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## Export Market Orientation as Mediation between Entrepreneurial Orientation and Learning Orientation on Export SME Performance

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**Abstract:** This research is about the role of Export Market Orientation as mediation of Entrepreneurship Orientation and Learning Orientation on Export SME Performance in Indonesia. The main phenomenon is the total contribution of non-oil and gas exports (SMEs) which has a tendency to stagnate or even decrease since 2015 of 15.73%, then in 2019 it becomes 14.38%, far from the target set by the government at 17%, this is due to the lack of Indonesian UKM products interested in the global market. This causes the products of Indonesian SMEs to be unable to compete with SMEs of other countries in terms of export earnings. There are many factors that can cause this to happen, such as: lack of good standardization, many entrepreneurs only cater to the domestic market because they do not understand how to export, limited competent human resources and lack of access to financial institutions. Due to the limitations of the research model, especially those studying exports in developing countries, research using a quantitative approach with the SEM-PLS data analysis method is considered appropriate. The choice of the SEM-PLS method, because this research is predictive in nature, will of course be able to better represent the research model. In this study, there were 84 SMEs respondents who were registered with the Ministry of SMEs and Cooperatives. The results revealed that export market orientation had an effect as a mediating relationship between learning orientation and the performance of export SMEs, however, in an indirect relationship between entrepreneurial orientation and export performance, the mediating role of export market orientation not significant. This confirms that information related to export data needs good collaboration between company owners and employees.

**Keywords:** Entrepreneurship, Learning, Market, SME, Export Performance

### INTRODUCTION

High employment opportunities are a strong reason for Indonesian MSMEs to carry out export activities, but the unequal contribution of MSMEs has caused economic growth to slow down. This is because the level of exports carried out by business actors is still low (Yulisa & Permana, 2022). The company's internal and external capabilities and strategies determine the company's position, especially in the global arena. The case study of a company in England (Ferreira et al., 2020). Analysis tools such as PESTEL Analysis help companies, especially

those with export orientation, to be able to map problems related to politics, economics, socio-cultural, technology, environment and law when carrying out export activities in the destination country. (Rezaei & Ortt, 2018) In the future, export activities in many companies will help companies achieve sustainable sustainability. Export activities increase the ability of company organizations to gain profits and produce additional resources that improve performance. (Imran et al., 2017) Exports, in other words, are important trading activities, especially for developing countries around the world, besides their production can be enjoyed by own country, countries that have an export orientation do not have dependence on other countries in terms of fulfilling domestic demand and can even seek a trade balance surplus (Imran et al., 2017). Developing countries become major players as well as developed markets to market their products in global trade. As they diversify and grow as export markets, developing countries will dominate international trade. Griffin, Pustay. (2015),. SME revitalization is the key to building a strong economic recovery in the Asian region. Micro, small and medium enterprises (MSMEs), including domestic enterprises, are an integral part of the Asian economy. hence their total income. SMEs absorb a lot of jobs, which increases domestic demand and competition. This is very important in order to build growth integration. The threat of recession has affected most small businesses. Asian economies can recover and become more resilient to disruptions by supporting the growth and dynamism of SMEs (Asian Development Bank, 2020). In Asian countries, SMEs play a strategic role as a solution to increase growth. (Wahyono & Hutahayan, 2021).

**Table 1. Development of SMEs in Indonesia 2015-2019**

Indicator	2015	2016	2017	2018	2019
Constan GDP (Rp. Trillion)	1.655,43	5.171,06	5.445,56	5.721,1	5.931,69
Current price GDP (Rp. Triliun)	6.228,29	7.009,28	7.820,2	8.573,8	9.580
<b>SME Non – oil and GAS Total Export Share</b>	<b>15,73 %</b>	<b>14,38 %</b>	<b>14,17 %</b>	<b>14,37 %</b>	<b>14.38%</b>
Current Price Investment (Rp. Trillion)	1.818,75	2.057,97	2.377,41	2.564,5	2.619,3

Sources: Ministry of Cooperative and SMEs, 2018

In 2015, the contribution of Export SMEs was 15.73% while in 2019 it was 14.38%, still far from the government's target of 17%. The small contribution to the performance of SMEs and the non-fulfillment of government targets shows that the products produced by SMEs that are export-oriented in Indonesia are less attractive in the export market. Indonesia's small export contribution lags behind Southeast Asian countries such as Malaysia, Thailand and Vietnam, whose average SME export performance is above 20%. Another problem is related to the performance of small export SMEs caused by limited access to information on buyers in various countries. These are the things that ultimately cause the export competitiveness of our SMEs to be weak and over time they tend to close or only meet domestic demand (Rasbin, 2019; Tambunan, 2021). SMEs are unable to compete with big players in the country related to global product standardization. The above problems need to be resolved immediately in order to improve the export performance of Indonesian SMEs, while at the same time contributing more to Indonesia's Gross Domestic Product, SMEs and large industries can work together to increase the competitiveness of Indonesian products in the global arena. On average, SMEs that carry out export activities in Indonesia, they already have a strong internal analytical position in the country, export activities are carried out to achieve company sustainability so

that to solve problems related to the contribution of export SME performance, researchers suggest taking the RBV (Resources Based View) approach. The success of a company is determined by its resources and its ability to convert these resources into financial benefits. Entrepreneurial orientation in several studies has been shown to improve company performance, especially related to SMEs (Mamun et al., 2018), daring to take risks, being proactive and innovative is considered one of the characteristics of SMEs themselves (Novari, 2020).

In addition, sharing knowledge and implementing collaboration strategies with similar partners results in innovation performance (Hamdan et al., 2023). Learning plays an important role in creating the sustainability of a company (Lestari et al., 2018). The nature of openness and having a shared vision play a role in increasing performance, especially in creating new resources that cannot be produced alone (Sawaeen & Ali, 2020). There is a missing link in entrepreneurship and learning-based orientation in improving performance (Herath & Mahmood, 2017) therefore researchers offer export market orientation mediation as mediation, besides that there are not many studies that examine empirically export performance, especially in Indonesia. Therefore, the researcher offers research on Export Market Orientation as a Mediation for Entrepreneurship Orientation and Learning Orientation on the Performance of Export SMEs in Indonesia which is expected to be able to contribute knowledge, especially how to improve the performance of Export SMEs in Indonesia.

## **LITERATURE REVIEW**

### **Esport performance**

Management strategy is a science that is used to improve company performance (Wheelen et al., 2017). Lately, academics and scholars are competing to improve company performance using the most efficient way (Wheelen et al., 2017). Internal and external analysis are an inseparable part of improving company performance (Wheelen et al., 2017), as well as export performance. Export is an international trade activity to improve performance while achieving company sustainability (Imran et al., 2017). Export is an activity that cannot be separated to balance a country's trade (Rasbin, 2019) Export is an important activity both in the both developed and developing (Asian Development Bank, 2020). Export activities in developing countries tend to be a concern together with SMEs playing a central role as a driving force for the country's economy (Ferreira et al., 2020)

### **Entrepreneurial Orientation and Export SMES**

Entrepreneurial orientation was first introduced in an article entitled 'The Correlates of Entrepreneurship in Three Types of Firms'. The entrepreneurial spirit is examined in different portions of companies, namely small companies, medium companies and large companies. Simple companies have a proactive attitude towards a large environment and have innovations to adapt better than medium and large companies. Research (Rezaei & Ortt, 2018) states that there is a fairly close relationship between companies that implement innovation and are willing to take risks for the sustainability of companies that apply technology continuously. Research (Mamun et al., 2018) studying 360 Malaysian manufacturing SMEs stated that innovation leadership, risk-taking and proactive attitudes are commonplace when a company wants to achieve sustainability in the manufacturing industry. (Frishammar & Andersson, 2009) investigated the relationship between Entrepreneur Orientation and the performance of export SMEs in 188 companies in Sweden using pro-active, risk-taking and innovative indicators, the results showed that there was no significant relationship between entrepreneurial orientation and export performance. (Nikraftar & Momeni, 2017) In the context of ICT business, entrepreneurial attitude is not an important factor that supports companies to develop, there are other factors. Research (Rua et al., 2017)

examines the relationship of entrepreneurial orientation in relation to small and medium textile export businesses in Portugal. Based on this review, it indicates that:

H1, Entrepreneurial orientation has a significant effect on the performance of export SMEs.

### **Learning Orientation on Export SME Performance**

Learning orientation as a corporate value consisting of: Commitment to learn, shared vision, and an open mind. Collaboration and partnerships provide a new source of organizational learning, helping companies identify dysfunctional functional routines and overcome strategic business weaknesses (Lestari et al., 2018). An attitude of willingness to learn, shared vision, and open-mindedness encourages some SMEs in Kuwait to be able to win the competition and improve shared prosperity (Sawaeen & Ali, 2020). The learning orientation provides opportunities for employees to learn in order to develop a shared vision of being open to each other in creating opportunities in new markets. (Nikraftar & Momeni, 2017) In the business context, ICT learning orientation has a positive and significant effect on business performance. (Wolff et al., 2015) did not find the effect of learning orientation on the performance of small businesses that are still developing in America. The measurement scale used is eight question items with only 2 indicators, namely: commitment to learning and open-mindedness. On the basis of the literature review that has been discussed as a consideration in building a research model, it can be indicated that:

H2, Learning orientation has a significant effect on the performance of export SMEs

### **Export market orientation and export SME performance**

Measurement of export market orientation is based on process, system structure and export characteristics across countries resulting in a scale of measurement of export market orientation, namely: Export Market Intelligence Generation, Export Market intelligence desimilation and Export Market Responsiveness. (Imran et al., 2017). (Cadogan et al., 2016) found a U-curve-like relationship between export market orientation and export performance, when the MO level increases along with a higher degree of flexibility in resource coordination, the level of sales performance decreases. Research (Imran et al., 2017) found no relationship between the linkage of export market orientation to the performance of export SMEs in Malaysia. Research (Chang & Fang, 2015) found a significant positive relationship between export market orientation and export performance in 235 exporting companies in Taiwan. Research (Murray et al., 2007) examines the relationship of the three dimensions of export market orientation namely: Market Intelligence Generation, Export Market intelligence desimilation and Export Market Responsiveness in relation to companies in China and outside China. The results show that export intelligence responsiveness and Export Market Responsiveness has a significant effect on export performance for China. For outside China Market Intelligence Generation and Export market responsiveness have a relationship with export performance. On the basis of the literature review that has been discussed as a consideration in building a research model, it can be indicated that:

H3, Export market orientation has a significant effect on the performance of export SMEs.

### **Entrepreneurial Orientation, Learning Orientation, Export Market Orientation and Export Performance**

The understanding of SMEs related to alternative business strategies has begun to be applied in many SMEs in developing countries, especially with regard to the company's ability to develop innovative product development into a binding part. Innovation makes a company unique, new ideas related to product development (Ferreira et al., 2020). Creativity along with innovation is a major part of alternative strategies for global market penetration (Ferreira et al., 2020). Entrepreneurial orientation, learning orientation and market orientation are the company's main contributions in a strategic approach that refers to the company's long-term strategic achievement. Acting in solving problems and responding to changing consumer desires, especially in the global

market which is clearly different from the domestic market, is a proactive action by a global-minded entrepreneur. (Imran et al., 2017). Risky decision making, especially related to the company's external environment, is a challenge when a company expands globally. (Sawaeen & Ali, 2020). These challenges need to be resolved together, both domestic SMEs, foreign SME partners and the government's role, especially assistance with access to financial institutions. The company's ability to reject or accept information in the global market is useful for making decisions regarding whether these resources are retained or even released in a volatile market. Companies have a tendency to introduce their own culture to other companies. This causes their high learning commitment (Sawaeen & Ali, 2020), learning commitment before entering the global market is the best way to study the global market itself. Mutual openness and shared vision in the context of global SMEs, they jointly develop unique capabilities with similar SMEs, be it culture, technology, research and scarce resources together to enter the global market within a certain period of time. Disclosure of shared information, especially related to consumer customers in other countries, has been proven to increase joint export performance. Until finally achieving sustainability together.

H4: Export Market Orientation mediates the influence of Entrepreneurial Orientation on the performance of Export SMEs

H5: Export Market Orientation mediates the influence of Entrepreneurial Orientation on the performance of Export SMEs.

## RESEARCH METHODS

This research design uses a quantitative approach. Primary data is observed through a list of directed and measurable statements that are easily in the form of questions that contain certain information. (Taherdoost, 2018). Mediation Export market orientation is used in this study. Mediation is a research design in which the third variable is referred to as the mediator variable, intervening between two related constructs (Baron & Kenny, 1986 Sarstedt et al., 2020)). Perceptions of export SME business actors on the constructs of statement items, where Hair Jr. et al., (2021) suggest when using a 5-point Likert scale it is better to category: (1) disagree, (2) disagree, (3) neutral, (4) agree, (5) strongly agree. The study conducted control variables such as age and company size. In Indonesia, industrial companies are classified into 4 sizes, namely: (1) micro businesses (1 – 4 employees), (2) small businesses (5 – 19 employees), (3) medium businesses (20 – 99 employees), and (4) large businesses ( $\geq 100$  employees) (BPS, 2009). For business age participating in the study (Nguyen et al., 2021). This study designed 30 question items. The population in this study are Small and Medium Enterprises registered with the Ministry of Cooperatives and SMEs and are in the DKI Jakarta area which can be accessed on the website page: <https://smesta.kemenkopukm.go.id/ekatalog>, totaling 503 SMEs. Because basically this research adopts probability sampling, using the slovin formula to get a sample of 84 samples. sampling technique with simple random sampling

## RESULT AND DISCUSSION

### Respondent's Profile

What was analyzed from the profiles of respondents in this study were gender, education, age, entrepreneurial experience, position and number of employees. Respondent profiles are useful for knowing the identity of the respondent who filled out the questionnaire. Summary profiles of respondents can be seen in the table below:

**Table 2. Characteristics of Respondent Profiles**

<b>Gender</b>	<b>Total</b>	<b>Entrepreneurial Experience</b>	<b>Total</b>
Male	53	Less than 1 year	16
		1-3 year	18
Female	31	3- 5 year	30
		5-7 year	6
		More than 7 year	13
Total	84	Total	84
<b>Education</b>		<b>Postion</b>	
Senior High School	16	Owners	73
Bachelor’s degree	65	Director	6
Master’s degree	3	Manager	4
Doctoral degree	0	Others	1
Total	84	Total	84
<b>Age</b>		<b>Number of Employees</b>	
Less than 20 years	3	1-4 Employees	42
21-25 years	15	5 -19 Employees	40
26- 30 years	31	20 – 99 Employees	2
31- 35 years	27	More than 100 Employees	0
36 – 40 years	5		
41 – 45 years	3		
More than 46 years	0		
Total	84	Total	84

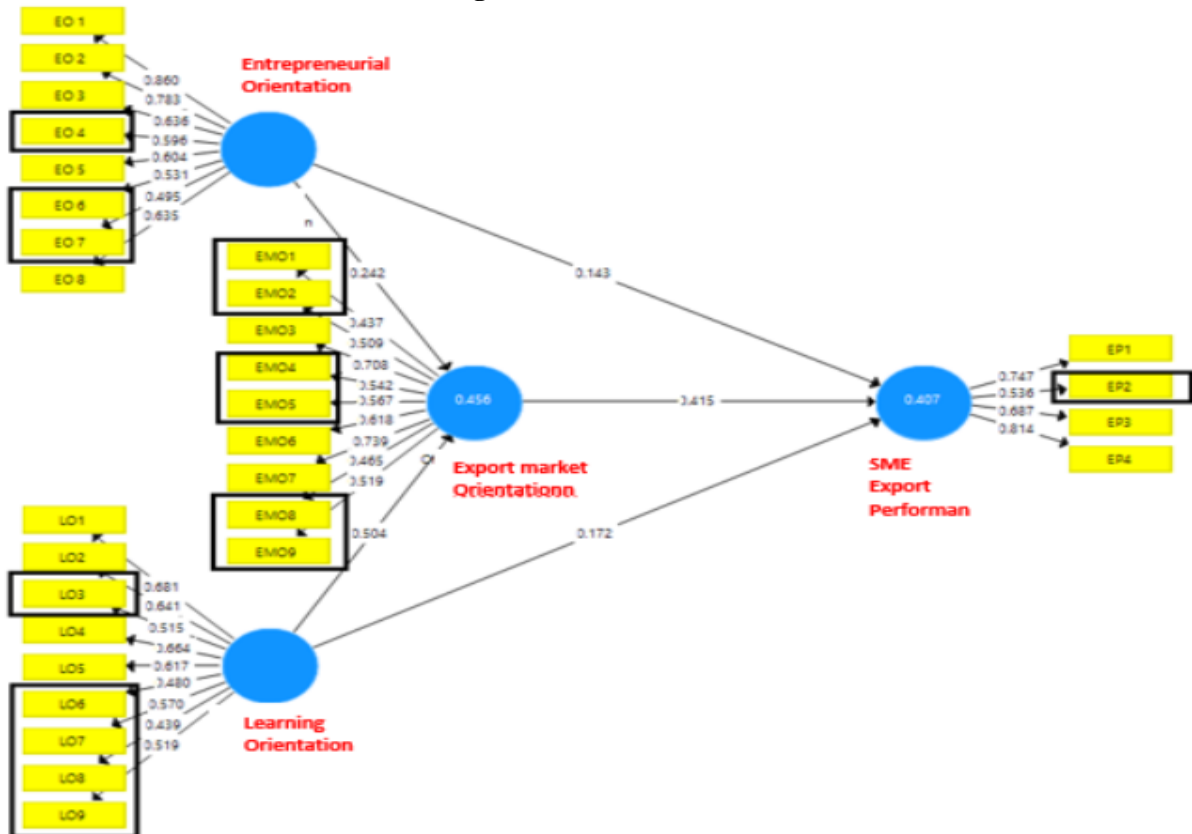
Source : Excel data processing

In Table 2 the analysis of 84 respondents shows that male sex dominates by 63.1% (52 respondents) compared to women by 36.9% (31 respondents) in terms of running an export business in Indonesia, this is because men have more responsibility in an economic context and are better suited as managerial decision makers. Undergraduate educational identity (S1) dominates in running the export business because graduates are quite well-established in terms of theory so that they can apply the knowledge they have acquired in college and apply it in the field, and they have good communication, especially in collaboration with overseas buyers. Based on the background, the highest age is 26-30 years, followed by 30-35 years, because at this age the level of desire, productivity and entrepreneurial maturity is high, so they are stable on the domestic business side and need overseas expansion to increase their income. For the highest position is the owner 86.9% (73 respondents), and based on the survey the highest number of employees is 5-20 because considering that the survey is an export SME, UKM have a simple organizational structure. The owner is directly responsible for marketing, HR and finance. Finally, the highest experience as an entrepreneur is 3-5 years, because the average entrepreneur with 3-5 experience is mature enough to expand their business exports.

**PLS-SEM Analysis**

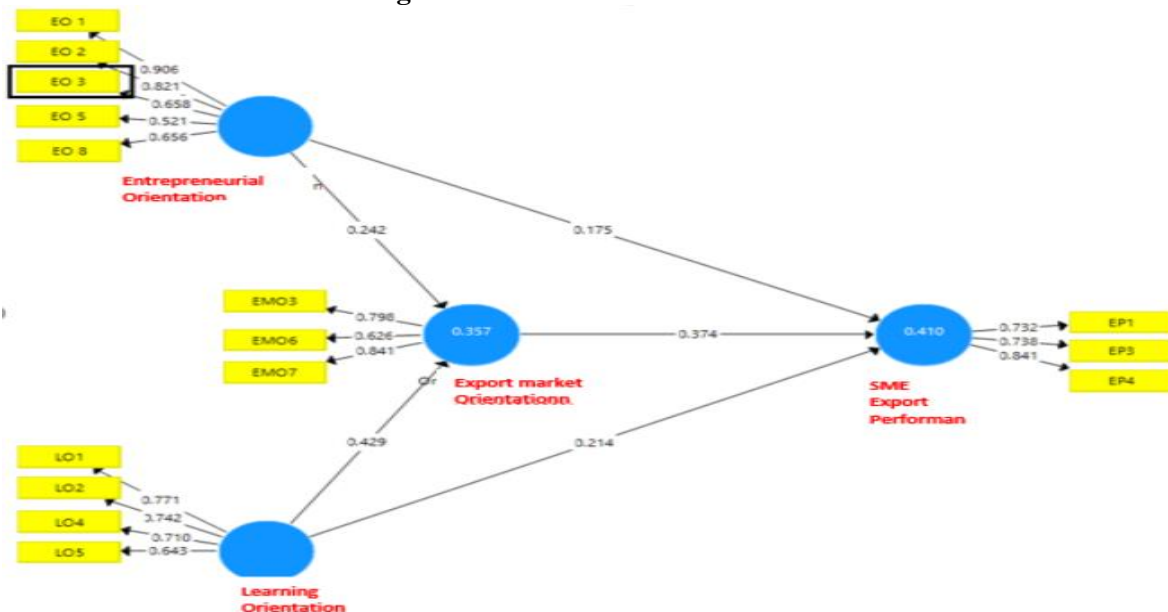
In PLS SEM rules using two test methods. First, testing the outer model is useful for analyzing indicators of reliability, internal consistency reliability, convergent validity, and discriminant validity. The second is testing the inner model, which will be assessed through: VIF, R<sup>2</sup>, Q<sup>2</sup>, f<sup>2</sup>, and path coefficients.

**Figure 1. First Iteration**



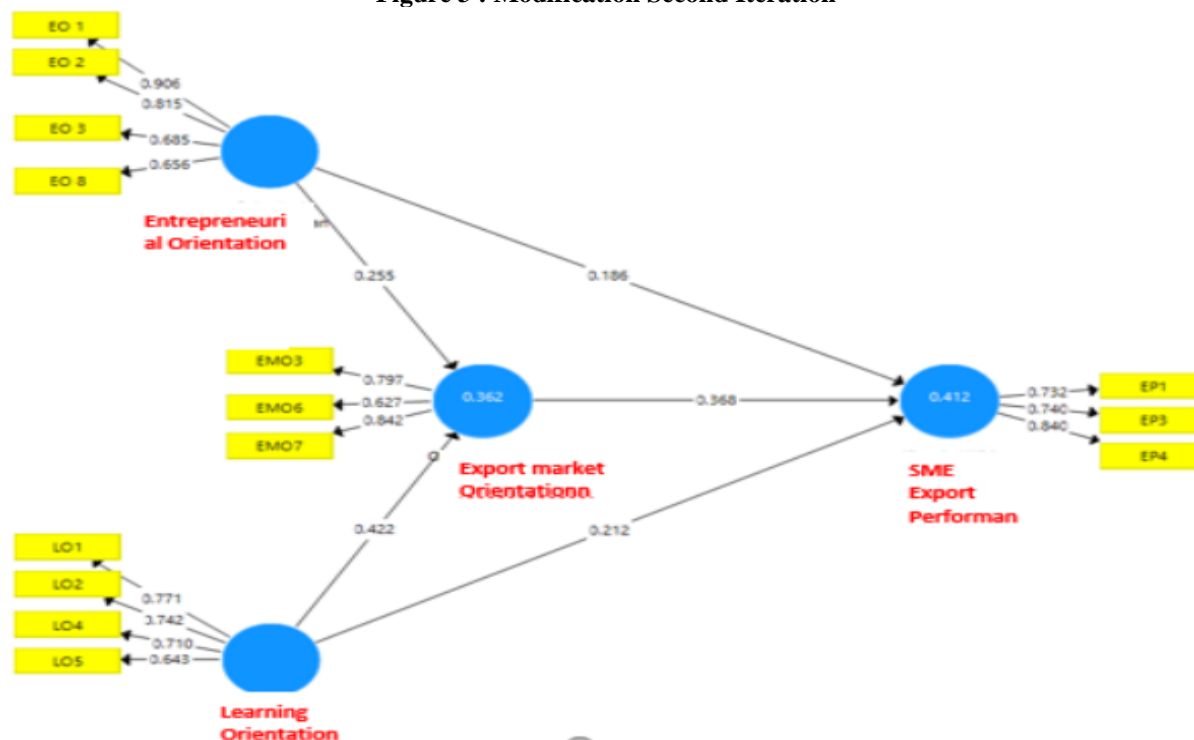
Source: SmartPLS data processing

**Figure 2. Modification First Iteration**



Source: SmartPLS data processing

Figure 3 : Modification Second Iteration



Source: SmartPLS data processing

It can be seen in the second iteration modified figure that all items are valid (OL>0.6). This means that the outer model through the assessment of reliability indicators meets the criteria and is at a good test level. Then it is continued with the Convergent Validity Test for the Average Variance Extracted (AVE) value. The AVE value can be seen in the following table 3

Table 3. AVE

Constructs	AVE
SME Export Performance	0,596
Entrepreneurial Orientation	0,596
Esport market Orientation	0,579
Learning Orientation	0,515

Source: SmartPLS data processing

These results (Table 3) indicate that the average construct explains more than 50% of the item variance, because it has an AVE > 0.50 (Hair et al., 2017). That is, this assessment meets the convergent validity criteria at the good test level. Next, the Discriminant Validity test (Heterotrait-Monotrait Ratio (HTMT and Fornell Larcker Critetion) was carried out). The results can be seen in the table 4 below:

Table 4. HTMT

Constructs	LSME Export Performance	Entrepreneurial Orientation	Export Market Orientation
Entrepreneurial Orientation	0,654		
Export market Orientation	0,800	0,688	
Learning Orientation	0,687	0,696	0,746

Source: SmartPLS data processing



**Tabel 5. Fornell Larcker Criterion**

Constructs	SME Export Performance	Entrepreneurial Orientation	Export Market Orientation	Learning Orientation
SME Export Performance	0,772			
Entrepreneurial Orientation	0,481	0,772		
Export market Orientation	0,578	0,486	0,761	
Learning Orientation	0,520	0,546	0,562	0,718

Source: SmartPLS data processing

Based on the results in table 4 and table 5 it can be said that the research model has met discriminant validity because the correlation between the constructs of all items is <0.9 (HTMT) and the square root value of AVE for each construct is greater than the correlation value between other constructs in the model. Then the last internal consistency reliability can be seen in the table 6 below.

**Table 6. Internal Consistency Reability**

Constructs	Cronbach's Alpha	Composite Reability
SME Export Performance	0,662	0,815
Entrepreneurial Orientation	0,768	0,853
Export Market Orientation	0,648	0,802
Learning Orientation	0,703	0,809

Source: SmartPLS data processing

The internal consistency reliability results in Table 6 represent a satisfactory level of reliability, because Cronbach's Alpha and Composite Reliability are between 0.60 and 0.85 (Hair et al., 2017).

2 Inner models

Measurement of the Inner Model begins by checking the presence of collinearity (VIF) between items and predictive model capability, then measuring the predictive capability of the model using 4 assessments, namely: R2, Q2, f2, model fit, and path coefficient. Below is a measurement of the inner model to check for collinearity (VIF)

**Table 7. VIF**

Constructs	SME Export Performance	Export Market Orientation
Entrepreneurial Orientation	1,528	1,426
Export Market Orientation	1,566	
Learning Orientation	1,705	1,426

Source: SmartPLS data processing

Based on table 7 VIF there is no multicollinearity between constructs in the export SME performance research model which is built because the VIF value < 5, meaning that the model meets the criteria at a good test level. Furthermore, the measurement of R2 (coefficient of determination) is carried out, which is how much the endogenous construct can explain the exogenous construct. Testing R2 can be seen in the table below:.

**Table 8. Coefficient of Determination (R<sup>2</sup>)**

Constructs	R Square
SME Export Performance	0,412
Work Environment	0,362

Source: SmartPLS data processing

The results of Table 8 show that the export market orientation construct (R<sup>2</sup> = 0.362, moderate) and the Export SME Performance construct (R<sup>2</sup> = 0.412, moderate) mean that entrepreneurial orientation and learning orientation in explaining export market orientation are as large as (36.2% moderate), while the orientation Entrepreneurship, learning orientation and export market orientation are able to explain the performance of export SMEs (41.2% is moderate). This shows that there are other variables outside of entrepreneurial orientation, learning and the export market that affect the performance of export SMEs. Then a Q<sup>2</sup> test was carried out which aims to check the level of accuracy of the path model that is acceptable through the blindfolding procedure (Sarstedt et al., 2017). The results are shown in the following table..

**Table 9. Effect Size (Q<sup>2</sup>)**

Constructs	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
SME Export Performance	252,000	204,706	0,188
Entrepreneurial Orientation	336,000	336,000	
Export Market Performance	252,000	207,693	0,176
Learning Orientation	336,000	336,000	

Source: SmartPLS data processing

The results of the Q<sup>2</sup> test show that all constructs produce values above 0. This means that all constructs have fulfilled the accuracy of the path prediction model and are acceptable for further model development (Sarstedt et al., 2017), besides that the Q<sup>2</sup> test shows a value (Q<sup>2</sup> performance SMEs = 0.188 > 0) and (Q<sup>2</sup> Export market orientation = 0.176 > 0), meaning that the model built has met the predictions of the relevant models and is accepted for adoption/development of the next model. In addition, it is important to carry out the f<sup>2</sup> test to determine the strength or ability of the effect on the path model built is f<sup>2</sup> (0.02=small, 0.15=moderate, and 0.35=large), if the value of f<sup>2</sup> (<0.02) means there is no effect (Sarstedt et al. al., 2017).

**Table 10. F<sup>2</sup>**

Konstruk	SME Export Performance	Export Market Orientation
Entrepreneurial Orientation	0,039	0,072
Export Market Orientation	0,148	
Learning Orientation	0,045	0,196

Source: SmartPLS data processing

Seen in Table 10, the results of the f<sup>2</sup> test show that Entrepreneurship Orientation and Export Performance produce a small effect (0.039), Entrepreneurial Orientation and Export Market Orientation produce a small effect (0.072), Export Market Orientation and SME performance produce a moderate effect (0.148), Learning Orientation and SME performance produces a small effect (0.045), Learning Orientation and Export Market Orientation produce a moderate effect (0.196)

The last is testing the path coefficient which is the main analysis in this research model. The results of this test involve the hypotheses that have been discussed previously. The hypothesized path relationship is positive between (-1) to (+1), the closer (+1) the stronger the relationship, while the closer (-1) shows a strong negative relationship and uses a significance level of 5% or  $t$ -value  $< 0.05$  and  $p$ -value  $> 1.96$  (Sarstedt et al., 2017). Examination of the construction of the total effect and the indirect effect will provide a more comprehensive picture of the structural model relationship (Nitzl et al., 2016).

**Table 11. Hypothesis Test Results**

Direct and Indirect Effects	$\beta$	$t$	$p$	Accepted?
H1, EO→EP	0,186	1,974	0,049	Accepted
H2, LO→ → EMO	0,212	1,456	0,146	Rejected
H3, EMO→EP	0,368	2,776	0,006	Accepted
H4, EO→EMO→EP	0,094	1,604	0,109	Rejected
H5, LO→EMO→EP	0,156	2,250	0,025	Accepted

Source: SmartPLS data processing

From the results of the research model, both direct and indirect effects, will be interpreted as follows:

- 1) The effect of Entrepreneurship Orientation on the performance of Export SMEs is positive and significant ( $\beta = 0.186$ ;  $t = 1.974 > 1.96$ ;  $p = 0.049 < 0.05$ ), meaning that the first hypothesis (H1) is accepted
- 2) The effect of Learning Orientation on the performance of Export SMEs is positive and not significant ( $\beta = 0.212$ ;  $t = 1.46 < 1.96$ ;  $p = 0.146 > 0.05$ ), meaning that the second hypothesis (H2) is rejected.
- 3) Export Market Orientation on the Performance of Export SMEs is positive and significant ( $\beta = 0.368$ ;  $t = 2.776 > 1.96$ ;  $p = 0.006 < 0.05$ ), meaning that the third hypothesis (H3) is accepted.
- 4) The mediation of Export Market Orientation between Entrepreneurial Orientation and Export SME Performance is positive and not significant ( $\beta = 0.094$ ;  $t = 1.604 < 1.96$ ;  $p = 0.109 > 0.05$ ), meaning that the fourth hypothesis (H4) is rejected
- 5) The mediation of Export Market Orientation between Learning Orientation and Export SME Performance is positive and significant ( $\beta = 0.156$ ;  $t = 2.25 > 1.96$ ;  $p = 0.025 < 0.05$ ), meaning that the fifth hypothesis (H5) is accepted.

**Discussion**

The discussion of this research model is about the performance of Export SMEs providing insight that the "Hypothesis (H1)" which explains Entrepreneurial Orientation has a positive and significant effect on the performance of Export SMEs can be accepted, meaning that Entrepreneurship-based Orientation such as thinking innovatively creates new things according to consumer desires, being proactive in dealing with existing problems and being willing to take risks to expand into new markets can improve the performance of export SMEs. This is confirmed in research (Covin, Jeffrey & Slevin, Dennis, 1989; G. T. Lumpkin, 1996; Miller, 1983) they argue that performance among small firms in a hostile environment is positively related to organic structure, strategic entrepreneurial posture, and profile. competitive characterized by a long-term orientation, high product prices, and a predictable concern for industry trends. In a benign environment, on the other hand, performance is positively related to mechanistic structure, conservative strategic posture, and competitive profile characterized by conservative financial management and a short-term financial orientation, emphasis on product improvement.

Whereas this is contrary to the "Hypothesis (H2)", which reads that Learning Orientation has a positive and significant effect on the performance of Export SMEs. shared vision is a component that is needed but not sufficient to improve the performance of export SMEs (Wolff et al., 2015) therefore mediation variables are needed such as: Export market orientation. In this study, export market orientation acts as a mediating variable that connects Learning Orientation on Export SME Performance "Hypothesis (H5) and the results are significantly positive (accepted), meaning that openness between employees, having a shared vision and commitment to learning, and working with teams in improving export performance in Indonesia needs to be accompanied by the ability of employees to respond or answer data related to the export market.

In Hypothesis (H3) which reads Export market orientation has a positive and significant effect on improving the performance of export SMEs is supported by research (Chang & Fang, 2015) in improving the performance of export SMEs the company's ability to answer information related to export customer need data, export product information data , export demand and export country destination data play an important role for entrepreneurs to successfully enter export markets. Export is a solution for companies that already have a strong position in the country to be able to increase their income while responding to the existing external environment so that companies have recognition in the international market (Porters, 1991; Teece et al., 1997) "Hypothesis (H4) which reads. Export Market Orientation Mediation between Entrepreneurship Orientation and Export SME Performance is rejected because in the context of exports, data regarding exports such as: export destination countries, consumer desires of export destination countries, demand and specifications for export goods can cause doubts for new export players to entered the export market because it did not match expectations at the beginning and reduced the courage of novice exporters to be able to compete with exporters who had been playing for a long time.

## CONCLUSIONS AND SUGGESTIONS

This study confirms that the orientation strategy which consists of Entrepreneurial Orientation, Learning Orientation and Market Orientation is a strategy to answer the company's internal and external positions, especially in order to improve the performance of Export SMEs in Indonesia. It would be nice if exporters who in fact already have a good internal position originating from the owner (entrepreneurship orientation) and employees/team (learning orientation) to work together, begin to answer the concerns faced by SMEs in Indonesia by adopting relevant information. with the export market, because the export market orientation has been successful as a mediator between learning orientation and export performance. However, there is a need for mutual openness, alignment of the company's vision and mutual commitment among employees in order to improve company performance. The emphasis on strategic collaboration or strategic alliances in improving export performance needs to be considered in the future, but there are interesting things, if information is related to market orientation. Exports are only enjoyed by the owners of the company, which in fact creates doubts about entering the export market.

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