

The Influence of Export Market Orientation on The Export Performance of SMEs In Malang Regency with Mass Media as Mediation

Ra Anggraita Sung Siwi¹, Stefanus Yufra Menahen Taneo²,
Santi Widyaningrum³

^{1,3}(Business Management Departement, Ma Chung University, Indonesia)

²(Master of Innovation Management Departement, Ma Chung University, Indonesia)

Corresponding author: Ra Anggraita Sung Siwi¹

ABSTRACT: This study aims to analyze the effect of export market orientation on export performance, mediated by mass media. The research uses a quantitative approach with a causal research design. The population in this study consists of Small, and Medium Enterprises (SMEs) participating in the Forum for Communication of Small and Medium Industry Players FKPU-IKM) of Malang Regency, specifically in the food and beverage sector, totaling 343 SMEs. The study utilizes a saturation sampling method. Data was collected through an online questionnaire distributed via Google Forms, with respondent assessments based on a Likert scale. Data analysis was performed using SPSS software version 26. The findings indicate that export market orientation has a positive and significant effect on export performance. Additionally, a mediation significance value of 30% was obtained, demonstrating that mass media partially mediates the impact of export market orientation on export performance

Keywords – export market orientation, export performance, small and medium enterprise, mass media, mediation

I. INTRODUCTION

The number of SMEs (Small and Medium Enterprises) in Indonesia has continued to increase, reaching 64.2 million units in 2022, 65.5 million units in 2023, and more than 65 million units in 2024 [1]. SMEs significantly contribute to the economy, accounting for 61% of the GDP, valued at IDR 9,850 trillion, and employing 97% of the workforce [1]. This highlights the key role of SMEs in driving economic growth, creating job opportunities, and improving community welfare.

Malang Regency is the second-largest regency in East Java Province, with an area of 3,473.439 km², following Banyuwangi Regency, which covers an area of 5,782.40 km² [2]. In addition to its vast area, Malang Regency is also known for its abundant natural resources. Most of Malang Regency's area is agricultural land, with 45,851 hectares of rice fields, 108,209 hectares of dryland fields/gardens, and 26,776 hectares of plantations. Key commodities include rice, food crops, vegetables, and fruits, as well as plantations such as cloves, coconut, coffee, cocoa, and tobacco. In addition, the livestock and fisheries sectors also hold great potential, with Malang Regency being the largest supplier of livestock products in East Java, and having both aquaculture and marine fisheries in its southern coastal areas [3]. The diverse and rich natural conditions in Malang Regency provide opportunities for SMEs to optimally utilize these natural resources and compete in the international market.

In 2022, the number of SMEs in Malang Regency was recorded at 431,336 units, consisting of 172,472 small businesses, 257,487 micro-businesses, and 4,710 medium-sized businesses [4]. Although the number of SMEs in Malang Regency is large and has potential resources, many SMEs are still unable to enter the international market. Previous research shows that only 16.6% of SMEs in Malang Regency can export, and most of them do so through intermediaries [5]. The results of the preliminary study show that most SMEs actors

in Malang Regency are unaware of how to make exports sustainable. In addition, limited access to information is a major obstacle, so knowledge about the export process and opportunities is still very minimal.

The contribution of SMEs in Indonesia to exports is only about 15.75% of the total national exports, which is still lower compared to Singapore (41%), Thailand (29%), and China (60%) [6]. Indonesia has the highest number of SMEs in Southeast Asia, reaching 97%, while other countries in the region do not even reach 86% [7]. With this potential, Indonesia should have a great opportunity to compete at the international level. However, the export value of Indonesian SMEs, which is still lower than other countries, is due to several obstacles faced by SME actors.

The challenges often faced by SMEs in exporting include limited knowledge about international markets, export procedures, and a lack of understanding regarding certifications and export standards [8]. Other research also reveals challenges faced by SMEs related to difficulties in making exports sustainable [9]. Additionally, other obstacles faced by SME actors are related to limited capabilities in meeting international quality standards, due to limited funds, resources, and social networks [10]. These obstacles are fundamentally caused by the lack of SMEs' ability to implement effective market orientation.

Export market orientation is crucial for export success because markets are constantly evolving and dynamic [11]. SMEs need to adapt their products to consumer preferences, regulations, culture, and competitor strategies through market orientation, which includes customer orientation, competitor orientation, and coordination between internal functions [12]. This allows SMEs to respond quickly to market changes and compete in the international market. Good export performance is reflected by how well a company can achieve both financial and non-financial objectives [13]. In export market orientation, intermediaries are needed to help understand the dynamics and needs of international markets, which can ultimately improve the export performance of SMEs. Mass media plays a crucial role in supporting export market orientation, as limited knowledge and underutilization of information are the main obstacles SMEs face in exporting [8].

Previous research shows that export market orientation has a positive and significant relationship with export performance [14]. However, other studies indicate that market orientation does not have a significant impact on SME performance [15]. The differences in research findings regarding export market orientation and export performance are influenced by geographic conditions and the characteristics of SMEs. Therefore, there is a research gap related to the varying results of export market orientation on export performance, which the researcher intends to explore further. This study aims to analyze the effect of export market orientation on the export performance of SMEs in Malang Regency, mediated by mass media. It is expected that this research can provide practical strategies for SMEs to improve export performance through export market orientation with the mediation of mass media.

II. THEORETICAL FOUNDATION

2.1 Small and Medium Enterprises (SMEs)

Small and Medium Enterprises (SMEs) are business entities operated by individuals, households, or business organizations, and have specific criteria. According to Law No. 20 of 2008, SMEs are classified based on net assets or annual sales revenue. Net assets refer to the total assets after deducting debts or obligations. Meanwhile, according to Government Regulation No. 7 of 2021 on SMEs, SMEs are classified based on business capital or annual sales revenue. Business capital includes both own capital and borrowed capital for business activities. Additionally, the Central Bureau of Statistics (BPS) categorizes SMEs based on the total workforce to determine the scale of the business, with micro-enterprises having 1 to 4 employees, small enterprises having 5 to 19 employees, and medium enterprises having 20 to 99 employees [16].

2.2 Export Performance

Export performance refers to how well a company achieves its goals in international markets, including competitiveness that enhances sales or profits [17]. It also reflects the extent to which a company achieves both financial and non-financial goals in the global environment within a set timeframe [13]. Therefore, export performance measures a company's ability to implement strategies and optimize resources to gain a competitive edge, contributing to growth and profitability in international markets.

Export performance can be measured through economic and non-economic indicators [18]. Economic measures focus on financial aspects such as sales volume, profits, return rates, and turnover. Non-economic

measures include factors not directly related to finance, such as increased competitiveness, customer growth, product quality, customer satisfaction, operational efficiency, and alignment with strategic goals.

2.3 Export Market Orientation

Export market orientation is a series of company activities focused on understanding the needs of consumers in export markets, recognizing the strengths and weaknesses of competitors, and considering other environmental factors, allowing the company to develop and offer products that meet consumer demand in export markets [19]. These environmental factors refer to the complex environment related to differences in laws, regulations, and cultures [20]. Additionally, export market orientation is an approach adopted by companies to understand and respond to the dynamics of international markets, which requires adjustments to resources based on the information gathered about export market conditions and competitive threats [21]. This information helps companies identify new opportunities and discover product market advantages to compete.

To achieve sustainable competitive advantage and superior performance, companies need to develop capabilities that align with market dynamics [19]. This is in line with the dynamic capabilities theory, which is the company's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments [22]. Therefore, companies must continuously adapt by innovating products and processes to respond to ever-changing customer needs and must develop capabilities in technology utilization. In export market orientation, companies need to focus on three main aspects, which are [12]:

1. Customer Orientation

Customer orientation involves activities to gather information about customer needs, wants, preferences, and behaviors in target markets to continuously deliver superior value to customers.

2. Competitor Orientation

Competitor orientation involves activities aimed at gaining knowledge about competitors' strengths, and weaknesses, and studying their strategies.

3. Internal Functional Coordination

A series of activities for sharing information and knowledge across departments within an organization, obtained through customer and competitor orientation.

2.4 Mass Media

Media is a channel used to deliver or transmit information (messages) between the source (message sender) and the recipient [23]. The term "mass" in mass media refers to the number of people that can be reached by the media [24]. Therefore, mass media is a communication channel used to disseminate information widely.

Mass media consists of print media, electronic media, and online media. Print media refers to information channels in printed form on paper, such as newspapers, magazines, and books. Meanwhile, electronic media utilizes electronic devices as channels to disseminate information to the public, such as radio and television. Online media, on the other hand, uses the internet to access various websites and social media platforms for information [25]

2.5 Hypothesis Development

2.5.1 The Influence of Market Orientation on the Export Performance of SMEs

Several studies have shown that export market orientation has a positive and significant impact on export performance [19] [26] [27]. This is based on the dynamic capabilities theory, which refers to a company's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments [22]. By adopting export market orientation, companies can seize opportunities, overcome threats, and enhance competitiveness, leading to improved export performance.

However, some previous studies have found that export market orientation does not significantly affect SMEs performance [15] [28]. Therefore, The Researcher proposes the following hypotheses to be tested in this study:

H1: Export market orientation has a significant impact on the export performance of SMEs in Malang Regency.

2.5.2 The Role of Mass Media in Mediating the Influence of Export Market Orientation on Export Performance

Previous studies have shown that mass media can mediate the relationship between SME collaboration with the triple helix and improving access to information for SMEs. This indicates that mass media plays a role in delivering information from various stakeholders, such as the government, academia, and large corporations, to SMEs, which is useful in conducting export market orientation.

The diffusion theory describes the process through which an innovation is communicated via specific channels over a certain period among the members of a social system. Based on this theory, in the context of export market orientation, mass media plays a crucial role in disseminating information about market opportunities. The recipients of this information gain knowledge about the latest innovations and can expedite the process of spreading product innovations widely.

However, some previous studies have indicated that social media does not have a positive and significant impact on business performance. Therefore, The Researcher proposes the following hypotheses to be tested in this study:

H2: Mass media can mediate the relationship between export market orientation and the export performance of SMEs

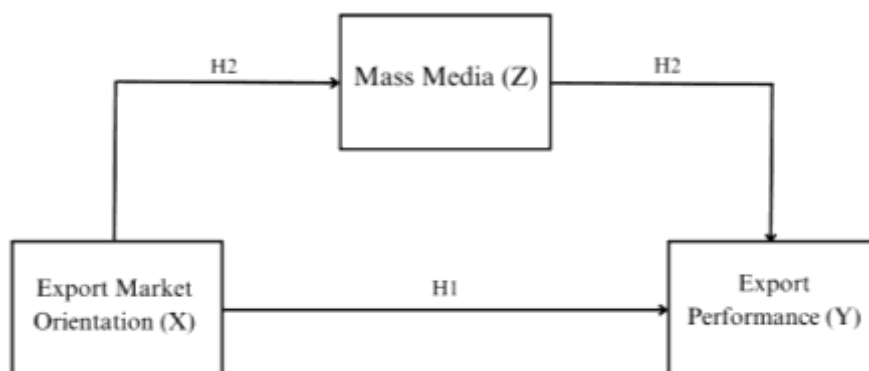


Figure 1. Relationship Model Between Variables

III. RESEARCH METODOLOGY

This research adopts a positivism perspective and a quantitative approach. The quantitative approach is a research method that uses numerical data to analyze and answer research hypotheses [29]. This quantitative research uses a causal method to analyze the cause-and-effect relationships between the independent variable, that is export market orientation, and its influence on the dependent variable that is export performance, within the context of SMEs in Malang Regency. This research involved the independent variable (export market orientation), the dependent variable (export performance), and the mediating variable (mass media).

The population in this study consists of Small and Medium Enterprises (SMEs) in Malang Regency that are members of the Forum for Communication of Small and Medium Industry Players (FKPU-IKM), with a total of approximately 500 SMEs from various business categories, of which about 350 are engaged in the food and beverage sector. This research uses primary data collected through an online questionnaire distributed via Google Forms to SMEs participating in the FKPU-IKM Malang Regency. However, only 343 respondents completed the questionnaire. Therefore, this study analyzes 343 data from SMEs in the food and beverage sector.

This study examines the influence of export market orientation on export performance with mass media as a mediator. The mediation analysis of the variables is tested using the causal step method introduced by Baron & Kenny. The causal step method is used to analyze regression with mediating variables [30]. SPSS version 26 was used to analyze and test the hypotheses of this study. Table 1 presents operational definitions and their indicators.

Table 1. Operation Variable Table

No	Variabels	Operational Definition	Indicator
1	Export Market Orientation	Export market orientation is an activity that includes searching for information about customer needs and preferences, analyzing strategies implemented by competitors in international markets, identifying opportunities and threats in international markets, as well as coordinating between departments to collaborate and generate ideas and innovations. Therefore, having this information helps MSMEs improve their competitiveness in international markets (Narver & Slater, 1990) .	1. Customer orientation 2. Competitor orientation 3. Coordination between internal functions
2	Export Performance	Export performance reflects how well the strategies implemented by MSMEs in entering international markets have achieved the set goals, such as the ability to compete in international markets, which also contributes to the addition of new customers. This will impact the increase in sales and profitability (Venkateshamurthy et al., 2021)	1. Economic measurements 2. Non-economic measurements
3	Mass Media	Mass media is a communication channel that serves as a platform for interaction among stakeholders to disseminate and obtain information from one stakeholder to another regarding policies, regulations, government assistance, and market opportunities, where this information plays a crucial role in supporting the decision-making process. In addition, mass media also functions as a tool for conducting marketing activities (Noya et al., 2024)	1. Frequency of interaction with mass media 2. Product exposure in mass media

IV. RESULT & DISCUSSION

4.1 Validity and Reliability

Based on Table 2. The correlation coefficient values for the export market orientation variable range from 0.882 (X7) to 0.930 (X3), and each item of the export market orientation variable's questions has a significance value (Sig. 2-tailed) of 0.000, which is less than 0.05, indicating that all the items of the export market orientation variable (X1-X9) are valid. Meanwhile, the export performance variable (Y) shows correlation coefficient values ranging from 0.955 (Y1) to 0.974 (Y2), and each item of the export performance variable's questions has a significance value (Sig. 2-tailed) of 0.000, which is less than 0.05. Therefore, all the items of the export performance variable (Y1-Y4) are valid. Furthermore, the mass media variable (Z) has correlation coefficient values ranging from 0.884 (Z1) to 0.937 (Z3), and each item of the mass media variable's questions has a significance value (Sig. 2-tailed) of 0.000, which is less than 0.05. Thus, all the items of the mass media variable (Z1-Z7) are valid

Based on Table 3. The Cronbach's Alpha value for the export market orientation variable (X) is 0.975, which is greater than 0.07. Therefore, the export market orientation variable (X) is reliable. Additionally, the export performance variable has a Cronbach's Alpha value of 0.977, which is greater than 0.07, so the export performance variable (Y) is considered reliable. Furthermore, the Cronbach's Alpha value for the mass media variable (Z) is 0.971, which is greater than 0.07. Thus, the mass media variable is considered reliable.

Table 2. Validity Test Results

Variable	Indicator	Correlation Coefficient	Information
Export Market Orientation	X1	0.900	Valid
	X2	0.929	Valid
	X3	0.930	Valid
	X4	0.904	Valid
	X5	0.928	Valid
	X6	0.925	Valid
	X7	0.882	Valid
	X8	0.915	Valid
	X9	0.896	Valid
Export Performance	Y1	0.955	Valid
	Y2	0.974	Valid
	Y3	0.972	Valid
	Y4	0.966	Valid
Mass Media	Z1	0.884	Valid
	Z2	0.934	Valid
	Z3	0.937	Valid
	Z4	0.932	Valid
	Z5	0.924	Valid
	Z6	0.925	Valid
	Z7	0.931	Valid

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Information
Export Market Orientation (X)	0.975	Reliable
Export Performance (Y)	0.977	Reliable
Mass Media (Z)	0.971	Reliable

4.2 Regression Analysis

Table 4. First Regression Test Analysis Results

Dependent Variable	Independent Variable	Coefficient
Mass Media	(Constant)	1.724
	Export Market Orientation	0.456

Based on Table 4. The regression coefficient value is known to be 0.456. Therefore, the regression equation model is as follows:

$$Z = \beta_0 + \beta_1 X + \mu$$

$$Z = 1.724 + 0.456$$

Information:

Z = Mass media

β_0 = Constanta

$\beta_1 X$ = Regression coefficient of variable X (export market orientation)

μ = Error

Table 5. Second Regression Test Analysis Result

Dependent Variable	Independent Variable	Coefficient
Export Performance	(Constant)	2.375
	Export Market Orientation	0.276
	Mass Media	0.260

Based on Table 5. It shows that the export market orientation coefficient is 0.276 and the mass media coefficient is 0.260. Therefore, the regression equation model can be expressed as follows:

$$Y = \beta_0 + \beta_1X + \beta_2Z + \mu$$

$$Y = 0.2375 + 0.276 + 0.260$$

Information:

- Y = Export performance
- β_0 = Constanta
- β_1X = Regression coefficient of variable X (export market orientation)
- β_2Z = Regression coefficient of variable Z (mass media)
- μ = Error

Next, calculations are performed to determine the significance value of the mediating variable, as follows:

$$Z = \frac{b \times c}{b \times c + a} \times 100\%$$

$$Z = \frac{0.456 \times 0.260}{0.456 \times 0.260 + 0.276} \times 100\%$$

$$Z = 30\%$$

Information:

- Z = Coefficient value for the mediating variable
- b = Regression coefficient of variable X (first regression test X-Z)
- c = Regression coefficient of variable Z (second regression test X,Z-Y)
- a = Regression coefficient of variable X (second regression test X,Z-Y)

Based on the calculation of the coefficient value for the mediating variable, a coefficient value of 30% was obtained. Therefore, the mass media variable is considered a partial mediating variable [31].

4.3 Hypotesis Testing

4.3.1 Test F

The results of the F-test show that before considering the influence of the mass media variable, the F-value obtained was 103.120 with a significance value (Sig.) of 0.000. Since the Sig. If the value is less than 0.05, H0 is rejected, and H1 is accepted. Therefore, it indicates that there is an influence of export market orientation on the export performance of SMEs in Malang Regency.

The F value for the export performance variable after being influenced by the mass media variable is 63.033 with a Sig. Value of 0.000. This indicates that the Sig. Value is less than 0.05, meaning that H0 is rejected and H1 is accepted. Therefore, there is an influence of export market orientation and mass media on the export performance of SMEs in Malang Regency.

4.3.2 Test t

Table 7. t Test Result (Without the Influence of Mass Media Variable)

Dependent Variable	Independent Variable	t	Sig.
Export Performance	(Constant)	21.594	0.000
	Export Market Orientation	10.155	0.000

Table 6. t Test Result (With the Influence of Mass Media Variable)

Dependent Variable	Independent Variable	t	Sig.
Export Performance	(Constant)	14.299	0.000
	Export Market Orientation	5.850	0.000
	Mass Media	4.225	0.000

Based on Table 8. The t value is 10.155 with a Sig. Value of 0.000, where the Sig. The value is less than 0.05, meaning that H0 is rejected and H1 is accepted. Therefore, it indicates that there is an influence of export market orientation on export performance. After the influence of the mass media variable, the t value for export market orientation becomes 5.850 with a Sig. Value of 0.000, where the Sig. The value is less than 0.05, meaning that H0 is rejected and H1 is accepted. Thus, it can be concluded that after the influence of mass media, export market orientation significantly affects export performance. The change in the t value before and after the influence of the mass media variable indicates that the role of the mediating variable is more significant, thereby reducing the role of export market orientation.

The t value for the mass media variable is 4.225 with a Sig. Value of 0.000, which is less than 0.05. Therefore, H0 is rejected, indicating that mass media can mediate the relationship between export market orientation and the export performance of SMEs.

4.3.3 Coefficient of Determination (R^2)

The coefficient of determination (R^2) before the influence of the mass media variable is 0.232, which indicates the export market orientation variable explains 23.2% of the export performance variable. The coefficient of determination (R^2) after the influence of the mass media variable is 0.27, indicating the export market orientation variable explains 27% of the export performance and mass media variables.

4.4 Discussion

The results of this study indicate that export market orientation has a significant influence on export performance. This is demonstrated by the obtained significance value of 0.000, which is less than the common significance level of 0.05. The results of this study are consistent with research conducted by [19] on SMEs in Turkey, which stated that export market orientation has a significant influence on the export performance of SMEs.

The results of this study also indicate that mass media can partially mediate the influence of export market orientation on export performance. This is demonstrated by the calculation of the mediation significance value of 30%, which falls within the range of partial mediation variables. The findings of this study support previous research conducted by [32], which stated that mass media can partially mediate the relationship between SME collaboration within the triple helix framework and improved access to information for SMEs. Mass media plays a crucial role in bridging SMEs to access information from the government, universities, and large corporations.

The coefficient value of the export market orientation variable before the inclusion of mass media as a mediating variable was 0.482. However, after adding mass media as a mediating variable, the coefficient value decreased to 0.337. The change in the coefficient value of the export market orientation variable before and after the inclusion of mass media as a mediating variable indicates that the direct influence of export market orientation on export performance is greater than the influence mediated by mass media.

V. CONCLUSION

SMEs play a crucial role in Indonesia's economy. Therefore, Indonesian SMEs are encouraged to dominate international markets, not just the domestic market. However, many SMEs still face various challenges. Thus, SMEs in Malang Regency need to adopt an export market orientation to improve their export performance.

This study demonstrates that export market orientation significantly influences export performance. Additionally, this research incorporates mass media as a mediating variable between export market orientation and export performance. The results indicate that mass media only partially mediates the influence of export market orientation on export performance. Hence, it can be concluded that the direct influence of export market orientation on export performance is greater than its influence through the mediating variable.

The limitations of this study lie in its population and sample, which are limited to SMEs affiliated with the Communication Forum for Small and Medium Industry Players (FKPU-IKM) in Malang Regency, thus not encompassing all SMEs in the region. Furthermore, the export market orientation variable only accounts for 23.2% of export performance. This is due to The Researcher using only one independent variable.

VI. RECOMMENDATIONS

Future researchers are encouraged to further examine other factors within firm capabilities that can enhance export performance. Additionally, subsequent studies may explore alternative mediating variables that have the potential to fully mediate the efforts to improve export performance. Researchers are also advised to utilize newer and more detailed indicators for the variables, ensuring that future research on SME export performance remains relevant.

For SMEs actors, it is crucial to recognize the importance of export market orientation by actively seeking information related to international markets through various mass media platforms, such as social media, the Internet, television, and others. SME actors are also encouraged to be proactive in building new networks with international business entities, whether by joining export communities or participating in training and exhibitions. These efforts can help broaden their understanding of international markets and improve their readiness to compete globally.

REFERENCES

- [1]. Kementerian Koordinator Bidang Perekonomian, “Dorong UMKM Naik Kelas dan Go Export, Pemerintah Siapkan Ekosistem Pembiayaan yang Terintegrasi.” [Online]. Available: <https://www.ekon.go.id/publikasi/detail/5318/dorong-umkm-naik-kelas-dan-go-export-pemerintah-siapkan-ekosistem-pembiayaan-yang-terintegrasi>
- [2]. BPS, “Luas Wilayah Menurut Kabupaten/Kota di Provinsi Jawa Timur.” [Online]. Available: <https://batukota.bps.go.id/id/statistics-table/1/MjkkIzE=/luas-wilayah-menurut-kabupaten-kota-di-provinsi-jawa-timur-2016>
- [3]. Bagian SDA, *Buku Profil Sumber Daya Alam Kabupaten Malang*. Malang: Sekretariat Daerah Kabupaten Malang, 2022.
- [4]. Diskop UKM Jatim, “Statistik Data UMKM Nasional.” [Online]. Available: https://data.diskopukm.jatimprov.go.id/satu_data/statistik
- [5]. S. Y. Taneo, S. Noya, Melany, and S. Widyaningrum, *Business Matching: Strategi UMKM Menembus Pasar Internasional*. Deepublish, 2024.
- [6]. Kementerian Koordinator Bidang Perekonomian, “Menko Airlangga: Pemerintah Dukung Bentuk Kolaborasi Baru agar UMKM Indonesia Jadi Bagian Rantai Pasok Industri Global.” [Online]. Available: [https://www.ekon.go.id/publikasi/detail/5885/menko-airlangga-pemerintah-dukung-bentuk-kolaborasi-baru-agar-umkm-indonesia-jadi-bagian-rantai-pasok-industri-global#:~:text=Saat ini%2C kontribusi UMKM kepada,saja menjadi pekerjaan besar kita.](https://www.ekon.go.id/publikasi/detail/5885/menko-airlangga-pemerintah-dukung-bentuk-kolaborasi-baru-agar-umkm-indonesia-jadi-bagian-rantai-pasok-industri-global#:~:text=Saat%20kontribusi%20UMKM%20kepada,saja%20menjadi%20pekerjaan%20besar%20kita.)
- [7]. Y. D. Bhakti, “Kemampuan Ekspor UMKM Indonesia Rendah?” [Online]. Available: <https://ydba.astra.co.id/kemampuan-ekspor-umkm-indonesia-rendah>.
- [8]. Meldona, Sudarmiatin, and R. Bidin, “SMEs’ Internationalization Strategy in Export Creative Industry: Case Study from Kendang Djembe Creators at Blitar, East Java, Indonesia,” *Int. J. Educ. Res. Soc. Sci.*, vol. 3, no. 2, pp. 1067–1079, 2022, doi: 10.51601/ijersc.v3i2.363.
- [9]. A. D. B. Tarihoran, M. Hubeis, S. Jahroh, and N. Zulbainarni, “Competitiveness of and Barriers to Indonesia’s Exports of Ornamental Fish,” *Sustainability*, vol. 15, no. 11, p. 8711, 2023, doi: 10.3390/su15118711.
- [10]. W. Dhewanto, S. Herliana, F. Yunita, V. Nur Rizqi, and I. O. Williamson, “Quadruple Helix Approach to Achieve International Product Quality for Indonesian Food SMEs,” *J. Knowl. Econ.*, vol. 12, pp. 452–469, 2021, doi: 10.1007/s13132-020-00644-2.
- [11]. R. H. Linares, F. W. Kellermanns, and M. C. L.- Fernández, “Dynamic capabilities and SME performance: The moderating effect of market orientation,” *J. Small Bus. Manag.*, vol. 59, no. 1, pp. 162–195, 2021, doi: 10.1111/jsbm.12474.
- [12]. J. C. Narver and S. F. Slater, “The Effect of a Market Orientation on Business Profitability,” *J. Mark.*, vol. 54, no. 4, pp. 20–35, 1990, doi: 10.2307/1251757.
- [13]. A. Safari and A. S. Saleh, “Key determinants of SMEs’ export performance: a resource-based view and contingency theory approach using potential mediators,” *J. Bus. Ind. Mark.*, vol. 35, no. 4, pp. 635–654, 2020, doi: 10.1108/JBIM-11-2018-0324.
- [14]. M. Bodlay and B. Cater, “Responsive and proactive market orientation in relation to SMEs’ export venture performance: The mediating role of marketing capabilities,” *J. Bus. Res.*, vol. 138, pp. 256–265, 2022, doi: <https://doi.org/10.1016/j.jbusres.2021.09.034>.
- [15]. R. Dionysus and A. Z. Arifin, “Strategic Orientation on Performance: The Resource Based View Theory Approach,” *J. Akunt.*, vol. 24, no. 1, pp. 136–153, 2020, doi: <https://doi.org/10.24912/ja.v24i1.661>.

- [16]. I. R. Maksum, A. Y. Sri Rahayu, and D. Kusumawardhani, "A Social Enterprise Approach to Empowering Micro, Small and Medium Enterprises (SMEs) in Indonesia," *J. Open Innov. Technol. Mark. Complex.*, vol. 6, no. 3, p. 50, 2020, doi: 10.3390/JOITMC6030050.
- [17]. H. Keskin, H. A. Şentürk, E. Tatoglu, I. Gölgeci, O. Kalaycioglu, and H. T. Etiloglu, "The simultaneous effect of firm capabilities and competitive strategies on export performance: the role of competitive advantages and competitive intensity," *Int. Mark. Rev.*, vol. 38, no. 6, pp. 1242–1266, 2021, doi: <https://doi.org/10.1108/IMR-09-2019-0227>.
- [18]. P. Venkateshamurthy, S. Jeevananda, S. Mehroliya, and S. Alagarsamy, "A systematic literature review on determinants and measures of export performance of small and medium-sized enterprises," *Int. J. Export Mark.*, vol. 4, no. 4, pp. 372–409, 2021, doi: 10.1504/ijexportm.2021.122998.
- [19]. G. Acikdilli, A. Mintu-Wimsatt, A. Kara, and J. E. Spillan, "Export market orientation, marketing capabilities and export performance of SMEs in an emerging market: a resource-based approach," *J. Mark. Theory Pract.*, vol. 30, no. 4, pp. 526–541, 2020, doi: 10.1080/10696679.2020.1809461.
- [20]. İ. İpek and N. Bıçakcıoğlu-Peynirci, "Export market orientation: An integrative review and directions for future research," *Int. Bus. Rev.*, vol. 29, no. 4, 2020, doi: 10.1016/j.ibusrev.2019.101659.
- [21]. O. C. Racela and A. Thoumrungroje, "Enhancing Export Performance through Proactive Export Market Development Capabilities and ICT Utilization," *J. Glob. Mark.*, vol. 33, no. 1, pp. 46–63, 2020, doi: 10.1080/08911762.2018.1549302.
- [22]. D. J. Teece, G. Pisano, and A. Shuen, "Dynamic Capabilities and Strategic Management," *Strateg. Manag. J.*, vol. 18, no. 7, pp. 509–533, 1997, doi: [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7%3C509::AID-SMJ882%3E3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7%3C509::AID-SMJ882%3E3.0.CO;2-Z).
- [23]. M. Triana, "Media Massa dan Public Sphere," *J. Sci.*, p. 4, 2022.
- [24]. LSPR News, "Apa Itu Media Massa? Mengetahui Peran dan Dampaknya di Era Digital." [Online]. Available: <https://www.lspr.ac.id/apa-itu-media-massa/>
- [25]. E. Nur, "Peran Media Massa Dalam Menghadapi Serbuan Media Online the Role of Mass Media in Facing Online Media Attacks," *Maj. SEMI Ilm. Pop. KOMUIKASI MASSA*, vol. 2, no. 1, pp. 51–64, 2021.
- [26]. A. karim K. Jebna, A. S. Baharudin, and T. T. Y. Alabdullah, "Entrepreneurial Orientation, Market Orientation, Managerial Accounting and Manufacturing SMEs Satisfaction," *J. Account. Sci.*, vol. 6, no. 1, pp. 1–14, 2021, doi: 10.21070/jas.v6i1.1590.
- [27]. C. I. M. A. S. Fernandes, J. J. M. Ferreira, C. A. Lobo, and M. Raposo, "The impact of market orientation on the internationalisation of SMEs," *Rev. Int. Bus. Strateg.*, vol. 30, no. 1, pp. 123–143, 2020, doi: 10.1108/RIBS-09-2019-0120.
- [28]. K. Shobirin and Mirawati, "Orientasi Pasar Dan Pengaruhnya Terhadap Kinerja Perusahaan (Studi Kasus Bidang Usaha Makanan Dan Minuman Di Kabupaten Tanah Datar)," vol. 04, no. 02, pp. 371–381, 2023.
- [29]. M. Waruwu, "Pendekatan Penelitian Pendidikan: Metode Penelitian Kualitatif, Metode Penelitian Kuantitatif dan Metode Penelitian Kombinasi (Mixed Method)," *J. Pendidik. Tambusai*, vol. 7, no. 1, pp. 2896–2910, 2023.
- [30]. R. M. Baron and D. A. Kenny, "The Moderato-Mediator Variable Distinct in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations," *J. Pers. Soc. Psychol.*, vol. 51, no. 6, pp. 1173–1182, 1986, [Online]. Available: [https://www.sesp.org/files/The Moderator-Baron.pdf](https://www.sesp.org/files/The%20Moderator-Baron.pdf)
- [31]. K. J. Preacher and A. F. Hayes, "Asymptotic and Resampling Strategies for Assessing and Comparing Indirect Effects in Multiple Mediator Models," *Behav. Res. Methods*, vol. 40, no. 3, pp. 879–891, 2008, doi: 10.3758/BRM.40.3.879.
- [32]. S. Noya, S. Y. M. Taneo, Melany, and S. Widyaningrum, "Collaboration with Triple Helix: The Mediating Effect of Mass Media in Expanding SMEs' Information Access," *Qual. Innov. Prosper.*, vol. 28, no. 1, pp. 67–87, 2024, doi: 10.12776/qip.v28i1.1940.

Corresponding author: Ra Anggraita Sung Siwi^{1,3}
(Business Management Departement, Ma Chung University, Indonesia)