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THE INDONESIAN CONTEXT: THE MODERATING ROLE OF ENVIRONMENTAL UNCERTAINTY ON STRATEGIC CAPABILITIES AND SMES' EXPORT PERFORMANCE INTERRELATIONSHIP

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Abstract
This study examines whether environmental uncertainty has a moderating effect on the relationship between various strategic capabilities and the export performance of 174 Indonesian SMEs. The finding of this study indicates that all strategic capability factors have a significant effect on the export performance of SMEs. Environmental uncertainty, on the other hand, did not appear to have a significant moderating effect on interrelationships. Indonesian SMEs that have already expanded or are considering exporting can benefit from acquired knowledge regarding the critical factors to emphasise during the exporting process. Additionally, the government might place a greater emphasis on ways to facilitate the exporting process for SMEs.

Keywords: SMEs; strategic capabilities; environmental uncertainty; export performance, Indonesia.

Introduction

As shown by the increased cross-border business activity observed in even the smallest organizations today, an increasing number of scholars are interested in studying export small and medium enterprises (SMEs) (Callaway, 2008; Gustafsson & Zasada, 2011; Knight, 2015; McDougall & Oviatt, 2000; Wach & Wehrmann, 2014; Yeoh, 2004). Through their significant exports, SMEs contribute significantly to a country's play economic development (Maragheh, Rouholamini, & Nabavichashme, 2022). Exporting is viewed as a critical activity that can aid in the development, revenues, and survival of a business in today's dynamic business environment. Exporting is widely regarded as the best method of cost-effective and risk-free for entering foreign markets, occurring frequently during the early stages of SMEs' internationalisation process (Tuah, Ahmad, & Abd Halim, 2021).

The growth of export- oriented SMEs has given rise in an exponential increase in the number of globalising SMEs (Axinn & Matthyssens, 2002; Indonesian Ministry of Trade, 2015). In addition, as global competition has intensified, uncertainty has increased, and the growing need for various products has boosted the popularity of these industries (Maragheh et al., 2022). Kuratko (2005) argued that SMEs are the world's most impressive economic power. Tambunan (2010) argued in support of this contention, noting that SMEs, particularly in Asian countries, has been a primary driver of increased employment opportunities. However, SMEs confront several obstacles and challenging situations in foreign markets, including an unfavourable business environment (Özdemir, 2009).

Whereas business performance is determined by internal capabilities and the external environment influence (Salleh, Nazar, & Pop, 2010; Usman et al., 2020). As a result, SMEs are urged to comply with international standards if they intend to succeed on a global scale while meeting customer demands and remaining competitive (Callaway, 2008; Taatila, 2010). It means that SMEs must pay close attention to their capabilities for SMEs to prosper. Therefore, SMEs' strategic capability is considered critical to aiding the firm in enhancing its performance. When SMEs strengthen their strategic capabilities, they may offer higher-quality products at a lower price (Desarbo et al., 2005).

The current study will be confined to the Indonesian context exclusively. Given the growing recognition of export as a significant source of national income, the performance of Indonesian SMEs has consistently been a focus of scholars, practitioners, and policymakers. Indonesia is the ASEAN country with the most entrepreneurs (Tambunan, 2011). Indonesia, also regarded as a country with abundant natural resources and a sizable population, offers entrepreneurs an opportunity to develop and thrive. Indeed, SMEs accounted for 90% of Indonesia's economic development (Tambunan & Thee, 2006; Ellen, Anantadjaya, & Saroso, 2014).

Regrettably, despite numerous support mechanisms and stimulus packages supplied to domestic SMEs, the export contribution of Indonesian SMEs is still deemed poor, particularly in comparison to neighbouring countries such as Singapore, Vietnam, the Philippines and Thailand (Tambunan, 2015). Thailand has the most export-oriented SMEs, accounting for 30-40% of overall manufacturing export, followed by Vietnam (20-29%), the Philippines (20-26%), Singapore (16%) and Malaysia (15-19%). It was highlighted that the export contribution of Indonesian SMEs to the country's GDP was only 15.8% in 2015 (Rekarti, Doktoralina, & Saluy, 2018). Additionally, Indonesian SMEs account for approximately 1.56 percent of the county's entire population (Aryanto, 2012; Sugiarto et al., 2014), less than the ideal proportion. According to Sugiarto et al. (2014), SMEs in Asia-Pacific developing countries should account for at least 2% of the total population. According to this figure, Indonesia continues to lack sufficient SMEs (Aryanto, 2012), particularly exporting SMEs.

Today's competitive and complicated environment has compelled the business to enter global marketplaces. In accordance with Lee et al. (2009), as cited in Budiarto et al. (2018), SMEs confront a variety of issues when it comes to operating their business, one of which is a lack of IT investment. In the business management literature, technology is recognised as one of the strategic skills for enhancing performance (Santhanam & Hartono, 2003). Meanwhile, Aryanto (2012) and Tambunan (2011) both noted that SMEs might face difficulties as a result of their constant adoption of new technology.

Another issue affecting Indonesia is a scarcity of local entrepreneurs capable of training aspiring entrepreneurs (Bhasin & Sivakumar, 2010), which may be a result of Indonesian entrepreneurial firms lacking the necessary business knowledge and abilities (Callaway, 2008; Hisrich, Peters, & Shepred, 2005; Kostini & Raharja, 2019; Sarirahayu & Aprianingsih, 2018; Tambunan & Thee, 2006). Moreover, prior research (Hisrich et al., 2005; Johanson & Vahlne, 1977) indicate that firms operating in the foreign market suffer major challenges due to a lack of knowledge and capacities. As a result, Indonesian entrepreneurs may encounter difficulties adapting to the new market, resulting in subpar product quality and market underperformance (Bhasin & Sivakumar, 2010; Callaway, 2008; Hisrich et al., 2005; Tambunan & Thee, 2006; Tejaningrum, 2019).

In sum, because of poor knowledge and experience, inadequate resources, or other impediments, many Indonesian SMEs are unable to pursue exports aggressively. Whereas, through export, SMEs have access to global markets and can develop an understanding of the issues and elements affecting their export operations. Therefore, undertaking the current study is critical from theoretical and practical standpoints. Thus, given that export activities of SMEs contribute significantly to the country’s economy, we aimed to research these activities and answer the fundamental question of what effect strategic moves by firms and decision- makers have in improving the export activities of Indonesian SMEs.

Literature Review and Hypotheses Development

Strategic Capability and Export Performance

Scholars explored the linkages between strategic skills and performance years ago, and they remain relevant today. Größler (2007) defines strategic capability as a firm's capability to consistently discover business opportunities and effectively employ its resources in a constantly changing environment. Additionally, it denotes a firm's capacity to continually integrate experiences and information in order to build a comprehensive strategy formulation and development (Siren, 2012) that enables it to compete effectively in the business environment (Anatan, 2005; Größler, 2007). It is critical for SMEs, particularly those in emerging markets such as Indonesia, to consider and invest in strategising their capacities for adapting to international marketplace and business opportunities in order to boost export performance (Tuah et al., 2021). Numerous previous research (Nurchayo & Wibowo, 2015; Smith, 2012; Styles & Seymour, 2006; Teare & Rayner, 2002) examine the effect of strategic capability on Indonesian SMEs’ performance. The strategic capability enables Indonesian SMEs to gather knowledge regarding the current market situation, explore and exploit market opportunities, and execute competitive strategies efficiently to sustain and expand their business abroad and continue achieving the expected business performance. Additionally, Parlakgul and Selekler-Goksen (2018) recognised that a business could leverage its strategic capability to develop a valuable, scarce, unique, and irreplaceable capital base that it could use to stand out from the competition in international markets. Technological capacity, network competence, and market knowledge are evaluated as elements of strategic capability, which are anticipated to have an effect on Indonesian SMEs' export performance.

Technological Capacity

Globalisation has accelerated company development and enabled firms to concentrate their efforts on their core competencies (Jean, Sinkovics, & Kim, 2008). As the competition among enterprises becomes more technologically oriented, technological ability have evolved into a critical component of achieving competitive advantages, emphasising the critical nature of a firm's technological capacity (Lefebvre & Lefebvre, 2002; Pla-Barber & Alegre, 2007). A substantial technological capacity helps a company's efficiency, increases the quality of its products, and enhances its capacity to develop new products in response to shifting consumer tastes and preferences. Each of these factors plays an important role for competitiveness of a business (Lefebvre & Lefebvre, 2002; Li, Chen, & Schøtt, 2016; Roper & Love, 2002; Sasidharan & Joseph, 2011). Additionally, technological capability enables SMEs to exploit information and communication technologies effectively and efficiently (Australian Curriculum, Assessment and Reporting Authority, 2010). Technological capacity enables SMEs to recognise the critical role of technology in establishing sustainable competitive advantages and achieving superior export performance (Parlakgul & Selekler-Goksen, 2018) in markets with greater volatility than the domestic market (Bassellier, Reich, & Benbasat, 2001; de Mendonça & da Cunha, 2014; Salisu & Bakar, 2019). Despite these well-publicised benefits, previous research on the relationship between firm size and export performance was inconsistent (Pla-Barber & Alegre, 2007). However, it is regarded particularly significant in the context of emerging economies, where small enterprises face technological resource constraints (Singh, 2009). As such, the purpose of the current study was to ascertain the effect of technological competence on the export performance of Indonesian SMEs.

Research by Suharti, Soegiono, and Purwati (2013) found that technological capacity affects the effectiveness and competitiveness of Indonesian SMEs (Tzokas et al., 2015). Indonesian SMEs are unable to expand their businesses due to a lack of available technologies. Indeed, SMEs with more advanced technology and machinery typically had a higher export proportion (Wengel & Rodriguez, 2006). Additionally, Maragheh et al. (2022) emphasise the relevance of technological capacity. They have highlighted that in today's competitive business environment. In contrast, the competition objective has remained relatively constant over the last few years, the instruments and criteria for expanding competitive strength have shifted dramatically. Having sufficient assets in terms of technical knowledge and the ability to react to technological developments may help SMEs compete in the global market since technological capacity can signify a firm's physical and organisational capital resources (Parlakgul & Selekler-Goksen, 2018). According to the importance of technology capacity for SMEs discussed previously, as well as the significant positive relationship between technology capacity and firm performance observed in prior empirical studies (Dumitru, Glăvan, & Dumitru, 2010; Jean et al., 2008; Tzokas et al., 2015), the following hypothesis was proposed:

H1: Technological capacity is positively influencing the Indonesian SMEs' export performance.

Network Competence

A substantial body of research in international entrepreneurship examines network competency as a factor affecting a firm's performance (Haddoud, Jones, & Newbery, 2017; Kahiya & Dean, 2016; Revindo, Indrawati, & Hambali, 2019; Zhang et al., 2016), including SMEs. Johanson and Vahlne (2009), for example, emphasised networks as drivers for gaining knowledge about international markets, implicitly incorporating the concept of network-related internationalisation into their impactful 1977 model. Thus, the fundamental reason for a firm's increased international commitment is believed to be its efforts to join new networks, some of which may include actors based in foreign markets and thus provide incremental knowledge about those markets. As a result, it has been stated that network competency is critical for SME decision-making processes and enhances business opportunities (Hill & Scott, 2015).

Their extensive networks would enable them to capitalise on and dominate market opportunities (Lee & Tai, 2011; Revindo et al., 2019). Additionally, it has been stated that networks could assist SMEs in overcoming size-related barriers to internationalisation (Coviello & Munro 1995, 1997, Loane & Bell 2006; Saarenketo et al. 2004; Sasi & Arenius 2008). Along with assisting SMEs in internationalising, it is believed that networks and partnerships benefit firms' overall international competitiveness (Majocchi, Bacchiocchi, & Mayrhofer, 2005), and foreign market relations have been identified as a primary element contributing to the overall improvement of export-related performance (Doole, Grimes, & Demack, 2006).

The assertion is consistent with Torkkeli et al. (2012) findings that networks enable SMEs to internationalise successfully. Increased network competency is strongly correlated with the proclivity of SMEs to internationalise and their international performance. As a result, the current study considers network competence as one of the elements that could improve the export performance of Indonesian SMEs.

By demonstrating network competence, SMEs can overcome size-related obstacles in the international market, most notably restricted resources (Jeong, 2016; Styles & Seymour, 2006). Additionally, it may make it easier for them to have access to resources, knowledge, market opportunities, and innovation in overseas markets (Ginting & Mashitoh, 2014; Johanson &

Vahlne, 2011; Mort & Weerawardena, 2006). Additionally, it is stated that when SMEs operate in the global market, creating network competency is more critical than developing any other resource (Corviello & Munro, 1995). Other researchers emphasised the critical role of networks in enabling SMEs to conduct business across borders (Andersson & Wictor, 2003; Chetty & Campbell-Hunt, 2003). Thus, the current study indicates that by having strong networks, Indonesian SMEs will have a better chance of overcoming market problems than enterprises with fewer networks, which will affect their export performance.

It has been established that the majority of Indonesian SMEs got access to global markets through trade shows and exhibits. Participating in trade shows is one approach for SMEs to acquire and grow business networks, eventually resulting in network competence and improved results in the international market (Harris & Wheelers, 2005; Kontinen & Ojala, 2011; Measson & Campbell-Hunt, 2015; Che Senik, Scott-Ladd, Entrekin, & Adham, 2011). According to the studies mentioned above on the effectiveness of network competence and foreign performance, as well as prior empirical research (Lu & Beamish, 2004; Zhou, Wu & Luo, 2007), it is observed that network competence greatly helps the export performance of SMEs (Elango & Chinmay, 2007; Lu & Beamish, 2004; Zhou et al., 2007). Thus, the following hypothesis was emerged:

H2: Network competency is positively influencing the Indonesian SMEs’ export performance.

Market Knowledge

Market knowledge plays a critical role in internationalisation, as well recognised in the international business (IB) literature (Clark, Li, & Shepherd, 2018; Jones, Coviello, & Tang, 2011). It is critical for such businesses to have a diverse knowledge base in order to ensure better export performance (Mejri, MacVaugh, & Tsagdis, 2018; Shearmur, Doloreux, & Laperrière, 2015; Yli-Renko, Autio, & Sapienza, 2001), including for SMEs. Market knowledge, it has been asserted, is critical for enhancing export performance (Radulovich, Javalgi, & Scherer, 2018; Rose & Shoham, 2002). Due to the fact that a lack of information is a significant impediment to the internationalisation of SMEs (Shaw & Darroch, 2004).

Casillas et al. (2009) claimed that Knowledge has three distinct effects on a company's international behaviour, each of which corresponds to a different level of analysis: individual, firm, and network. At the individual level, the experience of entrepreneurs' and managers are critical for comprehending firms' early internationalisation (Yang & Gabrielsson, 2017). At the firm level, SMEs must rapidly acquire the knowledge and skills necessary for international expansion by fully involving in individual or corporate knowledge sharing networks (Cavusgil & Knight, 2015; Vahlne & Bhatti, 2019).

Indonesian SMEs primarily obtain market information and establish networks to streamline their export processes through participation in trade shows and SMEs training. It is consistent with the argument made by Österle, Kuhn, and Henseler (2018), who stated that joining at trade fairs provides exporters with hands-on experience and knowledge, which would be extremely difficult or expensive to obtain in any other way. Thus, it is safe to conclude that market knowledge is critical for SMEs to penetrate and survive in the export market.

Exporting SMEs from emerging economies, on the other hand, face numerous problems, including a lack of understanding of foreign institutions, insufficient expertise about foreign institutions, and limited internationalisation knowledge (Abubakari et al., 2021). At the same time, customers have become more organised, aware, and demanding because of globalization (Knight & Kim, 2009). Possessing market knowledge assists SMEs to function more efficiently in today's competitive global marketplace. SMEs that are not or have a limited presence in overseas business may lack necessary foreign business experience, aggravating uncertainties if they expand abroad (Chen & Martin, 2001). According to Zhou (2007), gaining business knowledge in a foreign country enables and expedites internationalisation. Regrettably, export performance research has concentrated mainly on large businesses' internationalisation plans.

Numerous studies have explored the elements that influence the internationalisation of SMEs from the perspective of emerging countries (Baier-Fuentes et al., 2018; Cuervo-Cazurra et al., 2018; Jia, Kenney, & Zysman, 2018; Thompson, Dericks, & Fai, 2019; Yaprak, Yosun, & Cetindamar, 2018). However, knowledge about internationalisation is still scarce and inconclusive, particularly concerning the export performance of SMEs. As such, this study will explore the impact of market knowledge on the export performance of SMEs.

H3: Market knowledge is positively influencing the Indonesian SMEs' export performance.

Moderating effect of Environmental Uncertainty

In strategic research, the relationship between two variables is better understood by examining the impacts of a moderator (Zehir & Balak, 2018). Given that firms' willingness to engage and perform successfully in markets appears to be influenced by environmental uncertainty, the study incorporates this external influence on SME internationalisation. Additionally, we examine whether environmental uncertainty has an impact on the relationship between the strategic capabilities of SMEs and their internationalization.

Examining the moderating role of environmental uncertainty towards strategic capability and SME export performance relationship might help to improve the understanding of the relationship. Environmental uncertainty, according to Li and Simerly (1998), plays a significant moderating effect on the relationship between organisational strategies and performance. Existing empirical studies on organisational theory have also emphasised the critical role of environmental uncertainty in the relationship between organisations and their performance (Homburg, Krohmer, & Workman, 1999; Zehir & Balak, 2018).

As a result, environmental uncertainty was assumed the appropriate moderator of Indonesian SMEs' strategic entrepreneurial capability interrelationships in the current study (Anantan, 2005; Mohd, Idris, & Momani, 2013). Dimitratos, Lioukas, and Carter (2004) discovered that environmental foreign and domestic factors influenced enterprises' worldwide success. Rapid and turbulent development in the business environment results in fierce rivalry in both domestic and international markets (Anand & Ward, 2004; Wafa, Noordin, & Kim-Man, 2005). As a result, SMEs should try to balance their strengths and environmental constraints in order to attain exceptional international efficiency.

When firms design their international business plans, they must consider the environment (Anatan, 2005; Mohd et al., 2013; Shirokova, Vega, & Sokolova, 2013). As a result, SMEs are urged to design environmentally conscious strategies to reach their foreign market objectives. Environmental uncertainty is also associated with the ability of SMEs to forecast the future and their performance in these situations (Lumpkin & Dess, 2001). Because of the uncertain business environment, SMEs are urged to adapt to it (Mohd et al., 2013; Taatila, 2010) and take opportunities proactively (Anantan, 2005; Shirokova et al., 2013).

As a result, SMEs who are able to manage market environment uncertainty is projected to be nimbler in developing new business strategies (Darya, 2012; Shirokova et al., 2013), increasing their chances of success and performance in international markets (Lumpkin & Dess, 2001). Earlier research (Lumpkin & Dess, 2001; Thoumrungroje & Patriya, 2005) established that

Environmental uncertainty acted as a significant moderator of the association between entrepreneurial strategies and international performance. However, the evidence indicates that environmental uncertainty may also influence SMEs' decision-making. It is critical for SMEs' export performance to connect environmental conditions with entrepreneurial strategies in such situations. Given the possibility that environmental uncertainty will influence the entrepreneurial strategies of SMEs, the current study emerged the following hypotheses:

H1a: Environmental uncertainty moderates the relationship between the Indonesian SMEs’ technological capacity and export performance.

H2a: Environmental uncertainty moderates the relationship between the Indonesian SMEs’ network competence and export performance.

H3a: Environmental uncertainty moderates the relationship between the Indonesian SMEs’ market knowledge and export performance.

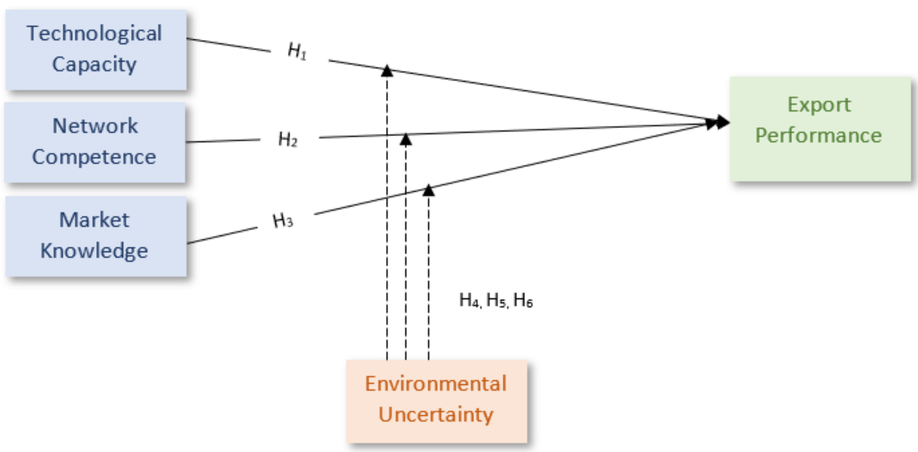

Figure 1. Research Framework

Research Methodology

Instrument Development

To validate our suggested theoretical model (see Fig. 1), a cross-sectional study was conducted. The data collection instrument was a survey. To guarantee that variables were explored in a valid and reliable manner, All constructs evaluated in this study using previously validated scales from prior research. Zhou, Yim, and Tse (2005), Zhou, Barnes, and Lu (2010), and McKee et al. (1992) all quantified items to assess technological capacity, network competence, and market knowledge, respectively. Miller and Friesen's (1982) items are used to quantify environmental uncertainty. Finally, export performance is quantified through the use of questions devised by Zou, Taylor, and Osland (1998) to identify the extent to which Indonesian SMEs have exported, with higher scores indicating greater satisfaction with their international success. Each element was measured on a seven-point scale ranging from extremely strongly disagree (1) to extremely strongly agree (7). The Likert scale was chosen because it assesses a single trait without comparing it to other characteristics. The decision to utilise a seven-point Likert scale rather than a different type of Likert scale was influenced by Macedo (2020). He discovered that seven-point Likert type scales outperform five-point, three-point, and eleven-point scales. We pilot-test our questionnaire to ensure that the methods perform as intended and to assist researchers in identifying potential issues and removing unnecessary and unclear questions. The current study distributed 35 questionnaires at the Indonesian Ministry of Cooperatives and SMEs' Export SMEs Festival. The participants comprised executives from a variety of Jakarta-based SMEs that have already expanded internationally. These participants were tasked with completing the questionnaire, identifying any issues or misunderstandings they faced while responding to questionnaire items, and providing any suggestions or input that could be utilised to improve the questionnaire.

IBM SPSS version 26.0 was used to determine the reliability and validity of the measuring items for each construct. There were 174 responses from managers and above of exporting Indonesian SMEs. Respondents were instructed to completing the questionnaire on behalf of their organisation. Following that, a reliability analysis was carried out on the data collected during measurement to ascertain each construct's internal consistency. After calculating the reliability coefficients for returned questionnaires, the data were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM) 3.3.3 in order to ascertain the actual relationship between strategic capability and export performance of Indonesian SMEs. Correspondingly, we investigated the moderating effect of environmental uncertainty on the relationship between strategic capability and export performance.

Data Collection

This study is based on an empirical examination of Indonesian SME exporters. The sample frame was obtained from the directory of the Ministry of Trade, which provided the sample frame with a list of firms. The current study focused only on SMEs in three critical Indonesian regions: Java, Sumatera, and Bali & Nusa Tenggara. According to the Indonesian export database, 558 SMEs from Java, Sumatera, and Bali & Nusa Tenggara expanded globally. The study population was comprised of all 558 SMEs. A census sampling technique determined the population for the current study. On the other hand, Krejcie and Morgan (1970) establish an ideal sample size table for probability studies (Memon et al., 2020). The table indicates that the optimum sample size is 234 for a population of 558 (rounded up to 600). This sample size is greater than the minimum size estimate requirement of 160 in PLS-SEM for the inverse square root approach (Kock & Hadaya, 2018; Memon et al., 2020) and 146 for the gamma-exponential method.

Mail survey packages were initially mailed to 558 participants. Only five out of 558 questionnaires were returned a week before the deadline through the mail. As a result, phone calls were undertaken to increase response rates. Given the desired response count of 234, the early reaction was deemed to be extremely poor. To overcome the poor response rate, the researcher made proactive efforts. As a follow-up action, questionnaires were personally handed to a number of selected SMEs on these three islands using the addresses listed in the Indonesian Trade Ministry's Export Directory. This attempt resulted in the receipt of 82 additional questionnaires. Three questionnaires, on the other hand, were deemed unusable: one was returned blank, and a large multinational export corporation completed two. Due to the fact that the response rate remained much lower than the intended and suitable sample size, another technique was used to boost the response rate further. Thirdly, the researcher attended Indonesia's largest SMEs exhibition, known as the International Handicraft Trade Fair (INACRAFT). The event lasted three days, and researchers were on hand to collect further replies each day. As a result of the show, 38 questionnaires were gathered, giving a total of 125 responses. As a last effort, 79 questionnaires were handed to SME managers in Jakarta, Indonesia, at a training session for Indonesian SME exporters. This final phase resulted in the completion of 52 surveys. The current study obtained a total of 174 valid questionnaires after four rounds of data collection, equivalent to a response rate of roughly 31.2 percent.

After four waves of data collection, following Chen, Lin, and Michel (2010), Heavey et al. (2009), and Schilke (2014), this study performed an independent-sample t-test to assess for non-response bias. Thirty early and thirty late participants were compared on four demographic variables, including job title, years of experience, region of residence, personnel count, and one independent variable, technological capacity. As shown in Table 1, there were no statistically significant changes in the mean score (p> 0.05) between early and late participants, showing that there was no significant issue with non-response bias in this study.

Table 1. -Test Analysis for Non-Response Bias

	N	Mean	P-value
Job Title			
Early	30	2.93	0.235
Late	30	2.60	
Years of Experience			
Early	30	2.73	0.808
Late	30	2.70	
Percentage of Region			
Early	30	3.97	0.366
Late	30	3.40	
Number of Employees			
Early	30	2.43	0.063
Late	30	2.00	
Technological Capacity			
Early	30	4.18	0.229
Late	30	4.58	

Result

Descriptive Analysis

Five hundred and fifty-eight surveys were delivered to managers and above in Indonesian SMEs. However, 174 responses were obtained. The majority of businesses (n = 136) were in operation for six to ten years, one to five years (n = 36), or less than one year (n = 2). 34.5 percent of all SMEs earn between US$ 0 and US$ 1 million in annual revenue. Additional demographic information is available in Table 1.

Table 2. Descriptive Analysis of Respondents

Variable	Classification of Variables	Frequency (N = 174)	Percent
Type of Industry	Food and Beverages	33	18.97
	Palm Oil	2	1.15
	Plastic	7	4.02
	Garment and Textile	24	13.79
	Handicraft	11	6.32
	Plywood, Furniture, Rattan	19	10.92
	Pharmacy and Medical Devices	8	4.59
	Coal	3	1.72
	Rubber and Abrasive	21	12.07
	Fashion	27	15.52
	Manufacture	13	7.47
	Leather	4	2.29
	Agriculture	2	1.15
Participants Profile	Owner/ CEO/ Manager Director	24	13.8
	Senior Manager	47	27.0
	Middle Manager	51	29.3
	Junior Manager	52	29.9
Export Destinations	EU	34	19.5
	Mainland China	17	9.8
	Middle East	10	5.7
	Eastern Europe	8	4.6
	Other Asian Countries	71	40.8
	Australia/ New Zealand	5	2.9
	North America	9	5.2
	South & Central America	15	8.6

	Africa	5	2.9
Number of Employees	2 – 19 employees	50	28.7
	20 – 50 employees	27	15.5
	51 – 99 employees	97	55.7

Measurement Model

There are five constructs and twenty-eight measurements, which are frequently referred to as items or indicators, in this study's defined model. When evaluating the measurement model, internal consistency reliability, convergent validity, and discriminant validity were all assessed. Hair et al. (2017) and Ramayah et al. (2018) proposed a method for determining convergent validity using factor loadings, composite reliability (CR), and extracted average variance (AVE).

The composite reliability of all reflective constructs was greater than 0.7, indicating that they all exhibited a high internal consistency and dependability level. To estimate the convergence validity of all constructs, the average variance extracted (AVE) from each is used. These values are more than 0.5, indicating that the measure of all reflective constructs has a high degree of convergent validity. Discriminant validity is determined using the Fornell-Larcker criterion and cross-loadings. According to the Fornell-Larcker criterion, the square root of each construct's AVE should be greater than the coefficient of correlation between the construct and the other constructs in the model.

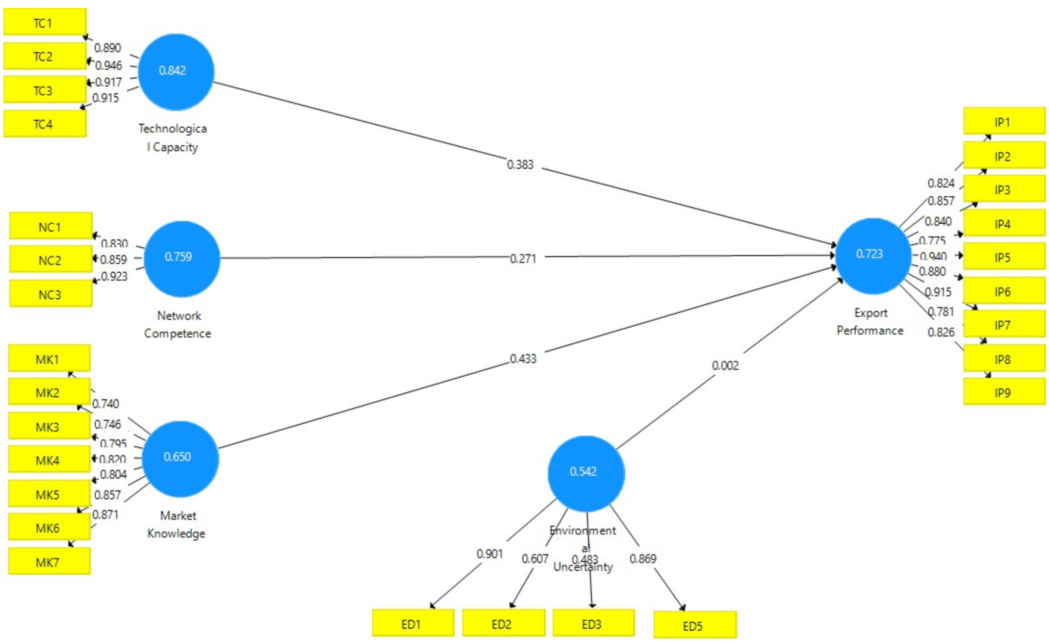

Figure 2. Assessment of Measurement Model

Table 3. Measurement of Constructs Validity and Reliability

Variable	Items	Loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)
Technology Capacity	TC1	0.890	0.955	0.842
	TC2	0.946		
	TC3	0.917		
	TC4	0.915		
Network Competence	NC1	0.830	0.904	0.759
	NC2	0.859		
	NC3	0.923		
Market Knowledge	MK1	0.740	0.928	0.650
	MK2	0.746		
	MK3	0.795		
	MK4	0.820		
	MK5	0.804		
	MK6	0.857		
	MK7	0.871		
Environmental Uncertainty	UC1	0.901	0.817	0.542
	UC2	0.607		
	UC3	0.483		
	UC5	0.869		
Export Performance	EP1	0.824	0.959	0.723
	EP2	0.857		
	EP3	0.840		
	EP4	0.775		
	EP5	0.940		
	EP6	0.880		
	EP7	0.915		
	EP8	0.781		

EP9	0.826

Table 4. Fornell-Lacker Criterion

	EU	EP	MK	NC	TC
EU	0.736				
EP	-0.075	0.850			
MK	0.009	0.691	0.806		
NC	-0.065	0.608	0.592	0.871	
TC	-0.165	0.550	0.254	0.211	0.917

Structural Model: Hypothesis Testing

This section summarises the conclusions from the structural model examination. Hair et al. (2017) describes a five-step process for evaluating the structural model: (1) Check for collinearity in the structural model, (2) Check for path coefficient, (3) Check for R2 level, (4) Check for effect size f2, and (5) Check for predictive relevance Q2. Table 3 illustrates the lateral collinearity test. The inner VIF values of all variables were less than 3.3 or 5.0. As a result, this study found no evidence of lateral multicollinearity.

Table 5. Collinearity Statistics of Structural Model (Inner VIFs)

	Export Performance
Technology Capacity	1.075
Network Competence	1.548
Market Knowledge	1.581

To clarify the correlations between the constructs in this study, three direct hypotheses were developed. To determine the significance of each predictor, T-statistics were calculated for all paths using the SmartPLS 3.3.3 bootstrapping method. According to the path coefficient assessment, each relationships were discovered to be positive and significant, with a t-value of 1.645.

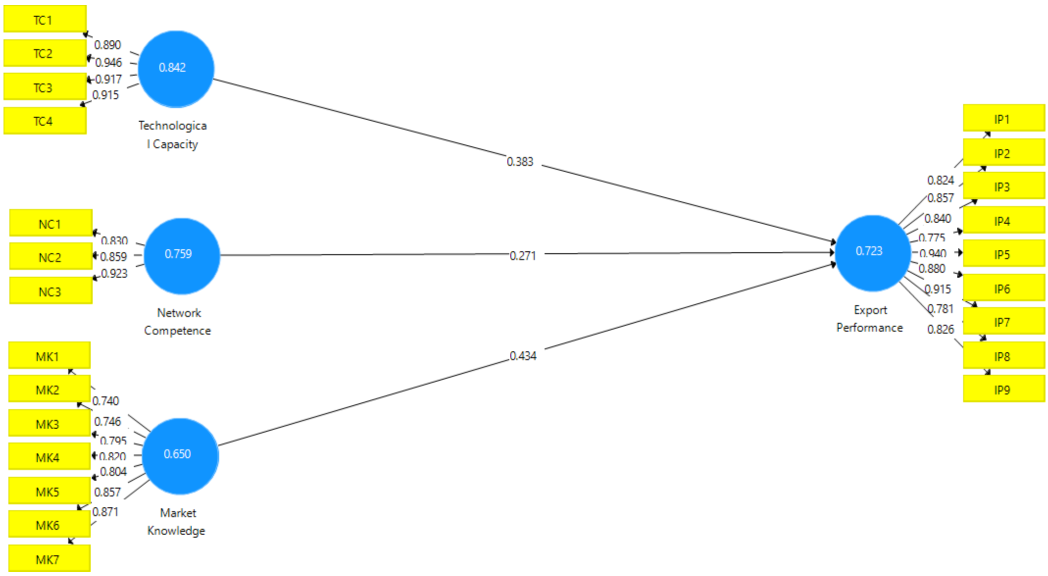

Figure 3. Assessment of Structural Model

Table 6. Structural Model Assessment

	Relationship	Direct Effect (β)	Std. Error	T - Statistics	P-Value	Decision	R^2	f^2	Q^2
H_1	Technological Capacity →Export Performance.	0.383	0.041	9.263	0.000	Supported	0.674	0.418	0.472
H_2	Network Competence → Export Performance.	0.271	0.068	3.994	0.000	Supported		0.145	
H_3	Market Knowledge → Export Performance.	0.434	0.071	6.068	0.000	Supported		0.365	

Specifically, it was discovered that technological capacity (β = 0.383, p<0.05), network competence (β = 0.271, p<0.05), and market knowledge (β = 0.434, p<0.05) are all significantly related with export performance. As a result, H1, H2, and H3 were supported. Technological capacity was determined to have the strongest impact on export performance. The R2 score for the current study's model is 0.674, indicating that the interaction of all independent variables can explain 67.4% of the variation in export performance. The Q2 values were used to assess the model's predictive relevance. These values were acquired through a blindfolding procedure with a 7-degree omission distance. The value for Q2 was 0.472, indicating that the path model had a high predictive relevance.

Moderating Effect

This section examined the impact of environmental uncertainty as a moderating factor. To investigate the moderating effect of environmental uncertainty on the association between technological capacity, network competence, market knowledge, and export performance, three hypotheses were proposed. The interaction impact between the moderator and the predictive variables was investigated to accomplish this. Table 5 summarises the results of the moderating effect analysis. The interaction effects revealed that the t-values for the interaction terms were less than 1.645, and the p-value was greater than 0.05. The current study's findings demonstrate that environmental uncertainty has did not affect the relationship between technological competency, network competence, and market knowledge towards export performance. As a result, H4, H5, and H6 were found to be incompatible with the hypothesised theories and were thus not supported.

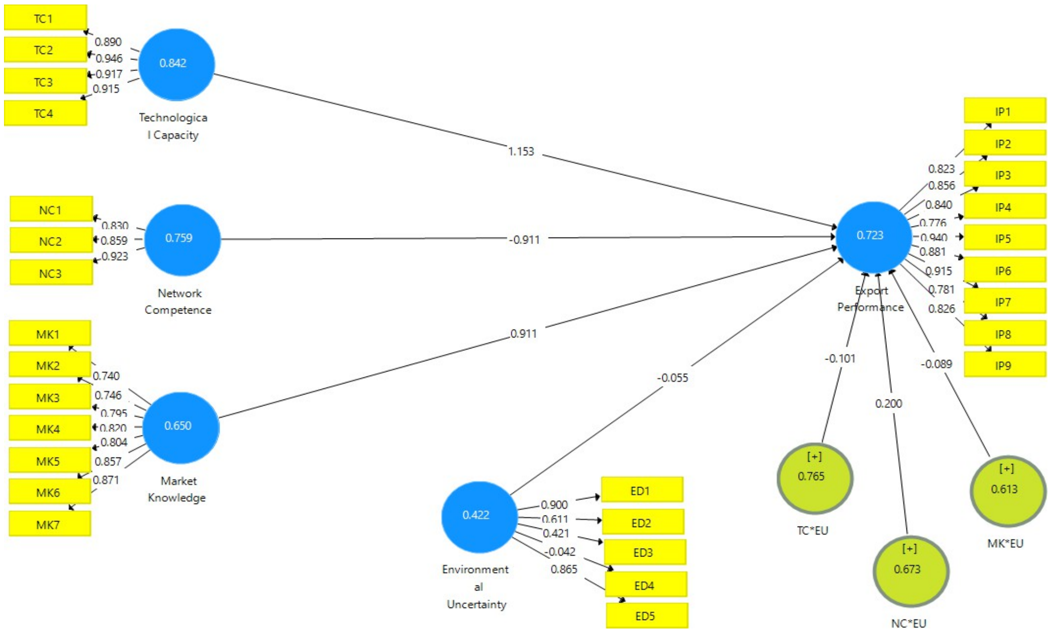

Figure 4. Assessment of Moderating Effect (Environmental Uncertainty)

Table 7. Moderator Assessment

	Relationship	β	Std. Error	T-statistic	P-Value	Result
H_4	TC*UC → EP	-0.101	0.102	0.985	0.325	Not Supported
H_5	NC*UC → EP	0.200	0.200	0.998	0.319	Not Supported
H_6	MK*UC → EP	-0.089	0.181	0.489	0.625	Not Supported

Discussion

The current study's findings revealed that all strategic capability-related dimensions were critical to enhancing Indonesian SMEs' export performance. According to the findings of the current study, technological competence has a significant impact on the export performance of

Indonesian SMEs. Interestingly, the technological capability was found to be the most influential among all the factors examined. The finding is consistent with previous research (Flor & Oltra, 2005; Lee, Lee, & Pennings, 2001; Radidic & Djalilov, 2019). They discovered empirically that technological capacity significantly and positively impacts firm performance and foreign sales (Tolstoy, 2018).

According to Parklagul and Selekler-Goksen (2018), technological capacity is a critical resource for enhancing export performance in emerging economies. Consistent with this, prior research by Wengel and Rodriguez (2006) on the foreign performance of Indonesian SMEs indicated that small enterprises with a higher degree of technology could compete better in international markets due to increased productivity. They demonstrated that technological capacity benefited SMEs more than large firms.

A similar result is also demonstrated by Radidic and Djalilov's (2019) study. Likewise, Chuamidiyah's (2012) research found that technological capacity boosted the profitability of Indonesian SMEs. Hence, she suggested that Indonesian SMEs take possession of technology capacity and continuously strive to improve it for increased profitability.

Even within Indonesian SMEs studies, the effect of technological competence on performance has produced inconsistent results. Kusumawardhani (2013) noted that technological capacity has no significant impact on the performance of Indonesian SMEs. She believed that technological capacity was not essential in certain industries, such as furniture and textiles. It is because they are motivated solely by consumer desires and are only concerned with low- level technologies.

Thus, the technology of SMEs would make a negligible contribution to their export performance. Owing to the inconsistent results, the researcher conducted interviews with numerous SME business owners whose firms produce souvenirs and coffee in order to have a better understanding of the effect of technological capacity on export performance. They emphasised the significance of technology in order to compete in the global market. Due to the fact that Indonesian SMEs primarily export agricultural and mineral products, such as tea and coffee, the packaging is critical. They are not permitted to alter the goods they offer in order to keep their authenticity.

As a result, they would rely on attractive and imaginative packaging. Additionally, they stated that effective packaging would improve their product's image among foreign consumers. According to Djalilov and Radidic (2019), technological capacity improves export performance by lowering marginal costs. Because of their technological capacity, SMEs have a cost advantage. Thus, if they leverage their technology capacity, the potential to improve their international market efficiency would be much simpler and less expensive. This method would be advantageous to their export performance.

Correspondingly, as expected, the current study's results demonstrate a strong and positive relationship between network competency and Indonesian SMEs' export performance. This characteristic, together with technological capacity, was found to be among the most crucial predictor of export performance for Indonesian SMEs. As previous research discovered (Torkkeli et al., 2012; Yoon, Kim, & Dedahanov, 2018), improved export performance can be achieved by increased network competence. One probable explanation is that network competence enables SMEs to recognise and capitalise on market possibilities while expanding their knowledge. These characteristics will result in tremendous market expansion and wealth globally. Additionally, the study suggested that the majority of SMEs leveraged their network competence to boost their export performance. By developing cooperative relationships with overseas clients, they may demonstrate adaptability and constructive problem-solving in the global market, ensuring their survival and growth in the international market. Kusumawardhani (2013) notably emphasised the importance of network competency in her study of Indonesian SMEs in Central Java.

She indicated that participants benefitted from long-term relationships with their customers, particularly overseas customers. Additionally, SMEs can gain market information through interactions with other sellers and prospective business partners. Thus, network competency is critical for Indonesian SMEs to overcome their shortcomings (Kiss, Danis, & Cavusgil, 2012), even more so when they lack enough government support. Maximizing and improving their network, as resources will thus benefit them in terms of enhancing their performance abroad, in accordance with RBV theory.

Human and Naude (2006) emphasized that regardless of the strategic capabilities of SMEs, their performance will ultimately be defined by the dependability of their networks. SMEs can readily engage with foreign suppliers, customers, and the government when they have network competence. It is because network competence facilitates and accelerates the internationalization process of SMEs while also strengthening their entrepreneurial strategic orientation, ability to harness external expertise, and export performance. The current study's findings are also consistent with Maragheh et al. (2022). They demonstrated that SMEs' technological and knowledge capacities are one of the strategic planning elements that influence SMEs' export activities.

The following dimension of strategic capability addressed in this study is market knowledge. Market knowledge refers to a firm's capacity for acquiring information about its consumers, competitors, suppliers, and regulatory authorities (Griffith & Harvey, 2004; Kohli & Jaworski, 1990; Li & Calantone, 1998; Porter, 1980), all of which have an effect on the market's situation. Thus, familiarity with and comprehension of foreign market circumstances is a critical characteristic that SMEs must possess when selling their products internationally (Ibrahim, Abdullah, & Ismail, 2016). Predictably, the current study's findings revealed that market knowledge had a significant influence on the export performance of Indonesian SMEs. This study established that this factor was the second strongest predictor of export performance after technological capability. This finding indicates that Indonesian SMEs with market knowledge performed better in the international market. It is because knowledge enables SMEs to access a foreign market's cultural and business characteristics. On top of that, effectively utilising knowledge can improve overall performance.

Subsequently, this finding corroborates Tolstoy's (2018) prior study. According to his findings, firms can overcome market obstacles by using their capacity to use market knowledge. This capability can aid them in expanding their business in global markets, hence increasing their export performance. Thus, Indonesian SMEs are encouraged to acquire knowledge acquisition skills while conducting business operations domestically and abroad. By gaining additional critical market knowledge, Indonesian SMEs will be able to differentiate themselves from competitors, manage risk, and be more competitive, as demonstrated by Lumpkin and Dess (1996).

Equally important, firms' market knowledge enables them to classify market offerings, assess their market position, and initiate necessary action (Day & Wensley, 1983; Dickson, 1992; Hunt & Lambe, 2000; Porter, 1980). It proves that market knowledge will eventually lead to the growth of Indonesian SMEs' capacity to compete more effectively in the international market. Additionally, Kusumawardhani (2013) suggested that Indonesian SMEs are unlikely to have access to generate market information available, which is not unexpected for Indonesian SMEs (Kristiansen, 2003). Due to limited access to market knowledge, Indonesian SMEs frequently suffer considerable losses, are forced to scale back, or even terminate their operations abroad. Additionally, it was said that many Indonesian SMEs fail to meet export criteria due to the raw materials used. Thus, in light of these conditions, it should be mentioned that the capacity to acquire market knowledge has a significant impact on Indonesian SMEs that could boost their export performance. Since Indonesian SMEs lack expertise, are small in size and insufficient resources to compete in the international market, they must gather as much information as possible prior to selling their products there. It will assist firms in surviving and avoiding failure as a result of a poor international strategic decision.

Furthermore, it was discovered that environmental uncertainty had a insignificant moderating role on the relationship between technological capacity, network competence, market knowledge and export performance. The finding corroborates Lu and Ramamurthy's (2004) finding that environmental dynamism had no effect on the influence of technological capacity on export performance. The insignificant result may be that intensively applying technological capacity in a rapidly changing environment is prohibitively expensive for SMEs. While Indonesian SMEs require the technological capacity to improve their performance, this does not necessitate adopting every new technology.

What they need to do is make the best possible utilisation of their resources in a dynamic environment. Furthermore, the current study's findings indicate that environmental uncertainty had no influence on the association between Indonesian SMEs' network competence and export performance. The finding is consistent with Torkkeli et al. (2012), who also found empirically that environmental uncertainty did not affect the relationship between network competence and SME export performance in Finland.

They asserted that environmental uncertainty might limit SMEs' willingness to perform well in international contexts, even if they already demonstrate network competence in conducting business. Similarly, Torkkeli et al. (2012) demonstrate that SME internationalisation is influenced by both internal network competence and external environmental hostility, and that network competence has a positive effect regardless of environmental hostility. This hostility may result from industry and market characteristics, such as government actions and highly dynamic and competitive market environments (Covin & Slevin 1989; Kuivalainen et al. 2004; Zahra & Garvis 2000).

In a similar vein, Tambunan (2009) discovered that Indonesian SMEs had successfully penetrated the international market through their relationships with foreign buyers who facilitated their entry into retail outlets abroad. However, the dynamic environment of the foreign market, such as strict quality control, has not improved Indonesian SMEs' ability to serve the foreign market. Due to SMEs' scarcity of resources, they lack the necessary resources and reliable networks to support them and meet the criteria required by the international market. Given this, it is evident that Indonesian SMEs will compete in similar environments, both stable and dynamic.

The dynamic global market environment had no effect on Indonesian SMEs' network competence, making it more difficult for them to succeed and consequently having a negative impact on their export results. Additionally, in research on SME internationalisation, organisational network-level competence has received relatively little attention, and even less attention when external environmental factors are considered. This could be because many of the traditional "stages" and network models upon which many of the network studies on firm internationalisation are do not recognise the existence of a hostile external environment (Johanson & Vahlne 2003, 2009). However, existing research on SME internationalisation continues to emphasise the importance of environmental factors (Ruzzier, Hisrich, & Antoncic, 2006).

Finally, this study's findings revealed that environmental uncertainty does not have a moderate the relationship between market knowledge and the cross-border performance of Indonesian SMEs. This result corroborates Jaworski and Kohli (1993), who demonstrated empirically that the uncertainty of the environment had no influence on the association between market knowledge and firm performance. Martinez-Conesa, Soto-Acosta, and Carayannis (2017) also discovered that environmental dynamism did not affect the relationship between knowledge and performance. The result's insignificance may be explained by the fact that Indonesian SMEs have only basic market knowledge. According to Roshetko and Purnomosidhi (2008), Indonesian SMEs were capable of acquiring market knowledge for their products. However, as demand grows or the market demands higher-quality products, they appear to be unable to keep up. Rather than that, they maintain the same level of production, which has a detrimental effect on the business.

Limitations and Future Research

While this study adds significantly to the body of knowledge, it is necessary to consider the study's limitations when interpreting the findings and conclusions. To begin, this study concentrated on Indonesian SMEs because they are the primary source of the country's economic growth. Additional research in large enterprises could be conducted to acquire a more comprehensive picture of Indonesian businesses. Additionally, the current study examined only three major regions of Indonesian SMEs. Future research may examine the export performance of Indonesian SMEs across all regions. Additionally, because the current study found that environmental uncertainty had no moderating effect on SMEs' export performance, future research may examine another moderating factor, such as government factors. Finally, the current study took a quantitative approach. Future researchers may employ qualitative or mixed methods approaches, resulting in the generation of distinct themes and conclusions.

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