

## The Influence of Entrepreneurial Orientation on the Export Performance of MSMEs in Malang Regency with Government Regulation as a Moderating Variable

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**ABSTRACT:** This study aims to demonstrate the impact of entrepreneurial orientation on export performance, with moderation from government regulation. The research adopts a quantitative approach and a causal research design. The population in this study consists of micro, small, and medium enterprises (MSMEs) located in Malang Regency, which are members the Forum for Communication of Small and Medium Industry Entrepreneurs, with a total of approximately 500 MSMEs across 12 associations, including around 350 MSMEs engaged in the food and beverage sector. Data was collected using Google Forms and distributed to selected respondents to assess each variable using a Likert scale. The study was analyzed using a moderation regression analysis technique. IBM SPSS Statistics software was used as an analytical tool. The findings of this study indicate that entrepreneurial orientation significantly affects export performance. As a moderator, government regulation strengthens the relationship between entrepreneurial orientation and export performance.

**Keywords** – Entrepreneurial Orientation, Export Performance, Government Regulation, Micro Small and Medium Enterprise (MSMEs)

### I. INTRODUCTION

In 2023, Indonesia had a total of 63.96 million MSMEs spread across various regions, and the number increased to 65 million MSMEs in 2024 [1]. The total number of MSMEs has contributed 61% to the country's Gross Domestic Product (GDP), equivalent to IDR 9,580 trillion, which has a crucial impact on boosting the national economy [2]. MSMEs, as a driving force of Indonesia's economy, also affect employment. This makes it easier for people to find job opportunities, both formal and informal, provided by MSMEs. In 2023, Indonesia absorbed about 117 million workers, or 97.1% of the total national workforce, which earned the country recognition as the country with the largest number of Micro, Small, and Medium Enterprises (MSMEs) in Southeast Asia in the following year [3].

As the second-largest regency in East Java, Malang Regency also has the potential from its agricultural and food commodities, which contribute to the local economy. The variety of commodities has led many people in Malang Regency to become entrepreneurs who market these commodities, both in raw and processed forms, including through MSMEs.

In 2024, there were 431,336 MSMEs operating in Malang Regency, with 172,472 small enterprises, 257,487 micro-enterprises, and 1,377 medium-sized enterprises [4]. The availability of MSME business opportunities in Malang Regency has led many entrepreneurs to market their products domestically and internationally through export activities. While exports can increase business competitiveness and living standards for MSME entrepreneurs, there are often various challenges associated with export activities.

In terms of exports, Indonesia ranked 26th globally in total exports in 2022, and 1st in Southeast Asia for the largest number of MSMEs. The contribution of MSMEs to exports increased from 15% in 2023 to 16% in mid-2024 [1]. However, Indonesia's contribution to MSME exports still lags several Southeast Asian countries, such as Singapore (38.3%), Thailand (28.7%), Myanmar (23.7%), and Vietnam (18.7%) [5]. A similar situation exists for MSMEs in Malang Regency, with only around 22 MSMEs successfully entering the export market [6].

Moreover, many MSME entrepreneurs have yet to optimally utilize the potential of international markets through exports due to various challenges. Barriers include limited access to information, skills, product feasibility, consumer preferences in destination countries, resource capacity, and issues related to regulations and certification, resulting in suboptimal export performance [7]. Suboptimal export performance is a key issue hindering MSME growth in Malang Regency. However, with potential from entrepreneurial orientation such as product and packaging innovation, the willingness to take risks, and proactive attitudes in line with entrepreneurial orientation, the prospects for successful export performance can improve [7].

The potential of MSMEs in Malang Regency encourages the involvement of the government to maximize MSME performance in reaching both domestic and international markets. Additionally, the role of the government sector in creating regulations, providing support, and offering facilities that support MSMEs positively impacts the competitiveness of products, particularly on the international scale. The implementation of various services and programs from the government sectors in Malang Regency, particularly related to regulations, can help create a more conducive environment for MSMEs to develop their export performance. Regulations that simplify licensing, provide tax incentives, offer information, and streamline export procedures will allow MSMEs to more easily penetrate international markets [8]. Involvement from collaborators who provide training, mentoring, and other activities can also support export success.

Previous research has found differences in the significance of the impact of entrepreneurial orientation on export performance, as well as variations in the strength of government regulation as a moderator. The author believes that further research is needed to understand the impact of entrepreneurial orientation on MSME export performance and to analyze the role of government regulation in moderating the influence of entrepreneurial orientation on export performance. This research will contribute new knowledge to the theory of entrepreneurship and export management, particularly in the context of local regions and small-scale businesses.

## II. THEORETICAL FOUNDATION

### 2.1 Micro Small Medium Enterprise (MSMEs)

Micro, Small, and Medium Enterprises (MSMEs) are a vital sector of Indonesia's economy [9]. In addition to driving economic growth, MSMEs contribute to job creation, helping to reduce unemployment and poverty rates in Indonesia, and increase the country's foreign exchange earnings through export activities. The definition of MSMEs is outlined in the Republic of Indonesia Law No. 20 of 2008, Chapter 1, Article 1 on MSMEs. It describes micro-enterprises as productive businesses owned by individuals and/or individual business entities that meet the criteria for micro-enterprises. Small enterprises are defined as independent productive economic businesses operated by individuals or business entities that are not subsidiaries or branches of larger companies, whether directly or indirectly owned, controlled, or part of medium or large enterprises, and meet the criteria for small enterprises. Medium enterprises are described as independent productive economic businesses operated by individuals or business entities that are not subsidiaries or branches of larger companies, whether directly or indirectly related to small or large enterprises and meet the criteria for medium enterprises based on net assets or annual sales revenue.

### 2.2 Export Performance

Export performance is a benchmark used to measure how well a company achieves its organizational and financial objectives in foreign markets [10]. In addition, export performance is also intended to assess the relative successes and failures recorded by a country or company in exporting to foreign markets [11]. To measure export performance, there are two indicators: economic indicators (sales volume, profits, market share, as well as return and turnover rates) and non-economic indicators (improvement in competitiveness, growth in the number of new customers, product quality, customer satisfaction levels, operational process efficiency, and alignment with the company's strategic goals) [10].

### 2.3 Entrepreneurial Orientation

The increasingly dynamic and competitive business world drives individuals or organizations to become drivers in achieving sustainable business growth and competitiveness [12]. Entrepreneurial orientation is a strategic approach that refers to the mindset, values, and behaviors that foster innovation, proactivity, and risk-taking in the business environment [13]. Entrepreneurial orientation reflects how an organization or individual views market opportunities and challenges with a bold and adaptive attitude, as well as the ability to respond to changes quickly and effectively. Entrepreneurial orientation focuses not only on creating new value but also on the ongoing effort to maintain a competitive advantage through innovation and continuous initiatives in response to the evolving dynamics of the market [14].

### 2.4 Government Regulation

The government is an institution or group responsible for regulating and managing a country or a specific community. In the political realm, the government functions to create, implement, and enforce laws and policies necessary to maintain order and the welfare of society. Additionally, the government plays a role in supporting the development of Micro, Small, and Medium Enterprises (MSMEs) by creating an economic

ecosystem conducive to their growth, acting as a facilitator, regulator, and catalyst [15]. Government agencies such as the Ministry of Cooperatives and Small and Medium Enterprises, the Ministry of Industry, the Ministry of Trade, Customs, and Diaspora have implemented various policies, including simplifying procedures, providing incentives, training, market information access, partnerships, product promotion and exhibitions, as well as financing and credit, all aimed at expanding MSMEs to both local and export scales.

2.5 Hypothesis Development

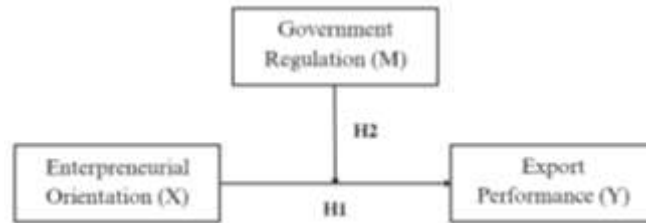


Figure 1. The Relationship Among Variables

2.5.1 The Relationship Among Entrepreneurial Orientation and Export Performance

Several studies have shown that entrepreneurial orientation has a positive and significant impact on export performance [16]. Entrepreneurial orientation has three indicators (innovativeness, proactivity, and risk-taking) aimed at encouraging entrepreneurs to identify new opportunities, take more aggressive strategic actions, and adapt to market changes. These three indicators are crucial for MSME actors, especially in the context of exports, as they enable MSMEs to introduce innovative products, proactively respond to international market demand, and take risks in facing the uncertainties and challenges associated with global markets. Export performance also serves as a benchmark for the success of MSMEs. Strong export performance will contribute to the advancement of the trade balance in the industry and has the potential to continue the positive achievements of the company in the previous year [17]. Therefore, the following hypothesis is formulated:

**H1: Entrepreneurial orientation has a significant impact on export performance.**

2.5.2 The Moderating Effect of Government Regulation

Based on previous research, the role of government regulations can significantly influence innovativeness, proactivity, and risk-taking in affecting the performance of MSMEs to support export performance [18]. In other words, government regulations act as a moderator that strengthens the relationship between innovation, proactivity, and risk-taking in the success of MSME exports. In this study, the researcher uses the role of government regulation as a moderating variable to assess the strength or weakness of its impact on entrepreneurial orientation and export performance through the following hypothesis:

**H2: Government regulation strengthens the influence among entrepreneurial orientation and export performance.**

III. RESEARCH METHODOLOGY

This research adopts a quantitative approach with a causal relationship type of study. Quantitative research involves collecting and analyzing data measured numerically to explore relationships between variables, generalize, and identify patterns or trends. Meanwhile, causal relationships in research explain the formulation of research problems, indicating a cause-and-effect relationship between two or more variables [19]. This study comprises three variables: entrepreneurial orientation (independent variable), export performance (dependent variable), and government regulation (moderating variable).

The population of this study consists of MSMEs (Micro Small and Medium Enterprises) actors in Malang Regency who are members of the Forum for Communication of Small and Medium Industrial Entrepreneurs, with a total population of approximately 500 MSMEs in Malang Regency. These MSMEs are grouped into 12 associations, with around 350 SMEs operating in the food and beverage sector. The data collection technique involved distributing online questionnaires via Google Forms. The respondents filled out the questionnaire to provide responses that accurately reflect the actual conditions of their businesses. To analyze the data, a moderation regression analysis was conducted using IBM SPSS Statistics software.

Table 1. Operation Variables Table

No.	Variable	Indicators	Items	Measurement Scale
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1	Entrepreneurial Orientation [20]	1. Innovative Attitude	1. Creativity 2. Unique Way of Thinking 3. Product Development	Likert
		2. Proactive Attitude	1. Market Changes 2. Oppportunities for Export 3. Market Potential	
		3. Risk Taking Attitude	1. Business Development 2. Risk Acceptance 3. Seizing Opportunities	
2	Export Performance [10]	1. Financial Measurement	1. Export Profit 2. Export Sales Volume	Likert
		2. Non-Financial Measurement	1. Product Competitiveness in International Markets 2. Increase in New Customers	
3	Government Regulation [21]	1. Export Procedures	1. Numerous Export Procedures	Likert
		2. Incentives	1. Export Income Tax Incentive Programs	
		3. Training	1. Export Training Programs/ Activities	
		4. Access to Market Information	1. Information on Export Market Opportunities	
		5. International Market Promotion	1. International Scale Product Promotion Activities	
		6. Export Financing	1. Export Costs or Capital	

#### IV. RESULT & DISCUSSION

##### 4.1 Validity & Reliability

Table 2. Validity Test Result

Variable	Items from Indicators	Correlation Ceefficient	Sig. 2-tailed	Information
Entrepreneurial Orientation	X1	0,822	0,000	Valid
	X2	0,837	0,000	Valid
	X3	0,814	0,000	Valid
	X4	0,827	0,000	Valid
	X5	0,761	0,000	Valid
	X6	0,814	0,000	Valid
	X7	0,735	0,000	Valid
	X8	0,756	0,000	Valid
	X9	0,795	0,000	Valid
Export Performance	Y1	0,955	0,000	Valid
	Y2	0,974	0,000	Valid
	Y3	0,972	0,000	Valid
	Y4	0,966	0,000	Valid
Government Regulation	M1	0,375	0,000	Valid
	M2	0,753	0,000	Valid
	M3	0,778	0,000	Valid
	M4	0,762	0,000	Valid
	M5	0,767	0,000	Valid
	M6	0,808	0,000	Valid

Based on the results of the validity test, the entrepreneurial orientation variable shows a correlation coefficient ranging from 0.735 (indicator X7) to 0.837 (indicator X2), with a significance value (Sig. 2-tailed) of 0.000 or < 0.05, indicating that all indicators are valid. For the export performance variable, the correlation coefficient ranges from 0.955 (indicator Y1) to 0.974 (indicator Y2), also with a significance value of 0.000,

signifying that all indicators are valid. Lastly, the government regulation variable has a correlation coefficient ranging from 0.375 (indicator M1) to 0.808 (indicator M6), with a significance value of 0.000, indicating that all indicators in this variable are also valid.

**Table 2. Reliability Test Result**

Variable	Cronbach's Alpha	Information
Entrepreneurial Orientation	0,920	Reliable
Export Performance	0,977	Reliable
Government Regulation	0,791	Reliable

Based on the reliability test results in the table above, all three variables in the questionnaire show Cronbach's Alpha values  $> 0.6$ . Among the three variables, export performance has the highest Cronbach's Alpha value of 0.977, while government regulation has the lowest Cronbach's Alpha value of 0.791. Therefore, all items in the variables of entrepreneurial orientation, export performance, and government regulation are reliable.

#### 4.2 Moderation Regression Model Test

**Table 3. Moderation Regression Analysis Result**

Dependent Variable	Independent Variable	Coefficients
Export Performance	(Constant)	1,968
	Entrepreneurial Orientation	0,260
	Government Regulation	0,072

Based on the results of the moderation regression analysis in the table above, the moderation regression equation model can be stated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_1 M + \varepsilon$$

$$Y = 1,968 + 0,260 + 0,072 + \varepsilon$$

Information:

Y	: Export Performance
$\alpha$	: Constanta
$\beta_1$ dan $\beta_2$	: Regression Coefficient
X1	: Entrepreneurial Orientation
X1M	: Interaction among entrepreneurial orientation and government regulation
$\varepsilon$	: Error

**Table 4. F-Test Result**

(without the influence of the government regulation variable)

Dependent Variable	F	Sig.
Export Performance	147,273	0,000

(with the influence of the government regulation variable)

Dependent Variable	F	Sig.
Export Performance	83,336	0,000

Based on the F-test results in the table above, before the influence of the government regulation variable, the F-value is 147.273 with a significance (Sig.) value of 0.000. This indicates that the significance value of  $F < \alpha$  (0.05), which means rejecting H0 and accepting H1. Therefore, entrepreneurial orientation has an influence on export performance. Furthermore, in the second table, after considering the influence of the government regulation variable, the F-value is 83.336 with a significance (Sig.) value of 0.000. This also indicates that the significance value of  $F < \alpha$  (0.05), which means rejecting H0 and accepting H1. Thus, entrepreneurial orientation and government regulation together have an influence on export performance.

**Table 5. Coefficient of Determination Result**

(without the influence of the government regulation variable)

Dependent Variable	R	R Square	Adjusted R Square
Export Performance	0,549	0,303	0,300

(with the influence of the government regulation variable)

Dependent Variable	R	R Square	Adjusted R Square
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Export Performance	0,574	0,329	0,325
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Based on the coefficient of determination (R-Square) results in the table above, before the influence of the government regulation variable, the R-value is 0.549, indicating a reasonably good correlation between entrepreneurial orientation and export performance. It is shown that 54.9% of export performance can be explained by entrepreneurial orientation. In the second table, after considering the influence of the government regulation variable, the R-value is 0.574, indicating a reasonably good correlation between entrepreneurial orientation and export performance. It is shown that 57.4% of export performance can be explained by entrepreneurial orientation and government regulation

**Table 6. t-Test (Hypotesis Test) Result**

(without the influence of the government regulation variable)

Variabel Dependen	Variabel Independen	t	Sig.
Export Performance	(Constant)	7,345	0,000
	Entrepreneurial Orientation	12,136	0,000

(with the influence of the government regulation variable)

Variabel Dependen	Variabel Independen	t	Sig.
Export Performance	(Constant)	8,352	0,000
	Entrepreneurial Orientation	2,153	0,032
	Government Regulation	3,721	0,000

**Hypothesis 1** states that entrepreneurial orientation significantly influences export performance, with a t-value of 12.136 and a significance (Sig.) value of  $0.000 < 0.05$ , leading to the rejection of  $H_0$ . After considering the government regulation variable, the t-value changes to 2.153 with a Sig. value of 0.032, yet  $H_0$  remains rejected, indicating that entrepreneurial orientation still affects export performance, although its role diminishes due to moderation.

**Hypothesis 2** examines government regulation as a moderating variable, with a t-value of 3.721 and a Sig. value of  $0.000 < 0.05$ , also leading to the rejection of  $H_0$ . This demonstrates that government regulation significantly influences the relationship between entrepreneurial orientation and export performance, with a  $\beta$  value of 0.372, indicating an enhancement of this influence.

#### 4.3 Discussion

This study demonstrates that entrepreneurial orientation significantly influences the export performance of MSMEs. This is evidenced by a significance value of 0.000 and a coefficient value of 0.549. These findings align with studies on MSMEs in Bali Province [22] and research on export companies in Portugal [16], which state that entrepreneurial orientation has a positive and significant effect on export performance and internationalization.

Government regulation significantly strengthens the influence of entrepreneurial orientation on export performance. This is shown by a significance value of 0.000 and a coefficient value of 0.372. These findings support research asserting that government regulation has a positive and significant impact on export performance [18]. The consistency of these results indicates that government regulations, through their role, can serve as a moderator for MSMEs, particularly in relation to export performance.

## V. CONCLUSION

Indonesia ranks as the leading country with the largest number of MSMEs in Southeast Asia. However, there are still several aspects that need improvement in the export performance of its MSMEs. One of these aspects is entrepreneurial orientation. From this study, entrepreneurial orientation has been proven to have a significant impact on MSME export performance. The study also found that government regulation, as a moderating variable, strengthens the influence of entrepreneurial orientation on MSME export performance.

This study, however, has certain limitations. It focuses on MSMEs in Malang Regency, specifically those affiliated with the Forum for Communication of Small and Medium Industry Entrepreneurs, which consists of 12 associations in the food and beverage sector and does not fully encompass all MSMEs in Malang Regency. Entrepreneurial orientation explains only 30.2% of the variation in export performance, while the remaining is attributed to other factors. This is because the study considered only one independent variable, entrepreneurial orientation.

## VI. RECOMMENDATIONS

From the research conducted, the author provides several suggestions for future application. For future studies, it is recommended to include additional variables that may influence export performance and modify the research model to introduce the necessary novelty according to evolving needs. This approach can offer a more comprehensive understanding of the factors affecting MSME export performance. Furthermore, it is also suggested to use more updated and detailed indicators for the variables to enhance the study of entrepreneurial orientation and MSME export performance. This approach will ensure more in-depth analysis and insights.

Additionally, expanding the sample population is advised to enable generalization to a broader scope, from regional to national scales. For future research, it is also essential to consider the approach used in the study. Qualitative approaches or mixed methods can be employed to gain a deeper and more comprehensive understanding of the phenomena under investigation and to generate findings that are more relevant for application in various contexts. These approaches allow for the exploration of aspects that may not be revealed through a single method, thereby contributing more significantly to the advancement of knowledge.

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