International Journal of Humanity Advance, Business & Sciences (IJHABS)
https://malaqbipublisher.com/index.php/IJHABS
Online ISSN 2988-5450

Original Article

The Role of Market Orientation in Mediating Government Support on Export Performance of MSMEs Kopi Dampit Malang

Thusy Tiara Saraswati[1*], Sudarmiatin[2], Puji Handayati[3]

[1-3]Faculty of Economics and Business, State University of Malang, Indonesia
Email: [1)]thusy.tiara.2204158@students.um.ac.id, [2)]sudarmiatin.fe@um.ac.id, [3)]puji.handayati.fe@um.ac.id

Received: 13 May 2025
Accepted: 18 May 2025
Published online: 18 May 2025

Abstract

This study aims to analyze the influence of market orientation and government support on the export performance of coffee Micro, Small, and Medium Enterprises (MSMEs) in the Dampit region of Malang, and evaluate the mediating role of market orientation in the relationship between government support and export performance. The approach used was quantitative with a survey method and path analysis to test the relationship between variables. The sample of this study amounted to 107 export Dampit coffee MSMEs. Data analysis techniques using descriptive statistics and SEM-PLS. The results showed that market orientation had a significant effect on export performance, while government support did not show a significant direct effect. However, government support was shown to significantly influence market orientation, and market orientation significantly mediated the relationship between government support and export performance. These findings reinforce the Resource-Based View (RBV) perspective that the competitive advantage of MSMEs in the context of exports depends not only on external support but also on the internal ability to understand the market and adapt to global dynamics. This research makes a theoretical contribution to the development of export entrepreneurship literature and offers practical implications for MSME actors and policymakers in designing market-oriented competitiveness-strengthening strategies.

Keywords: Market Orientation, Government Support, Export Performance, Resource-Based View (RBV), MSMEs.

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) in the plantation sector, particularly coffee, play a crucial role in Indonesia's economy (Purmiyati et al., 2023). Coffee is a leading plantation commodity that not only contributes to the national Gross Domestic Product (GDP) but also serves as a primary income source for millions of farmers (Martauli, 2018). According to data from the Coordinating Ministry for Economic Affairs, the coffee industry empowers approximately 1.86 million farming households and 50,000 general laborers, contributing 16.15% to the plantation sector's GDP (ekon.go.id). Furthermore, Indonesia is the world's fourth-largest coffee producer after Brazil, Vietnam, and Colombia, with coffee plantations spanning 1.25 million hectares and an annual production of 761,000 tons (Martauli, 2018). However, Indonesia's coffee productivity remains relatively low at around 780 kg per hectare, indicating room for improvement in efficiency and quality (bps.go.id). In recent years, several coffee MSMEs have successfully penetrated export markets, including Dampit Malang coffee, a premium commodity with a long history in international trade.

Dampit coffee is globally recognized as one of the finest robusta coffees, with nearly 70% of its production exported to various countries, including European markets such as the Netherlands, Finland, and Estonia. This success stems from the efforts of local MSMEs and government support programs promoting coffee exports. According to data from the Malang Regency Food Crops, Horticulture, and Plantation Office (DTPHP), export demand for Malang coffee reaches 45,000 tons annually, yet local production only meets 13,000–15,000 tons (about 30% of demand), requiring additional supply from regions like Blitar and Pasuruan. Beyond production volume, Dampit coffee is prized for its unique post-roasting aroma, featuring caramel and freshly baked bread notes, along with low acidity and earthy undertones, creating a distinctive sensory experience for international consumers (Utami & Bayu, 2022).

This study is grounded in the Resource-Based View (RBV) theory (Barney, 1991), which posits that competitive advantage and organizational performance depend on effectively managing internal and external resources. For Dampit coffee MSMEs, market orientation—strategic responsiveness to consumer needs and competition—serves as an internal resource, while government support (e.g., training, funding, export facilitation) acts as a complementary external resource (Barney et al., 2001). However, Dampit coffee faces challenges in sustaining export growth, including sensitivity to import regulations, shifting global market dynamics, and limited access to international trade networks (Leonidou et al., 2006). Many MSMEs struggle with weak market insights, managerial constraints, and uneven access to government support (Haddoud et al., 2019), highlighting a gap between the coffee's high-quality potential and inconsistent export performance.

To address these challenges, this study quantitatively examines how market orientation and government support influence the export performance of Dampit coffee MSMEs. By assessing factors like consumer insight, competitive responsiveness, and policy effectiveness, the research aims to provide actionable strategies for MSMEs and evidence-based recommendations for policymakers. The findings are expected to enhance long-term market orientation among MSMEs and refine government programs to better support rural coffee producers, ultimately fostering sustainable internationalization rooted in local strengths.

2. Literature Review

2.1. Resource-Based View

In the resource-based view, a business can maintain its competitive advantage over other firms by using its resources and capabilities, but those resources and capabilities must be unique, valuable, inimitable, and difficult to replace (Barney et al., 2021). These firm-specific resources can be presented as tangible assets, intangible assets, and capabilities. Companies have different types of resources that are unique and difficult to replicate. These resources can inform strategic actions, giving rise to new ideas on how to improve firm performance (Barney, 2021). When utilizing the company's special resources, the company will realize a strong push towards better performance. To increase competitive advantage and achieve organizational goals in a highly competitive market, companies need to use their capabilities to encourage innovative behavior in employees and to inspire product innovation (Shaw, 2021). The company's specialized resources can help the company with the development of sustainable innovation, specifically in the areas of relationships with markets, knowledge partners, and institutions that support sustainable innovation. In short, companies need to consider various factors when seeking to achieve excellence in sustainable innovation (Ployhart, 2021). These factors relate to employees, customers, and other stakeholders as well as resources and management.

2.2. Export Performance of MSMEs

Exporting serves as a critical strategy for businesses, enabling them to expand their market reach, acquire new customers, and enhance overall performance (Cavusgil & Zou, 1994; Sousa, 2004). By engaging in exports, companies can leverage capabilities across different countries and achieve economies of scale unavailable in domestic markets (Leonidou et al., 2007). Exporting opens doors to new markets where firms can commercialize product innovations while fostering connections with key stakeholders globally, allowing access to essential resources at competitive costs (Cavusgil & Zou, 1994; Leonidou et al., 2007). For firms in emerging markets, exporting is particularly vital as it requires fewer resources, involves lower risk, and offers greater flexibility compared to other foreign entry modes like equity investments (Liu et al., 2011).

The export performance of SMEs in this study is measured using a questionnaire adapted from the research by Lin et al. (2014), which includes, How satisfied are you with your performance? (a) Financial performance: (1) Export sales volume of the company over three years, (2) Export profit of the company over three years, (3) Export sales growth of the company over three years; (b) Strategic performance: (1) Satisfaction with export market share, (2) satisfaction with entering the export market, (3) product competitiveness in the international market, overall management of the foreign market; (c) Competitive performance: (1) Compared to our main competitors, satisfaction with export sales volume, (2) compared to our main competitors, satisfaction with export market share, (3) compared to our main competitors, satisfaction with the level of entry into new export markets.

2.3. Market Orientation

Market orientation is a business philosophy that emphasizes understanding customer needs, analyzing competitors, and coordinating cross-functional efforts to create value (Malca et al., 2023). For exporting MSMEs, strong market orientation enhances the ability to identify global market trends, adapt products to foreign consumer preferences, and make strategic decisions for international expansion (Ismail & Isa, 2021). Firms facing decline often lack effective strategies and organizational structures, making market orientation a critical tool for creating buyer value (Kolbe et al., 2022). By fostering market orientation, companies gain accurate customer and competitor insights, respond swiftly to new information, and disseminate knowledge internally across departments (Robb & Stephens, 2021).

Market orientation in this study was measured using a questionnaire adopted from He et al. (2016), including: (1) In this company, we generate a lot of information regarding trends (e.g., regulations, technological developments, politics, economics) in our export markets. (2) We continuously monitor our level of commitment and orientation to serve the needs of export customers. (3) We periodically review the possible impact of changes in our export environment (e.g., regulations, technology). (4) We generate a lot of information to understand the forces that influence our overseas customers' needs and preferences (5) Too much information about our export competitors is discarded before it reaches decision makers. (6) Information that could affect how we serve our export customers takes a long time to reach export personnel. (7) Information about our export competitors' activities often reaches the relevant personnel too late to be useful. Important information on export market trends (regulations, technology) is often discarded before it reaches decision-makers. (8) If a major competitor launches an intensive campaign aimed at our foreign customers, we will implement a response immediately. (9) We quickly respond to significant changes in our competitors' pricing structure in foreign markets. (10) We quickly respond to competitive actions that threaten us in export markets.

H1: There is an effect of market orientation on the export performance of MSMEs

2.4. Government Support

Government export support is a program that aims to create export understanding, encourage, and reduce export barriers for companies (Falahat et al., 2021). There are many types of export support programs. According to Tuah et al. (2024), government support programs are listed as special programs, such as technical assistance to develop new products, participation in international trade fairs and special export exhibitions, export workshops and seminars, and assistance to establish sales and exhibition centers abroad. Ali and Shamsuddoha (2007) categorized government export support as market support and financial support. Government support is also divided into financial support and non-financial support (Ayob & Freixanet, 2014). This research approach is based on Xuan & Tan (2024) as the classification is quite clear, showing in full the types of government support programs, including: (1) information-related programs, (2) education and training-related programs, (3) trade mobility-related programs, (4) financial assistance-related programs.

H2: There is an effect of government support on the export performance of MSMEs

H3: There is an effect of government support on market orientation

H4: There is a mediating effect of market orientation on government support on MSME export performance.

3. Methods

This research method uses descriptive quantitative methods because the analytical tools are measured by numbers and aim to describe the results of research related to factors that affect the export performance of Dampit coffee MSMEs. The population in this study was Dampit coffee-producing MSMEs in Malang Regency, totaling 147, then the researchers determined the sample with the help of an online sample calculator, which had the results of 107 respondents. The measuring instrument in this study uses a Likert scale with the lowest value of 1 and the highest value of 5. The data analysis technique in this study uses descriptive analysis to describe the characteristics of respondents and the characteristics of the research variables. Then the researcher conducted a Structural Equation Modeling (SEM) test with the PLS (Partial Least Squares) model for component or covariance-based SEM structural equation models and conducted hypothesis testing to determine the effect between variables.

4. Results and Discussion

Researchers conducted descriptive statistical analysis to determine the characteristics of respondents and the characteristics of research variables. Researchers conducted an analysis test using 107 respondents based on the sample calculation results. Based on the results of the study, the results of descriptive statistical analysis based on the characteristics of the respondents include: (1) 94 male respondents manage the Dampit coffee business. (2) The average respondent has been running their business for more than 5 years. (3) The frequency of their exports is, on average, per quarter. (4) The form of coffee exported is whole coffee beans that have been treated.

Then the researchers conducted the SEM-PLS test to analyze the constructs in this study. The first test carried out is the outer model. In the outer model, researchers look at convergent validity with a loading factor> 0.70. Based on the results of convergent validity, 8 indicators fail because they have a value below 0.70; only ideal and valid indicators are used for further analysis. Then, researchers conducted a discriminant validity of the measurement model with reflexive indicators, which were assessed based on cross-loading measurements with constructs> 0.70. The results of analyzing the discriminant validity value using cross-loading for all variables show good discriminant validity results. The next test to analyze the outer model is to look at the reliability of latent variable constructs as measured by two criteria, namely composite reliability and Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if the composite reliability value and Cronbach's alpha> 0.70. Then, evaluate the measurement model with AVE. If the AVE root value> 0.5, then it is highly recommended. The following are the results of composite reliability and Cronbach's alpha:

Table 1: The Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Export Performance	0.719	0.720	0.877	0.781
Government Support	0.788	0.793	0.876	0.702
Market Orientation	0.917	0.918	0.930	0.572

Based on Table 1 above, it can be seen that the composite reliability and Cronbach's alpha in this study have very good and reliable results.

Furthermore, researchers measure inner loading; an excellent structural model is if the Variance Inflation Factor (VIF) coefficient value is <5 or there is no multicollinearity. The VIF results in this study do not contain multicollinearity in each indicator because they have a value <5. The second test carried out is testing the level of R-squared. If the R-squared value has a value of 0.67, 0.33, and 0.19, then the model is strong, moderate, and weak. The results of the R-squared test are as follows:

Table 2. R Square

	R Square	R Square Adjusted
Export Performance	0.230	0.215
Market Orientation	0.525	0.520

Based on the results of the R-squared analysis, the result obtained by export performance is 0.230 <0.33. This shows that the structural model is moderate. Furthermore, the result obtained by market orientation is 0.52> 0.33. This indicates that the structural model shows a moderate model. The next measurement looks at the Goodness of Fit (Q2) value. Q2 value> 0 (zero) indicates the model has predictive relevance. A value of Q2 < 0 indicates the model has no predictive relevance. The formulas and calculations used in this study are as follows:

Table 3. Goodness of Fit

	R Square	**Goodness of Fit Formula**	**Goodness of Fit Result**
Business Performance	0.230	$Q2 = 1 - (1- 0.230^2)$	0.053
Competitive Advantage	0.525	$Q2 = 1 - (1- 0.525^2)$	0.276

The results of evaluating the goodness of measurement and structural models show that the overall model fits the data.

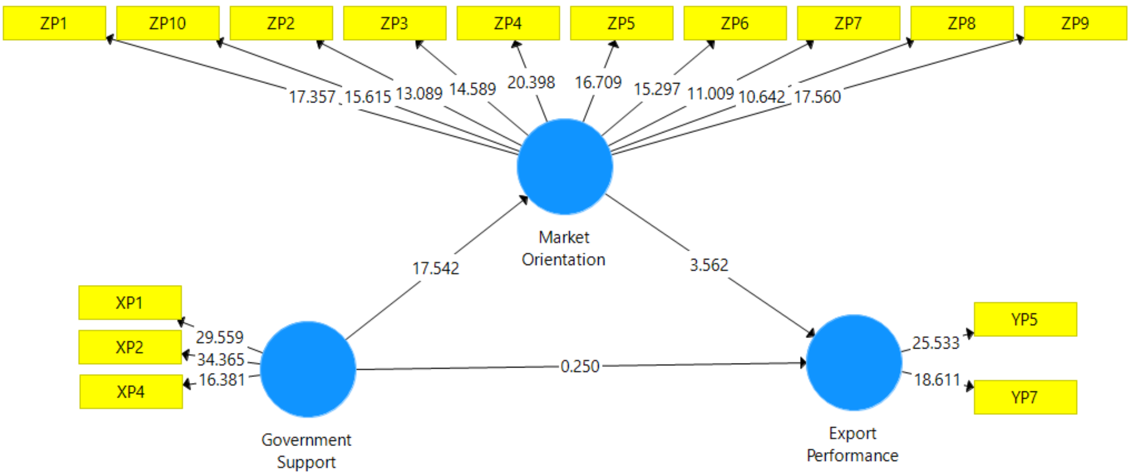

Figure 1: Structural Model

Furthermore, hypothesis testing was carried out using SEM-PLS analysis and the bootstrap resampling method. The results of the direct effect in this study are described as follows:

Table 4: Hypothesis Test of Direct Effect

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**
Government Support -> Export Performance	0.033	0.029	0.133	0.250	**0.802**
Government Support -> Market Orientation	0.724	0.734	0.041	17.542	**0.000**
Market Orientation -> Export Performance	0.454	0.461	0.128	3.562	**0.000**

Based on the results of hypothesis testing, it can be seen that H1 and H3 are accepted, but H2 is rejected. This means that there is no effect of government support on export performance. The results show that government support has no significant effect on the export performance of Dampit coffee MSMEs. This finding indicates that although support programs such as export training, financing assistance, and trade show facilitation are available, the impact has not been felt directly by businesses in the form of increased volume, profits, or export growth. This could be due to the low level of adaptation of government programs to the specific needs of the coffee sector, especially Dampit specialty coffee, which has unique characteristics. In addition, some MSMEs in this region face internal challenges such as limited human resources, logistics infrastructure, and unprofessional export management, so external support cannot be optimally utilized. Administrative complexity and lack of ongoing assistance are also barriers to accessing and absorbing program benefits.

Then, researchers conducted a hypothesis test for the effect of mediation, with the following results:

Table 5: Hypothesis Test of Mediation Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Government Support -> Market Orientation -> Export Performance	0.329	0.339	0.100	3.300	**0.001**

Based on the results of the mediating effect analysis, it can be seen that H4 in this study is accepted. That is, there is a mediating effect of market orientation on government support on export performance. The results show that market orientation acts as a significant mediating variable between government support and export performance. This means that although government support does not directly affect export performance, these programs can still have a positive impact if they can encourage an increase in the market orientation of MSMEs. In the context of Dampit coffee MSMEs, support such as export training, access to foreign market information, and facilitation of international promotions is effective when it succeeds in increasing businesses' understanding of foreign consumers' needs, global market trends, and competitors' strategies. With a strong market orientation, MSMEs can customize local coffee products according to export market preferences, respond quickly to market changes, and develop more targeted distribution strategies.

4.1. Discussion

Based on the research results, it can be seen that H1 is accepted, this indicates that market orientation has a significant influence on the export performance of Dampit coffee MSMEs. This indicates that the higher the level of market orientation owned by business actors, the higher the achievement of their export performance. Theoretically, this result is in line with the Resource-Based View (RBV) approach, which states that competitive advantage and organizational performance are largely determined by the ability to manage internal resources of strategic value. In the context of MSMEs, market orientation is one form of internal resource that reflects the level of sensitivity and readiness of business actors in understanding, responding to, and anticipating market needs, both domestic and international. This includes the ability to collect and analyze market information, respond to competitive dynamics, and coordinate internal processes to effectively meet export customer demand.

Empirically, these results are reinforced by research instruments that measure market orientation through three main indicators based on He et al. (2016), namely: market intelligence generation, market intelligence dissemination, and responsiveness to market information. MSMEs that exhibit higher export performance in this study tend to have better capabilities in monitoring overseas consumer preferences, responding to changes in global market demand, and adaptively adjusting their production and distribution processes. Meanwhile, export performance is measured through quantitative and qualitative indicators such as export volume growth, increased penetration of new markets, and international customer satisfaction.

This finding is also consistent with previous studies that emphasize the importance of market orientation in creating sustainable competitive advantage. For example, research by Cadogan et al. (2009) states that market orientation is a key predictor of improved export performance, especially in the context of small and medium-sized enterprises that face resource constraints. Therefore, in the context of Dampit coffee MSMEs, market orientation is not only an adaptation tool to the dynamics of the export market, but also a proactive strategy to create added value, maintain long-term relationships with foreign buyers, and expand markets sustainably.

Furthermore, the results of the H2 hypothesis test found that government support did not have a significant direct effect on the export performance of Dampit coffee MSMEs. This finding indicates that government intervention-despite having been channeled through various training programs, financing facilitation, trade promotion, and technical assistance-has not been able to directly boost the export performance of MSMEs in the coffee sector. Theoretically, this finding can be explained through the Resource-Based View (RBV) approach, which positions external support, including government support, as complementary resources rather than core capabilities. This means that success in improving export performance remains dependent on the extent to which MSMEs are able to absorb, adapt and integrate such support into their internal systems, particularly through internal capabilities such as market orientation.

Empirically, this result may reflect the gap between the form of support provided by the government and the real needs of MSMEs on the ground. The general nature of much of the support and its lack of focus on the specific context of export markets faced by coffee MSMEs in Dampit may be a limiting factor in its effectiveness. In addition, program implementation factors, limited access to information, and the lack of export literacy at the business level are also obstacles to the maximum utilization of this support.

Previous studies have also reinforced these findings. For example, Cavusgil and Zou (1994) and Morgan et al. (2004) emphasize that external interventions such as government policies are often not effective enough if they are not accompanied by internal firm readiness. In the case of Dampit coffee MSMEs, although the government has provided a number of incentives and facilities, if businesses do not have a strong market orientation or are unable to adjust to global market dynamics, then such support will not have a direct impact on increasing exports.

Thus, these results highlight the importance of integrating government support into MSMEs' internal strategies through a more participatory, contextual, and needs-based approach. Support that is merely administrative or normative without strengthening internal capabilities will find it difficult to contribute directly to sustainable export performance.

The results of the third hypothesis test (H3) show that government support has a positive and significant effect on the market orientation of MSMEs, which means that the greater the support received, the higher the market orientation of business actors. This finding is reinforced through the measurement of research instruments that adopt government support indicators from Xuan and Tan (2024), including four aspects: information programs, education and training, trade mobility, and financial assistance. Each of these programs is believed to contribute to strengthening MSMEs' market attitudes and strategies, including in terms of collecting market information, responding to competitors, and disseminating information internally.

Meanwhile, market orientation in this study is measured based on an instrument adopted from He et al. (2016), with indicators including production and dissemination of market information, response to export market dynamics, and speed in dealing with competitors' activities. Empirical results show that MSMEs that receive training and information from the government are able to actively monitor export market trends, understand foreign customer preferences, and respond swiftly to market changes. Thus, government support programs proved to be an important stimulus in improving MSMEs' market awareness and strategic capabilities, which are at the core of market orientation. This also reinforces the Resource-Based View (RBV) framework, which positions external support as leverage in strengthening MSMEs' internal resource-based advantages.

Finally, hypothesis H4 shows that market orientation acts as a significant mediator in the relationship between government support and MSME export performance. This finding provides an important understanding that government support, while not having a direct impact on increasing exports, still has a strong indirect contribution if it can strengthen the market orientation of MSMEs. In this context, market orientation acts as an internal mechanism that bridges the benefits of external resources to the achievement of export performance.

Theoretically, this finding is in line with the Resource-Based View (RBV) perspective, which views that competitive advantage and organizational performance depend not only on the ownership of external resources, but rather on how the organization can manage and convert these resources into strategic capabilities. Government support can act as a catalyst to shape better market understanding, increase sensitivity to global consumer dynamics, and encourage companies to develop adaptive strategies in the face of export competition.

Empirically, this reflects that MSMEs that receive training, market information, or promotional facilitation from the government tend to be better equipped to read opportunities, adapt products to foreign market preferences, and build internal systems that are responsive to consumer needs. Market orientation in this case becomes an important bridge that translates policy support into strategic actions that have an impact on increasing export volumes, penetrating new markets, or sustaining business in international markets.

Previous research also corroborates this result, as suggested by Narver and Slater (1990) and Cadogan et al. (2002), who emphasize that market orientation is a key driver in the export context because it integrates understanding of customers, competitors, and cross-functional coordination into a unified strategy. Thus, the presence of government support will only result in optimal export performance if MSMEs have a strong market orientation.

This finding confirms that public policies aimed at supporting exports should not only focus on direct assistance but also on strengthening the mindset and market strategy of MSME actors. By fostering a high market orientation, external support can be more effective in sustainably improving MSME competitiveness in the global market.

5. Conclusion

This study aims to analyze the influence of market orientation and government support on the export performance of coffee MSMEs in the Dampit region of Malang Regency, as well as to examine the mediating role of market orientation in the relationship between government support and export performance. The results show that market orientation has a significant effect on improving MSME export performance, confirming the importance of understanding consumer needs, market dynamics, and internal coordination in driving export success. In contrast, government support has no direct effect on export performance, but has a significant indirect effect through market orientation as a mediating variable. In addition, this study also found that government support can significantly improve the market orientation of MSMEs. These findings reinforce the Resource-Based View (RBV) approach, that organizational performance is not only determined by access to external resources, but also by internal capabilities in managing and converting these resources into strategic capabilities. Based on the findings, Dampit coffee MSMEs are advised to actively strengthen their market orientation through managerial capacity building, understanding global consumer trends and preferences, and adaptive strategies to market changes. Governments and policymakers should not only provide technical and financial support, but also direct their interventions to sustainably strengthen MSMEs' market orientation, for example, through market-based training, access to market intelligence information, and facilitation of international business networks. Assistance programs need to be designed to encourage MSME actors to be more responsive and proactive to export dynamics, rather than being passive recipients of assistance.

This study has several limitations that need to be considered. First, the scope of the study was limited to coffee MSMEs in the Dampit region of Malang, so the results cannot be widely generalized to other MSME sectors or different geographical areas. Second, the variables used in this study are limited to market orientation and government support, without considering other factors such as product innovation, distribution networks, or price competitiveness that can also affect export performance. Third, the quantitative approach used tends to ignore the qualitative or narrative context that could provide a deeper understanding of the dynamics of MSME exports. Therefore, further research is recommended to expand the coverage area, add other relevant variables, and combine qualitative and quantitative approaches to gain a more comprehensive understanding.

6. References

Cavusgil, S.T. and Zou, S. (1994), “Marketing strategy-performance relationship: an investigation of the empirical link in export”, *Journal of Marketing, 58*(1), pp. 1-22.

Sousa, C.M.P. (2004), “Export performance measurement: an evaluation of the empirical research in the literature”, *Academy of Marketing Science Review, 2004*(9), pp. 1-23.

Liu, Y., Li, Y. and Xue, J. (2011), “Ownership, strategic orientation and internationalization in emerging markets”, *Journal of World Business, 46*(3), pp. 381-393.

Leonidou, L.C., Katsikeas, C.S., Palihawadana, D. and Spyropoulou, S. (2007), “An analytical review of the factors stimulating smaller firms to export: implications for policy-makers”, *International Marketing Review, 24*(6), pp. 735-770.

He, X., Brouthers, K. D., & Filatotchev, I. (2018). Market orientation and export performance: the moderation of channel and institutional distance. *International Marketing Review*, *35*(2), 258-279.

Xuan, D. M., & Tan, B. L. (2024). Relationship among government export support, perceived export stimuli, barriers and export performance. *Cogent Business & Management*, *11*(1), 2336646.

Lin, K.-H., Huang, K.-F. and Peng, Y.-P. (2014), "Impact of export market orientation on export performance : A relational perspective", *Baltic Journal of Management, 9*(4), pp. 403-425.

Ayob, A. H., & Freixanet, J. (2014). Insights into public export promotion programs in an emerging economy: The case of Malaysian SMEs. *Evaluation and Program Planning,* 46(4), 38–46.

Ali, M. Y., & Shamsuddoha, A. K. (2007). Export promotion programs as antecedents of internationalization of developing country firms: A theoretical model and empirical assessment. *Journal for Global Business Advancement, 1*(1), 20–36

Leonidou, L. C., Barnes, B. R., & Talias, M. A. (2006). Exporter–importer relationship quality: The inhibiting role of uncertainty, distance, and conflict. *Industrial Marketing Management*, *35*(5), 576-588.

Malhotra, G., Dandotiya, G., Shaiwalini, S., Khan, A., & Homechaudhuri, S. (2025). Benchmarking for organisational competitiveness: a resource-based view perspective. *Benchmarking: An International Journal*, *32*(3), 943-964.

Ployhart, R. E. (2021). Resources for what? Understanding performance in the resource-based view and strategic human capital resource literatures. *Journal of Management*, *47*(7), 1771-1786.

Shaw, J. D. (2021). The resource-based view and its use in strategic human resource management research: The elegant and inglorious. *Journal of Management*, *47*(7), 1787-1795.

Barney, J. B. (2021). The emergence of resource-based theory: A personal journey. *Journal of Management*, *47*(7), 1663-1676.

Barney, J. B., Ketchen Jr, D. J., & Wright, M. (2021). Resource-based theory and the value creation framework. *Journal of Management*, *47*(7), 1936-1955.

Barney, J., Wright, M., & Ketchen Jr, D. J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of management*, *27*(6), 625-641.

Purmiyati, A., Musta’in, M. I., Hendrawati, L. D., Wahyuni, S., & Sarmidi, T. (2023). Peningkatan Potensi Ekonomi Berbasis Budaya Lokal Dalam Meningkatkan Daya Saing Ekspor Komoditas Kopi Dan Tembakau Di Desa Prancak Kabupaten Sumenep. *Abdimas Galuh*, *5*(2), 1423-1431.

Martauli, E. D. (2018). Analysis of coffee production in Indonesia. *JASc (Journal of Agribusiness Sciences)*, *1*(2), 112-120.

Utami, H. W., & Bayu, H. (2022). Kontribusi Komoditas Kopi dalam Meningkatkan

Perekonomian di Desa Amadanom, Kecamatan Dampit, Kabupaten Malang. *OECONOMICUS Journal of Economics*, *7*(1), 60-74.

Haddoud, M. Y., Nowinski, W., Jones, P., & Newbery, R. (2019). Internal and external determinants of export performance: Insights from Algeria. *Thunderbird International Business Review*, *61*(1), 43-60.

Faroque, A. R., Kuivalainen, O., Ahmed, J. U., Rahman, M., Roy, H., Ali, M. Y., & Mostafiz, M. I. (2021). Performance implications of export assistance: the mediating role of export entrepreneurship. *International Marketing Review*, *38*(6), 1370-1399.

Mata, M. N., Falahat, M., Correia, A. B., & Rita, J. X. (2021). Impact of institutional support on export performance. *Economies*, *9*(3), 101.

Robb, C. A., & Stephens, A. R. (2021). The effects of market orientation and proactive orientation on the export performance of South African SMEs. *Journal of Global Marketing*, *34*(5), 392-410.

Kolbe, D., Frasquet, M., & Calderon, H. (2022). The role of market orientation and innovation capability in export performance of small-and medium-sized enterprises: a Latin American perspective. *Multinational Business Review*, *30*(2), 289-312.

Ismail, M. D., & Isa, M. (2021). Export performance of SMEs in emerging markets: The role of market orientation, learning and trust. *The South East Asian Journal of Management*, *15*(1), 7.

Malca, O., Bolaños, J. P., Rubio Donet, J. L., & Acedo, F. (2023). Export market orientation and export performance in emerging markets: insights from the Peruvian agri-export sector. *Journal of Agribusiness in Developing and Emerging Economies*, *13*(1), 70-89.

Tuah, S. N. A., Saad, R. M., Mohamed, N. A., Yusof, A. Q. M., Hasin, H., Johari, Y. C., & Jamil, A. (2024). Does Government Export Assistance Moderate Strategic Capabilities and Export Performance Manufacturing SMEs in Malaysia?. *Global Business and Management Research*, *16*(2s), 230-238.

Falahat, M., Lee, Y. Y., Soto-Acosta, P., & Ramayah, T. (2021). Entrepreneurial, market, learning and networking orientations as determinants of business capability and international performance: the contingent role of government support. *International Entrepreneurship and Management Journal*, 1-22.