of Respondents Based on Years of Experience

Years of Experience	Percentage
1 – 5 years	50%
6 – 10 years	23.1%
11 – 15 years	19.4%
16 – 20 years	3.7%
More than 20 years	3.7%

Table *5*. Percentage of Respondents Based on the Number of Exports Conducted

Export Volume	Percentage
2 – 5 times	22.2%
6 – 10 times	14.8%
11 – 15 times	9.3%
16 – 20 times	1.9%
More than 20 times	51.9%

Table *6*. Percentage of Respondents Based on International Port Used

International Port Used	Percentage
Tanjung Priok, Jakarta	83.3%
Tanjung Perak, East Java	2.8%
Belawan, Medan	3.7%
Air Freight	4.5%
Other Ports	5.7%

To ensure the absence of Common Method Bias (CMB), researchers conducted a full collinearity assessment as recommended by (Kock, 2015). The results of the analysis using SmartPLS 4 software in the Collinearity Statistics (VIF) – Inner Model table, as shown in Table 7 below, indicate that all VIF values between variables are in the range of 1.003 to 1.894. This indicates that all values are below the VIF threshold of ≤ 3.3, so it can be concluded that this model is free from significant CMB problems.

Table *7*. Collinearity Statistic (VIF) – Inner Model

	VIF
CI → EP	1.578
DM → EP	1.894
EE → ES	1.005
EK → ES	1.005
ES → EP	1.585
MC → DM	1.003
PI → EP	1.193
TC → DM	1.003

The validity test results of this study show that both the loading factor and AVE values exceed the requirements, as shown in Tables 8 and 9 below.

Table *8*. Loading Factor Value for Each Indicator

Variable	Indicator	Loading Factor Value	Description
Export Knowledge (EK)	EK1	0.728	Valid
	EK2	0.760	Valid
	EK3	0.701	Valid
	EK4	0.763	Valid
	EK5	0.821	Valid
Export Expertise (EE)	EE1	0.751	Valid
	EE2	0.713	Valid
	EE3	0.709	Valid
	EE4	0.816	Valid
	EE5	0.836	Valid
Technology Capabilities	TC1	0.716	Valid
	TC2	0.767	Valid
	TC3	0.816	Valid
	TC4	0.764	Valid
	TC5	0.841	Valid
Marketing Capabilities (MC)	MC1	0.825	Valid
	MC2	0.781	Valid
	MC3	0.761	Valid
	MC4	0.782	Valid
	MC5	0.821	Valid
Product Innovation (PI)	PI1	0.745	Valid
	PI2	0.720	Valid
	PI3	0.864	Valid
Process Innovation (CI)	CI1	0.822	Valid
	CI2	0.764	Valid
	CI3	0.786	Valid
	CI4	0.766	Valid
	CI5	0.788	Valid
Export Strategy (ES)	ES1	0.790	Valid
	ES2	0.811	Valid
	ES3	0.774	Valid
	ES4	0.788	Valid
	ES5	0.818	Valid
Use of Digital Marketing (DM)	DM1	0.750	Valid
	DM2	0.823	Valid
	DM3	0.807	Valid
	DM4	0.823	Valid
Export	EP1	0.767	Valid

Performance (EP)	EP2	0.790	Valid
	EP3	0.852	Valid
	EP4	0.867	Valid

The loading factor value test as shown in Table 8 above is the result after three (3) loading factor value tests, because indicators with a loading factor value ≤ 0.7 will be eliminated. That is why the PI variable only has 3 indicators, which initially numbered 5 at the beginning of this study.

Table *9*. AVE Value for Each Variable

Variable	AVE Value	Description
EK	0.571	Valid
EE	0.588	Valid
TC	0.612	Valid
MC	0.628	Valid
PI	0.607	Valid
CI	0.611	Valid
ES	0.634	Valid
DM	0.634	Valid
EP	0.646	Valid

The AVE results obtained show that all variables are valid and can proceed to further testing.The reliability test results of this study show Cronbach's Alpha and Composite Reliability values, both of which exceed the requirements as shown in Table 10 below.

Table *10*. Cronbach's Alpha and Composite Reliability Values

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Description
CI	0.841	0.841	0.887	Reliable
DM	0.817	0.822	0.879	Reliable
EE	0.831	0.859	0.877	Reliable
EK	0.817	0.847	0.869	Reliable
EP	0.837	0.839	0.891	Reliable
ES	0.856	0.856	0.897	Reliable
MC	0.855	0.885	0.894	Reliable
PI	0.695	0.781	0.821	Reliable
TC	0.840	0.842	0.887	Reliable

From the reliability test results obtained, it can be seen that there is one (1) variable, namely PI, that does not meet the Cronbach's Alpha value requirement, which is 0.676. This is due to the fact that the PI variable has only three (3) indicators, which is the fewest among the other variables, because Cronbach's Alpha values are generally sensitive to the number of indicators and the sample size (Luh, 2024; Tavakol & Dennick, 2011). However, the composite reliability value of the PI variable shows a value ≥ 0.7, so it can be said that the PI variable is consistent or reliable.

Table *11*. R-square (R^2) Value

Variable	R-square (R^2) Adjusted
DM	0.425
ES	0.355
EP	0.885

The structural model testing (inner model) obtained from the results of this study, as shown in Table 11 above, explains that the R^2 value of the DM variable is 0.437, the ES variable is 0.350, and the EP variable is the largest at 0.888. A higher R^2 value means that the influence of the independent variables on the dependent variables according to the research model is greater. Having found that all indicators and variables meet the validity and reliability test requirements, the study can proceed with testing the hypothesis using the direct effect of each variable, the results of which are shown in Table 12 below.

Table *12*. Results of the Direct Effect Hypothesis Test

	Standard Deviation (STDEV)	*T Statistic (|O/STDEV|)*	*p-values*
EK → EP	0.029	2.209	0.009
EK → ES	0.071	7.818	0.000

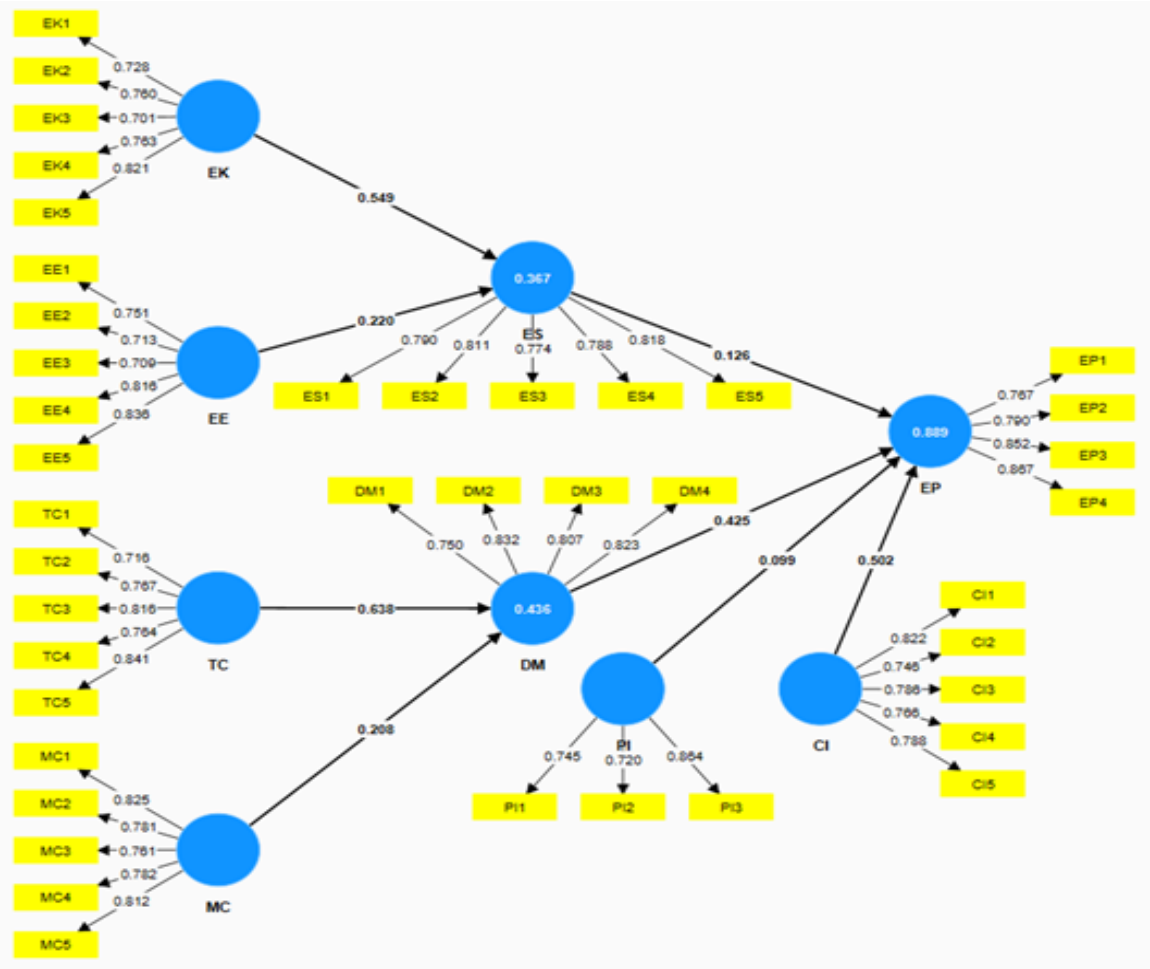
EE → EP	0.015	1.645	0.054
EE → ES	0.089	2.407	0.004
TC → DM	0.056	11.742	0.000
TC → EP	0.055	4.821	0.000
MC → DM	0.108	1.705	0.020
MC → EP	0.045	1.662	0.030
PI → EP	0.041	3.198	0.014
CI → EP	0.059	8.375	0.000
ES → EP	0.049	2.360	0.005
DM → EP	0.066	6.125	0.000

The results of the hypothesis test, as shown in Table 12, indicate that there are three (3) p-values ≤ 0.05, which means that the relationship between the variables is not significantly influential. Therefore, based on this research hypothesis, it can be concluded that:

- H_1: EK has a significant effect on ES, therefore this hypothesis is **accepted**.
- H_2: EE has a significant effect on ES, therefore this hypothesis is **accepted**.
- H_3: TC has a significant effect on DM, therefore this hypothesis is **accepted**.
- H_4: MC has a significant effect on DM, therefore this hypothesis is **accepted**.
- H_5: PI has a significant effect on EP, therefore this hypothesis is **accepted**.
- H_6: CI has a significant effect on EP, therefore this hypothesis is **accepted**.
- H_7: ES has a significant effect on EP, therefore this hypothesis is **accepted**.
- H_8: DM has a significant effect on EP, therefore this hypothesis is **accepted**.

Figure 3 below is a visualization of the research model in SmartPLS software after undergoing a series of tests as described above.

Figure 3. Model visualization in SmartPLS



DISCUSSION

In accordance with the RBV framework, this study categorizes internal export factors into two main pillars: knowledge-based resources and organizational capabilities. In this study, aspects that are part of knowledge-based resources are represented by the variable EK, which is the knowledge and understanding of business actors in international trade activities, such as theoretical or regulatory knowledge as intellectual capital, and EE, which is the skills acquired by export business actors through their experience in exporting as accumulated experience. The variable ES mediates between EK and EE, which are intangible assets related to EP. ES here is the bridge that transforms organizational resources (EK and EE) into performance. Then, organizational capabilities are represented by the variable TC, which is the capability of business actors to use export support technology, MC, which is the capability or marketing skills of business actors in general, PI, which is product innovation that makes it a selling point and product appeal, and CI, which is export process innovation that can be exemplified by the organization's capabilities to reduce labor costs, operational costs, logistics costs, goods delivery time, and others more efficiently. TC and MC are mediated by the bridge variable, namely DM, as a mediation mechanism for TC and MC towards EP.

In terms of resources, this study found that EK has the most significant influence on EP both directly (p-values = 0.009) and through ES mediation (p-values = 0.000). Meanwhile, EE has a significant effect on EP when mediated by ES. This proves that knowledge of international regulations and markets is a resource foundation that enables MSMEs to formulate the right strategies to penetrate the global market.

In terms of organizational capabilities, TC and CI were found to be the most important factors. They both have the most significant direct influence on EP (p-value = 0.000). The influence of TC, with DM as a mediator variable, also showed a highly significant effect on EP (p-value = 0.000). This finding can be interpreted that to improve export performance, the main internal factor that must be considered is the company's ability to use technology and innovation in the export process, which aims to increase process efficiency. The MC variable has a more significant influence when mediated by DM (MC → DM, p value = 0.020), while the direct influence of MC on EP is significant but lower without DM as a mediator (MC → EP, p value = 0.030).

The DM variable, as a mediator between TC and MC, provides important insights into the underlying process. The research findings indicate that TC and MC significantly influence DM, suggesting the importance of technological capability as not merely a static asset but also as a solid foundation for MSMEs to undertake more complex and targeted digital marketing activities. Furthermore, the efficiency of DM significantly impacts EP (DM → EP, p-value = 0.000). The process flow from TC & MC → DM → EP explains the implication that technology will have a maximum impact on export performance if MSMEs are able to utilize and transform these assets into appropriate digital marketing strategies.

- Influence of EK on ES

The outcome of this study shows that EK has a significant influence on ES (p-values = 0.000). This findings align with research by (Love & Ganotakis, 2013), a research that indicates that EK helps the company to understand market regulations, consumer preferences, and global market challenges. Both findings agree that a wider understanding of market conditions allows a company to develop a more proper export strategy plan. Another research by (Beleska-Spasova et al., 2012) also indicates the importance of EK in developing an export strategy plan.

- Influence of EE on ES

The result of this study showed that the effect of EE on ES is significant (p-values = 0.004). This finding aligns with research by (Theingi & Purchase, 2011) which also proves that MSMEs with intermediary resources (which reflected in indicators EE1, EE3, and EE5 of this study) tend to have higher export performance.

- Influence of TC on DM

The result of this study showed that the impact of TC on DM is significant (p-values = 0.000). Results from this research validate the previous study by (Elia et al., 2021) that states companies with higher technological capabilities are more likely to use digital marketing tools to support international expansion. In addition, the previous research conducted by (Beleska-Spasova et al., 2012) also validate the current findings that indicate the use of technology within digital marketing as one of the main aspects of organizational capabilities that improve the efficiency of export activities.

- Influence of MC on DM

This study's findings indicate that MC has a significant relationship with EP (p-values = 0.020), which is in line with prior research by (Golovko et al., 2023), which suggests that highly developed marketing capabilities enable businesses to apply digital marketing for market expansion. However, this study revealed that MC has a more significant impact on EP when mediated by DM, and this impact is more significant than in a direct MC impact on EP. This crucial finding also reveals that this impact can be enhanced even though, to this day, Indonesian MSMEs are primarily rely on conventional marketing methods, such as direct distribution and trade fairs, as indicated by (Guan & Ma, 2003). This important finding also indicates that the majority of MSMEs are still in the early stages of digital marketing adoption, and when they do use social media, it is toa limited extend and with little or without a clear strategy. This limited adoption is partly due to unvailability of access to more complex digital marketing tools such as SEO and CRM, and due to certain social and psychological factors, as entrepreneurs' attitudes toward technology influence their readiness to adopt digital marketing, a point supported by (Mahmoud et al., 2023). In essence, although the traditional marketing competence of the MSMEs is strong, they have not yet maximized digital marketing tools, and when utilized, digital marketing tools tend to have a greater positive influence on EP.

- Influence of PI on EP

This study found that PI positively impacts EP significantly (p-values = 0.014). This finding reinforced by (Edeh et al., 2020) which reveals that PI has a significant impact on EP. PI in relation to exports includes the development of new products, the improvement of features which are closer to demands in the market, and differentiation of products from competitors. As explained in the study by (Cabral et al., 2017), PI can increase the attractiveness of a product in a competitive market. The impact of PI in exports is also aligned with what is stated by (Theingi & Purchase, 2011), business that can adapt their products to the regulations and preferences of customers in the export destination country often perform better.

- Influence of CI on EP

The result obtained from this study indicates that CI has a significant effect on EP (p-values = 0.000). This finding aligns with the prior research by (Edeh et al., 2020), which also showed that CI related to production and operations have a significant effect on EP with greater significance than PI on EP. The obtained findings are also confirmed by research by (Kadic-Maglajlic et al., 2017), which explained that CI related to manufacturing can assist companies with lower production and logistics costs and allow companies to gain more competitive pricing within the international market. Furthermore, research by (Guan & Ma, 2003), which took place in China, also indicated that companies that actively innovate processes have greater competitive values in the international market.

In general, it can be observed that this CI factor must be considered by business players primarily because, as explained by (Wilkinson & Brouthers, 2006) in their research, PI primarily focuses on logistics and distribution efficiency and effective supply chain management (SCM) to creates competitive advantages.

- Influence of ES on EP

The result showed that ES significantly influenced EP (p-value = 0.005). This result is consistent with the finding reported by (Kahiya & Dean, 2014), which also supports that optimal ES helps to optimize internal resources to boost export volume and international market share.

- Influence of DM on EP

The result of this study also validate that the effect of DM on EP is significant (p-value = 0.000). This result validates the results obtained by (Elia et al., 2021) that stated the usage of DM approach enables businesses to target a wider market with lower markering costs when compared to traditional marketing methods. Another study by (Golovko et al., 2023) also states that companies with strong digital marketing strategies have broader access to global markets because they can increase brand awareness among international consumers. The limitations of this study are the sample size and the diverse sectors, so that the characteristics and challenges faced by the research sample may vary and cannot be generalized. In addition, because this study focuses on the world of international trade, which has more complex dynamics such as export strategies, cultural factors, government policies, or changing global market conditions, this study needs to be updated every few years to remain relevant.

The proposed model is based on RBV framework, so this study only explores internal variables, thereby this study does not consider external factors such as government policies, global economic conditions, and market competition. According to (Theingi & Purchase, 2011), in their research in Thailand, government policy contributed greatly to increasing the export performance of MSMEs in Thailand.

In this way, this research confirms that EK, which represents a key aspect of Knowledge-Based Resources in the RBV framework, has the most significant influence on EP, both direct and indirect via ES. These findings provide concrete solutions to overcome the stagnant contribution of MSMEs to exports, which stands at 15.7%. The main implication found is the need for a shift in focus to increase in-depth export knowledge. The government, as the policy maker, should not only rely on general export subsidies, but must transform itself into developing the knowledge-based organizational resources of business actors.

Training programs must also focus on building capabilities in operating effective digital marketing strategies to penetrate international market barriers. The low contribution of MSME exports must be viewed as a collective responsibility between businesses and the government. Therefore, the government must take a proactive role in providing an easily accessible information ecosystem, in line with the findings from (Theingi & Purchase, 2011) that pro-industry policies are the main accelerator for both old and new players in increasing national export contributions.

Therefore, with all the limitations of this study, it is recommended that future studies on similar topics use a larger sample from a more focused industry. It is also recommended to conduct a comparative study between SMEs and large companies in terms of exporting, examining how internal factors and export strategies impact export performance at different company scales. Furthermore, external factors should be included in more complex research to gain a broader perspective on the determinants of export success

CONCLUSION

The results of this study show how the RBV research model used can analyze internal factors that influence export performance. It was found that the variables EK and EE, which are part of knowledge-based resources, both have a significant influence on Export Performance with variable ES as a mediator. Meanwhile, without the ES as a mediator variable, only EK has a significant influence, while EE has no significant influence. Then, from the organizational capability's aspect, consisting of TC, MC, PI, and CI. For the TC and MC variables, DM mediates as a mediator variable for EP. All variables from the organizational capability's aspect have a significant effect on EP, whether mediated by DM or directly.

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