A Model to Explore the Ability of Mediating Variables to Reduce Export Barriers

Syaifuddin Yana[a*], A. Rahman Lubis[b*], Hizir Sofyan[c], Faisal[d], [a]Ph.D Student at Management Science, Universitas Syiah Kuala Banda Aceh and Lecturer Engineering Faculty Universitas Serambi Mekkah Banda Aceh-Indonesia, [b,d]Lecturer at Ph.D Program in Management Science, Universitas Syiah Kuala Banda Aceh- Indonesia, [c]Statistic Department, Universitas Syiah Kuala Banda Aceh - Indonesia, Email: [a*]syaifuddin.yana@serambimekkah.ac.id, [b*]rahmanlubis54@yahoo.com

This study aims primarily at exploring the effect of the ability of mediating variables to reduce export barriers. This study attempts to bridge the barrier of commodity export companies. Two independent variables that influence mediating variables and simultaneously impact export performance are firm competence and customer relationship. The study also expected the output to become the extension of the concept of literature and also recommendations for export activities for commodity exporting firms in the global market environment. The results showed that all research paths had a positive and significant effect, except the firm competence path towards expert performance which had a negative effect that was not significant. Hypothesis testing for mediation effects is also accepted.

Key words: *Capability to reduce export barrier, firm competence, customer relationship and export performance.*

Introduction

This study is intended to examine the model, particularly the effect of the mediating variable capability to reduce export barrier towards the independent variables, firm competence and customer relationship. There has been very little export research in developing countries such as Indonesia, where Indonesia is one of the exporters of various commodities. Indonesia consists of many provinces and the Aceh province is one of the commodity exporters to various export destinations. This research is attempting to bridge the constrains and barriers of the commodity export firm so as to contribute in literature a model that works.

Export activities have become the main highlights for governments around the world. Exports have a significant role and impact particularly in influencing in improvement and also progress of economic in the country. Exports can be influencing an increase in a direct or indirect impact not only in the shape of state revenues, but also in domestic production, the decline in the unemployment rate, and in generating foreign exchange to meet the needs of import costs; which play a substantial role in the economy of a country. On the other hand, the capacity and ability of a country to compete and succeed in the international market is to maintain a balance of inter nation trade that can be providing a significant advantage and can control the external payment situation which is a reflection of economic power and comparative marginal competence to other countries (AK Shamsuddoha, 2004).

Exports play a very important role in contributing to the economic progress of a country. Increased exports can have a direct or indirect impact on increasing domestic production, economic growth, decreasing unemployment, and generating foreign currency values to meet import costs. Export activities carried out in a country are of course needed to stimulate an increase in the country's economy as a whole. Export activities can affect an increase in income, glory and prosperity for a country. Therefore, the Government in this case plays a very important role and has a great responsibility to maintain the stability and health of the country's economy.

In the ongoing world economic turmoil to date, exports are expected to remain weak due to slowing economic growth and global trade. Inflation is expected to remain low this year and increase in the following year, due to higher import costs associated with high crude oil prices and weaker currencies. Government revenues are expected to increase gradually, due to reforms in increasing revenues, increasing total overall revenues and increasing fiscal space for additional expenditure. World Bank (June, 2018).

Export activities in reality have various obstacles and challenges from time to time, both obstacles and challenges that come from exporters" internal organisations, regulations and government bureaucracies that are less supportive for export activities, environmental conditions both within the country and changes in the industrial and economic environment in export destination countries and global economic changes that force exporters to rearrange or regulate strategies to be able to carry out their export activities to destination countries in a relatively long period of time.

Literature Review

Firm Competence

Morgan, (2004), the capabilities can be determined through their role in the process of providing value to customers in the production of goods, such as value, construction, and delivery. A company that actively engages in export business activities must have the competencies needed by each exporting company. Where the competence of the company is very helpful and influences the company's ability to enter the international market which is very difficult to break into.

Although company competency does not have a systematic framework, several studies are closely related between export performance and company competency. This competence and knowledge facilitates the conversion of resources owned by organisations into values that can create export markets. Some approaches to corporate competency theory are closely related to the theory of resource-based views, where companies are seen as a collection of specific resources and competencies. (LaPatterson, 2005). Therefore, the specific export performance greatly determines the position of the company's additional competencies in finding, creating, and giving value to customers in the export market. (Morgan, 2004).

Sousa et al., (2008), company competence has a positive impact on export performance. In general, these competencies can be divided into two types: (1). Skills needed to obtain or maintain competitive advantage in foreign markets and (2). Skills needed to build relationships with international customers. Research refers to the first type as "entrepreneurial competence" and the second type, namely "relationship oriented competence". This competency is general, in the sense that it can be applied in all relations to international customers, regardless of their specific cultural background or geographic market where they operate.

Zehir et al., (2012), the firm develops the ability of the organisation that enables the survival of the company in the long term and attracts the company's organisational structure within the framework of these capabilities. In today''s highly competitive business environment, the ability of innovation in organisational capabilities is essential to achieving sustainable competitive advantage. Very tight competition and market structure that changes very rapidly within the framework of consumer demand and expectations which then requires companies to develop these capabilities that contribute to the company's performance in a way that will be based on market dynamics.

Customer Relationship

For export companies, volatility is a big concern that comes from the environment. This is meaningful in the difficulty of anticipating changes in foreign markets (Gaur, et al., 2011). However, when exporters maintain relationships with overseas distributors based on cooperation, information exchange and flexibility, this relationship minimises the effects of export volatility in foreign markets (Bello et al., 2003).

Tzokas et al., (2015), the ability of relationships with customers involves a continuous market search process to identify customer needs and changes in customer tastes and preferences. Capability in customer relations enables companies to gain knowledge about customers and creatively use this knowledge to develop new products and services (Anderson & Srinivasan, 2003).

In flexibility in business behaviour when facing rapid changes in conditions and showing estimates of the resources and capacity of the company, which if the capacity tends to be underestimated, so that it can cause disharmony between the business channel and its members (Zhang et al., 2003). This situation can limit the initiative of the related parties in dealing with problems that occur and changes in new situations.

Capability to Reduce Export Barrier

Recent studies paying special attention to improving policy and regulatory measures create a less friendly investment climate and more barriers to cross-border activities, also confirmed by recent UNCTAD and WTO findings (Kaspar, 2017; UNCTAD, 2016; WTO, 2016).

Economic globalization and technological change have changed the business environment, with new challenges and opportunities emerging for the company. (Hansen & Lovas, 2004; Johanson

&Vahlne, 2009). The dramatic changes in the business environment have caused shifts in business behaviour and marketing activities of companies around the world including, for example, the emergence of global markets for goods and services, labour, and financial capital, technological advances, and reductions in traditional trade and investment barriers (Deardorff and Stern, 2002; Jones, 2002).

Leonidou (1995) and Morgan (1997), classify barriers to exports based on those originating from internal or external environments, and which exist in domestic or foreign markets, resulting in four groups of barriers: internal / domestic, internal / foreign, external / domestic and external / foreign. Leonidou (2004) classifies internal barriers into functional,

informational, and marketing, while external barriers are separated into procedural, governance, task, and environment. Arteaga-Ortiz and Fernandez-Ortiz (2010) classify export barriers into four general categories; knowledge, resources, procedures, and exogenous. Then, the measure of barriers to entry, several studies use a series of objective indicators from subjective surveys. These indicators are taken from the Doing Business World Bank database (World Bank, 2004). The greater the volatility of the foreign market environment, the greater the need for information sources to support international decision making. In order to ensure the smooth exchange of information when the turbulent environmental conditions increase trust between exporters and foreign distributors. In addition, flexibility between organisations must be a characteristic inherent in export activities when the environment is unstable.

The constraints referred to in several studies are related to companies that currently cannot move on the international market. The findings revealed that three factors acted as obstacles: (a) the external institutional environment of the company, (b) the ability of the company's organisation, and

(c) the company's human resources. These factors are consistent with institutional theory principles (North, 1990; Peng et al.,, 2008), resource-based views (RBV) of companies (Barney 1991) and human capital theory (Becker, 1975; Contractor and Mudambi, 2008).

The capability to reduce approach export barrier approach, then known as the gap this study. The mediating variable intended as part of extended way to reduce the barrier. Thus, the role of the capability to reduce export barrier needed to be able to help to improve the export performance of export firm. That why this research stresses the role of the capability to reduce export barrier needed to be able to help to improve the export performance of export companies.

Export Performance

Every exporting firm is required to produce optimal export performance. Therefore, the definition of export performance can be interpreted in various ways as stated by experts and experts based on their research.

Performance measurement refers to the process of measuring efficiency and effectiveness of actions (Neely, et al., 2005). Performance measurement is the transfer of complex performance realities in organized symbols that can be connected and delivered in the same circumstances (Lebas, 1995). In current business management, performance measurement is considered to be in a more important role than quantification and accounting (Koufopoulos, et al., 2008). This is consistent with Bititci, et al., (1997) which describes performance management as a process in which an organisation manages its performance to fit its corporate and functional strategies and objectives.

The company's success is basically explained by its performance over a period of time. Researchers have expanded efforts to determine the steps for conceptualising performance as important ideas. Finding measurements for company performance allows comparison of performance over different time periods. However, there are no specific measurements with the ability to measure every aspect of performance that has been proposed to date (Snow & Hrebiniak, 1980).

Chen, et al., (2016), in the last five decades, there have been many published studies that discuss the determinants of export performance. Significant contribution to gross domestic product exports (almost 30% in 2015 according to World Bank statistics) and the popularity of exports as an international market entry mode (mainly for small and medium-sized companies), which then triggered a lot of research to identify factors that responsible for the success of exports, Leonidou et al., (2002). In the 1990s, researchers conducted more research to investigate the antecedents and performance results of export strategies, Aulakh et al., (2000). Meanwhile, recent research places more emphasis on the role of resources and capabilities related to corporate exports, Murray, et al., (2011).

In countries classified as developing countries, the focus is on the export performance of the firm, because the trade balance is an important factor that must be considered by policy makers. Therefore, much of the research on the company's export performance is considered an important factor that explains the growth of international trade, Husted and Melvin, (2007). In addition, the company prioritizes the dynamic arrangement of traditional instruments such as obtaining tax benefits and reducing input cost factors to improve the firms export performance.

Cavusgil and Zou (1994), a reference approach that is categorized as a factor in the success of exports, there are three approaches: Elements of market policy, company-specific factors, and external factors. The factors studied closely related to marketing policies include the export market selection, competitive pricing, payment requirements, packaging characteristics, new product development, promotional business, after sales service, distribution network and physical distribution access. The variables specifically examined by companies include technological sophistication, export relations, product quality control, and financial strength, Burton and Schlegelmilch, (1987). The export market orientation requires companies to continue to monitor customers, competitors and their market environment for development, sell goods and services that are considered valuable by customers in the export market, Cadogen et al., (2009).

Research Frameworks

This research is qualitative, where the approach taken is to examine articles related to export performance both from journals and relevant theories. As literature review discussion above,

which is the firm competence and customer relationship will be examined and considered to have important role to reduce export obstacles done by the commodity export company. Below is a figure of the research frameworks.

Figure 1. Conceptual framework
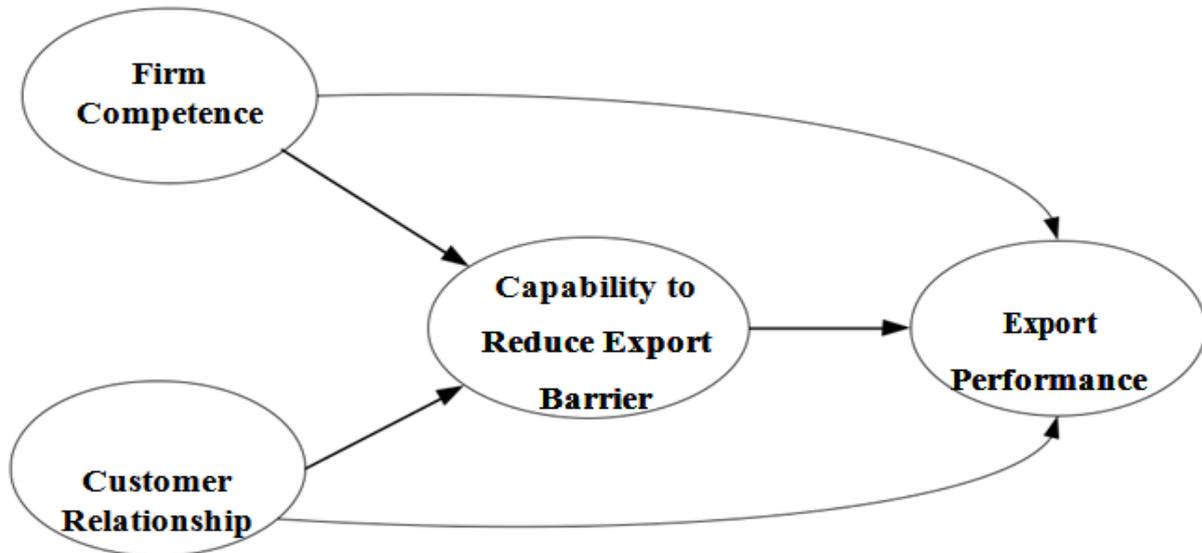
Research Methodology

In this study using a quantitative descriptive approach where the data obtained from the study population sample were analysed according to the statistical methods used. In this study using the path analysis model (path analysis) because between the independent and dependent variables there are mediating variables that influence. The sample or data in this study are exporters, which are big, medium, small companies and their supporters in Aceh Province, amounting to 180 people. Data was collected through a questionnaire design with open question items in the form of a Likert scale.

The research questionnaire contained two parts. Part 1 contains the characteristics of the respondents. This section explains the characteristics of the respondents based on gender, age, education, and length of work. Whereas Part 2 includes the variables being studied. These variables are firm competence, customer relationship, capability to reduce export barriers and export performance.

Research Result

Data Validity Test

Validity test is performed to measure the validity of questionnaire statement items. Questionnaire statement items are said to be valid if they get r count> r table and vice versa. This test is done by comparing the value of r count with r table for degrees of freedom (df) = n - 2, in this case n is the number of samples.

Table 1: Validity test results

Variable	Validates			
	Item	r count	r table	Conclusion
Firm Competence (X1)	FC1	0.814	0.1463	Valid
	FC2	0.708	0.1463	Valid
	FC3	0.750	0.1463	Valid
	FC4	0.719	0.1463	Valid
	FC5	0.681	0.1463	Valid
	FC6	0.694	0.1463	Valid
Customer Relationship (X2)	CR1	0.882	0.1463	Valid
	CR2	0.941	0.1463	Valid
	CR3	0.945	0.1463	Valid
	CR4	0.968	0.1463	Valid
	CR5	0.916	0.1463	Valid
Capability to Reduce Export Barrier (Y1)	CRB1	0.738	0.1463	Valid
	CRB2	0.398	0.1463	Valid
	CRB3	0.739	0.1463	Valid
	CRB4	0.801	0.1463	Valid
	CRB5	0.825	0.1463	Valid
	CRB6	0.832	0.1463	Valid
	CRB7	0.725	0.1463	Valid
Export Performance (Y2)	EP1	0.773	0.1463	Valid
	EP2	0.783	0.1463	Valid
	EP3	0.873	0.1463	Valid
	EP4	0.868	0.1463	Valid
	EP5	0.763	0.1463	Valid

Source: Output SPSS

In this study the number of samples is 180 and the magnitude of df is 180 - 2 = 178, with df = 178 and α = 0.05, then r table = 0.1463 is obtained with a two-tailed test. The results of validity testing conducted using the SPSS program show r tables of> 0.1463, so it can be concluded that all items tested in this study are statistically valid.

Data Reliability Test

Reliability test is used to measure the reliability of statement items in the questionnaire. A questionnaire is said to be reliable if a person"s answer to a statement is consistent from time to time. The reliability coefficient was obtained using Cronbach"s Alpha statistical tests. If the Cronbach"s

Alpha coefficient <0.60 is declared unreliable and vice versa is said to be reliable. The reliability test results can be seen in the following table:

Table 2: Data Reliability Test Results

Variable	N of Item	Cronbach Alpha	Conclusion
Firm Competence	6	0,824	Reliable
Customer Relationship	5	0,961	Reliable
Capability to Reduce Export Barrier	7	0,849	Reliable
Export Performance	5	0.871	Reliable

Source: Output SPSS

The results of data analysis for 180 respondents produce Cronbach Alpha coefficients for variables Firm Competence, Customer Relationship, Capability to Reduce Export Barrier greater than 0.60. Thus it can be concluded that the questionnaire used by each of the research variables proved to be reliable or reliable which illustrates the consistency of respondents" answers.

Data Normality Test

The normality test is to test whether in the regression model, the dependent variable and the independent variable, both have normal distribution or not. This test is carried out on the research data residues using the Kolmogorov Smirnov test. Data normality testing is done with the criteria if the significant value> 0.05, it can be concluded that the distribution of research data residuals is normal, whereas if the significant value <0.05, it can be concluded that the distribution of research data residuals is not normal.

Table 3: Data Normality Test

Variable	Significance	Conclusion
Residual Model 1	0.208	Normal
Residual Model 2	0.329	Normal

Source: Output SPSS

Based on the significance value in the Kolmogrov-Smirnov test in table 3, the significance value of model 1 is 0.208 and model 2 is 0.329 which is greater than α of 0.05. It can be concluded that the residual data in each model is normally distributed and is suitable for use in this study.

Multicollinearity Test

Multicollinearity Test is to test whether the regression model found a correlation between independent variables. One method in multicollinearity testing is performed by detecting the value of tolerance and Variance Inflation Factor (VIF). In the multicollinearity test if the tolerance value> 0.1 or VIF <10 indicates no multicollinearity between independent variables, and vice versa if the tolerance value <0.1 or VIF> 10 indicates there is multicollinearity among the independent variables.

Table 4: Multicollinearity Test

| Model	Collinearity Statistics	
	Tolerance	VIF
Firm Competence	0.850	1.177
Customer Relationship	0.838	1.384
Capability to Reduce Export Barrier	0.723	1.193

Source: Output SPSS

Based on the test results in table 4, it shows that the tolerance value of each independent variable is above 0.1, that is for the company competency variable 0.850, for the customer relationship variable, 0.838, for the ability to reduce the export barriers variable by 0.723. VIF value is still below 10, that is 1,177 for variables firm competence, 1.193 for variables customer relationship and 1.384 for variables capability to reduce export barrier, so between the independent variables firm competence, customer relationship and capability to reduce export barrier, the multicollinearity does not occur.

Heteroscedasticity Test

The heteroscedasticity method is used to detect the occurrence of heteroscedasticity with a scatterplot graph, as shown in Figure 2 below.

Figure 2. Scatterplot
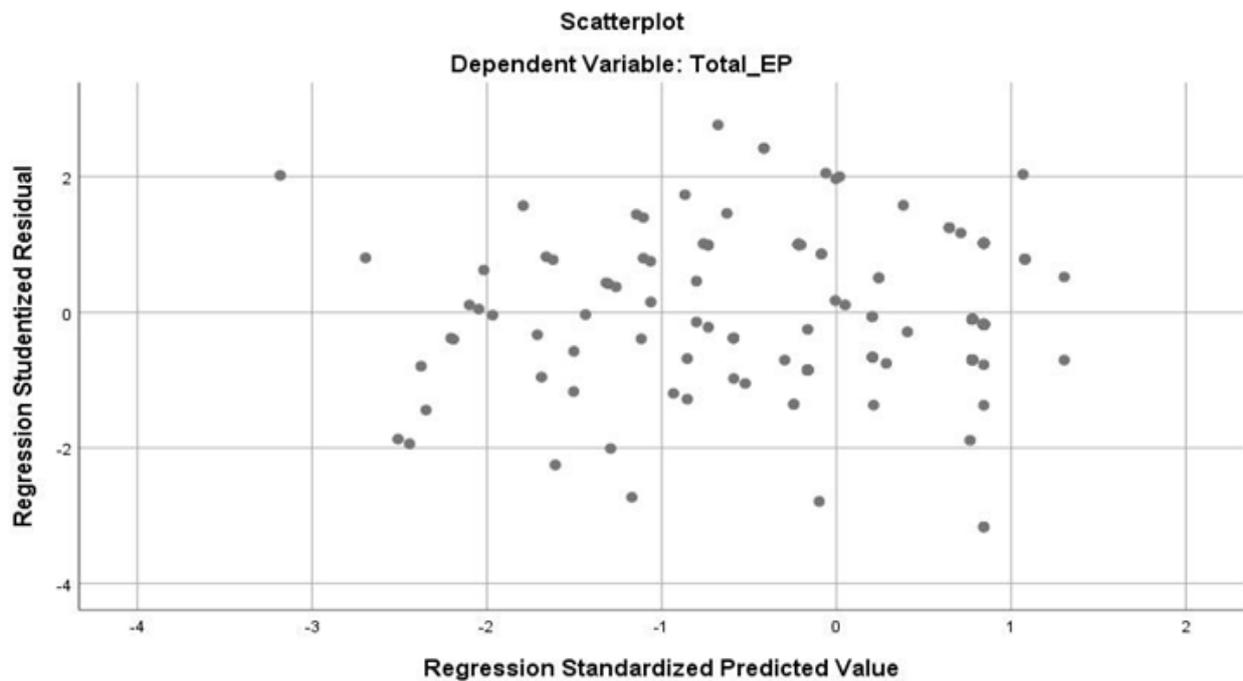
Source: Output SPSS

Scatterplots graph shows that the points spread randomly and spread both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model, so that the regression model is feasible to predict Export Performance (EP) based on variable input independent of CR, CRB and FC.

Path Analysis Results

Path analysis is used to estimate the causality relationships between variables that have been predetermined based on theory. In this study there are two pathways, namely:

First Path Coefficient

The Influence of Firm Competence (X1) and Customer Relationship (X2) Variables on Capability to Reduce Export Barrier (Y1)

Estimating the first path coefficient is used to measure the relationship of independent variables firm competence (X1) and customer relationship (X2) against variables dependen capability to reduce export barrier. The first path is used to test hypothesis 1 and 2. In which the structural equation formed is as:

$$Y1 = Py_1X_1 + Py_1X_2 + ei \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots \quad (1)$$

Table 5: Results of the first path coefficient test

Model 1	Independent Variable	Standardized Beta	t	Sign.	Conclusion
Capability to Reduce Export Barrier (Y1)	Firm competence (X$_1$)	0.346	5.389	0.000	Positive and significant
	Customer Relationship (X$_2$)	0.362	5.638	0.000	Positive and significant
R	= 0.527				
R Square	= 0.277			Critical value	
Adjusted R Square	= 0.269			t table	= 1.65356
F count	= 33,969			F table	= 2.66

Source: Output SPSS

Based on the results of calculations using the SPSS computer statistics program for Windows Release 25 obtained the results of the first structural path equation as follows:

$$Y1 = 0.346X1 + 0.362X2$$

Table 5 explains the results of the regression model of the first sub -structure path used to analyse the effect firm competence and customer relationship against capability to reduce export barrier shows the adjusted R2 value of 0.269. This means 26.9% of variables Capability to Reduce Export Barrir (Y1) can be explained by firm competence and customer relationship. While the remaining 73.1% is explained by other variables outside the research model.

The F-test is used to see the effect of the independent variables simultaneously on the dependent variable, where if the calculated F value is 33,969, it is greater than the F table, then the model used is fit or good. The calculated F value can be seen in the regression results and the F table values obtained through sig. a = 0.05 with df1 = k and df 2 = n - k - 1. The calculated F value is 33,969, while the F table with df1 = 3 and df2 = 180 - 2 - 1 = 177, then we get F table 2.66. The calculated F value is greater than the F table thus the intermediate regression model firm competence (X1) and customer relationship (X2) against Capability to Reduce Export Barrir (Y1) is stated fit or good.

Significance test results of individual parameters (t test) indicate that the value of the variable firm competence (X1) and value of customer relationship (X 2) significant effect on capability to reduce export barrier (Y1). This can be seen from the value of the probability of significance for firm competence (X1) of 0,000, the value of the probability of significance for customer relationship (X2) of 0,000. Both show numbers smaller than 0.05. This means that firm competence (X1) and customer relationship (X2) have a significant effect on capability to reduce export barriers (Y1). Based on the analysis results in Table 5, the path analysis chart in the first equation can be drawn as follows:

Figure 3. First Stage Path Analysis Model
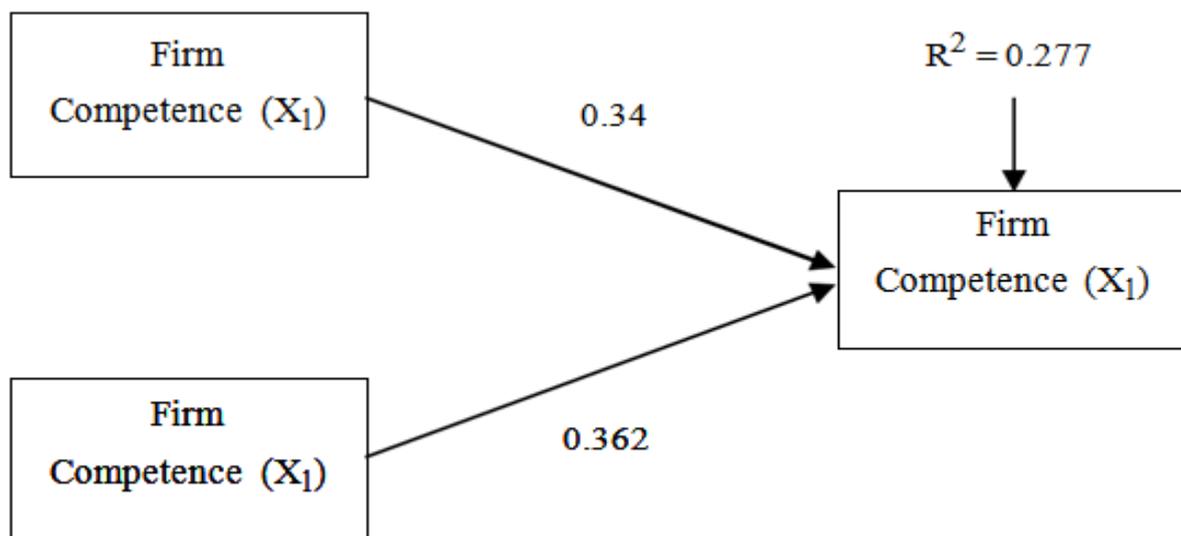
Second Path Coefficient

The Influence of Firm Competence Variable (X1), Customer Relationship (X2) and Capability to Reduce Export Barrier (Y1) on Export Performance (Y2)

Estimation of the second path coefficient is used to measure the relationship of exogenous variables firm competence (X1) customer relationship (X 2) and Consumer Satisfaction (Y) to

endogenous variables Export Performance (Y2). The second path is used to test hypotheses 3, 4 and 5. The equation of the structure formed is as follows:

Y2 = Py2X1 + Py2X2 + Py2Y1 + ei

Table 6: Second path coefficient test results

Model 2	Independent Variable	Standardised Beta	t	Sign.	Conclusion
Export Performance (Y2)	Firm competence (X₁)	-0.057	-1.052	0.294	Negative and insignificant
	Customer Relationship (X₂)	0,690	12,551	0.000	Positive and significant
	Capability to Reduce Export Barrier (Y₁)	0,131	2,219	0.028	Positive and significant
R	= 0.745			Critical value	
R Square	= 0.554				
				t table = 1.65356	
Adjusted R Square	= 0.547				
				F table = 2.66	
F count	= 72.982				

Source: Output SPSS

Based on the tests conducted, it can be obtained that the path equation of the second stage of the path analyst structure is as follows:

Y2 = -0.057X1 + 0.690X2 + 0.131Y1

Table 6 explains the results of the regression model of the second sub -structure path used to analyse the effect of firm competence, customer relationship and capability to reduce export barriers to export performance showing an adjusted R^2 value of 0.547. This means that 54.7% of the export performance variable (Y2) can be explained by firm competence, customer relationship and capability to reduce export barriers. While the remaining 45.3% is explained by other variables outside the research model.

Test - F is used to see the effect of the independent variables simultaneously on the dependent variable simultaneously, where if the calculated F value is 72,982, greater than the F table, the model used is fit or good. The calculated F value can be seen in the regression results and the F table values obtained through sig. $a = 0.05$ with $df1 = k$ and $df2 = n - k - 1$. The calculated F value is 33,969, while the F table with $df1 = 3$ and $df2 = 180 - 2 - 1 = 177$, the F table is 2.66 . The calculated F value is greater than the F table so the regression model between firm competence (X1), customer relationship (X2), Capability to Reduce Export Barrir (Y1) to export performance is declared fit or good.

Significance test results of individual parameters (t test) indicate that the value of firm competence (X1) has a negative and not significant effect, the value of customer relationship (X2) and capability to reduce export barriers (Y1) have a positive and significant effect on export performance (X2). This can be seen from the significance value of probability for firm competence (X1) of 0.294 greater than 0.05, while the probability value of significance for customer relationship

(X2) is 0,000 and the Capability to Reduce Export Barrir (Y1) value is 0.028. Both show numbers smaller than 0.05. This means that firm competence (X1) has no effect on export performance (Y2) and customer relationship (X2), and capability to reduce export barriers (Y1) has a significant effect on export performance (Y2). Based on the results of the analysis in table 6, the path analysis chart can be drawn in the second equation as follows:

**Figure 4.** Second Stage Path Analysis Model
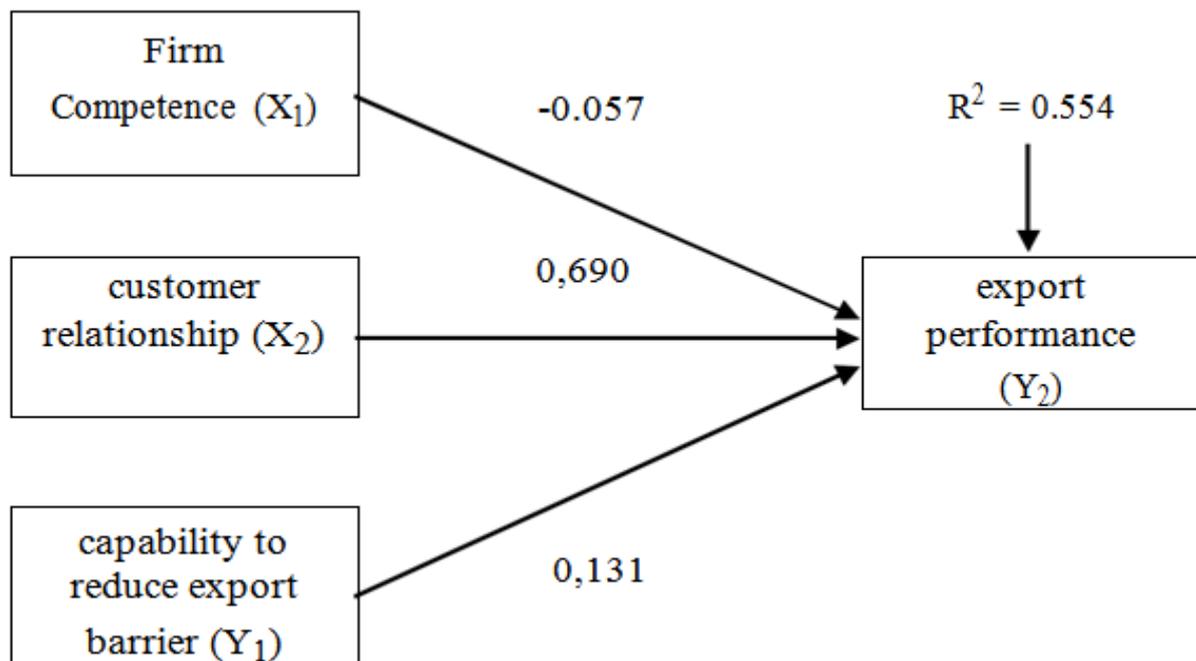
Mediation Effect Test

To prove that the capability to reduce export barrier variable can be a variable that mediates between firm competence and customer relationship on export performance, the direct and indirect influence of firm competence, customer relationship and capability to reduce export barrier is calculated. To do the calculation directly and indirectly performed from the value of the standardized regression coefficients of each independent variable on the dependent variable. Based on the theory of Baron & Kenny (1986), the results of mediation effects can be seen in Table 7 below:

Table 7: Mediation Test Results

| Hypothesis	Influence of Variables	direct	Indirect	Total	Results
H_1	X_1 against Y_1	0.346			Accepted
H_2	X_2 against Y_1	0.362			Accepted
H_3	X_1 against Y_2	-0.057			Accepted
H_4	X_2 against Y_2	0.690			Accepted
H5	Y1 against Y_2	0.131			Accepted
H6	X1 against Y_2 through Y_1		(0,346)x(0,131) = 0,045	(-0,057)x(0,131) = -0,007	Accepted
H7	X2 against Y_2 through Y_1		(0.362)x(0,131) = 0,047	(0,690)x(0,131) = 0,090	Accepted

Based on Table 7 above, it can be seen that the indirect effect on export performance through capability to reduce export barriers is as follows:

Figure 5. Effect of firm competence (X1) on export performance (Y2) through capability to reduce export barrier (Y1).
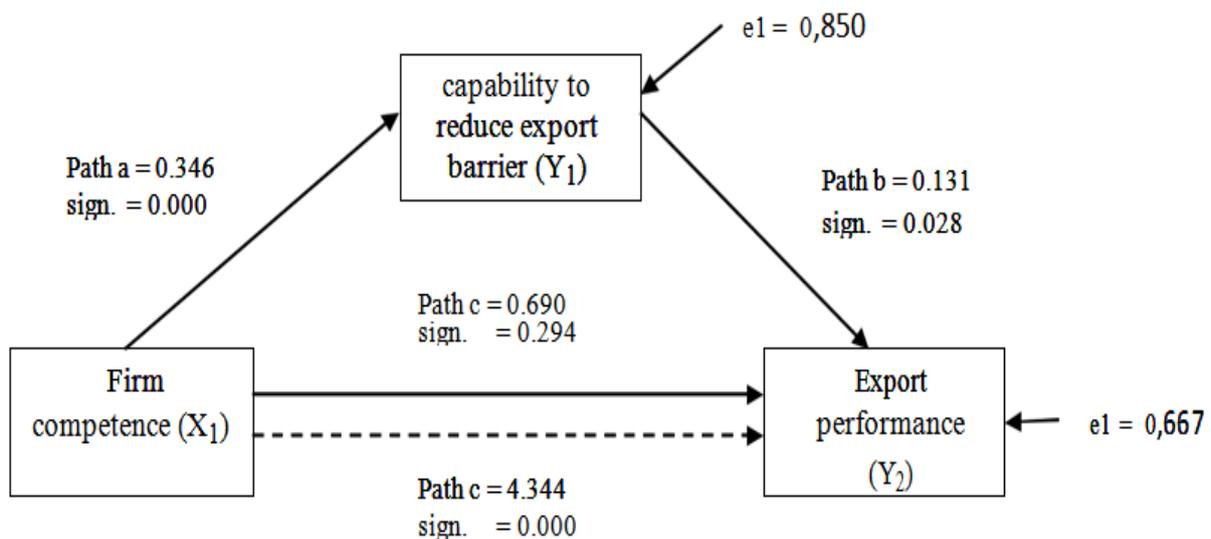
Based on the criteria of Baron and Kenny (1986), it can be concluded that the mediation hypothesis is supported. In this case, capability to reduce export barrier has a role as a fully mediated variable between firm competence and export performance.

Figure 6. The influence of customer relationship (X2) on export performance (Y2) through capability to reduce export barrier (Y1).
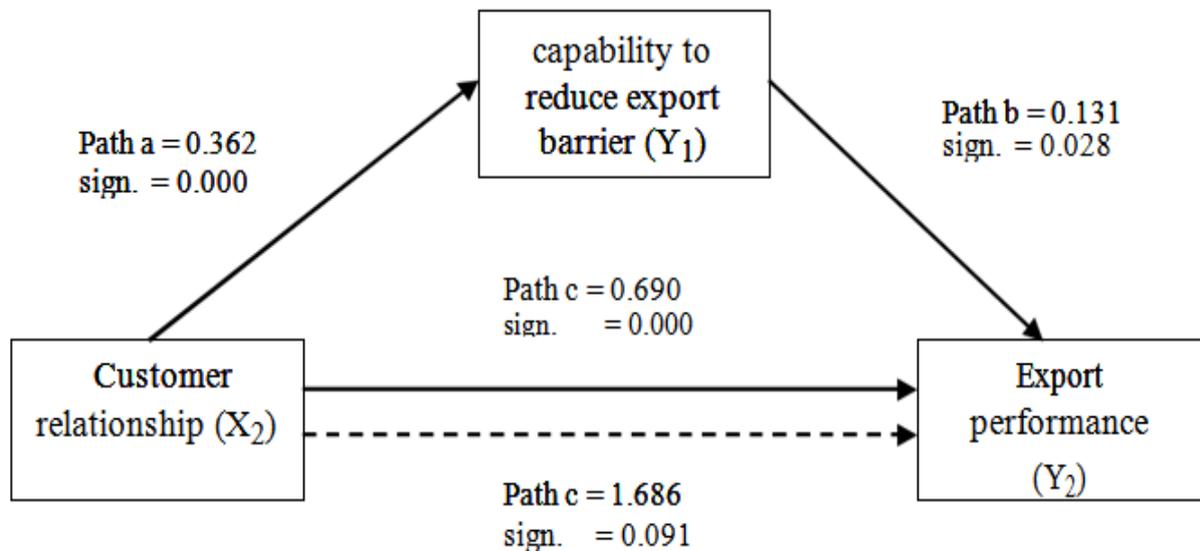
Based on the criteria of Baron and Kenny (1986), it can be concluded that the mediation hypothesis is supported. In this case capability to reduce export barrier has a role as a partially mediating variable between customer relationship and export performance.

Conclusion

Changes in the international trade market environment have a major impact on changing the world trade market situation. Changes in the international export market are often accompanied by many problems with export barriers that arise, such as barriers that arise in export destinations, decreases in company competencies, harmonisation of company relations with customers and others, which in turn results in a decline in export performance of commodity export firms. Therefore, in order to push back export performance, export firm need to consider increasing the role of company resource capacity and fostering good long-term relationships with customers so that it is expected to provide opportunities to improve the company's export performance.

Besides that, the company is required to be able to answer a variety of severe obstacles and challenges, that is the rapid flow of information exchange which is followed by the rapid development of technology. In this study, the model framework offered is expected to provide

benefits for export activities by commodity exporters in developing countries such as Indonesia and especially the Aceh region which is one of the export commodity producers.

The results showed that all research paths had a positive and significant effect, except the firm competence path towards expert performance which had a negative effect that was not significant. Hypothesis testing for mediation effects is also accepted.

REFERENCES

Anderson, R. E., & Srinivasan, S. S. (2003). E satisfaction and e loyalty: A contingency framework. Psychology and Marketing, 20(2), 122–138.

Arteaga-Ortiz, J., & Fernandez-Ortiz, R. (2010). Why don"t use the same export barrier measurement scale? An empirical analysis in small and medium-sized enterprises. Journal of Small Business Management, 48(3), 395–420.

Aulakh, P. S., Kotabe, M., & Teegen, H. (2000). Export strategies and performance of firms from emerging economies: Evidence from Brazil, Chile & Mexico. Academy of Management Journal, 43(3), 342–361.

Becker, G. S. (1975). Human capital. Chicago: Chicago University Press.

Bello, D. C., Chelariu, C., & Zhang, L. (2003). The antecedents and performance consequences of relationalism in export distribution channels. Journal of Business Research, 56(1), 1–16.

Bititci, U., Carrie, A., & McDevitt, L. (1997). Integrated performance measurement systems: A development guide. International Journal of Operations & Production Management, 17(5), 522–534.

Burton, F.N. & Schegelmilch, B.B. (1987), "Profit Analysis of Non-Exporters versus Exporters Grouped by Export Involvement," International Management Review, vol. 27, no.1, pp. 38-49.

Cadogan, J.W., Kuivalainen, O. and Sundqvist, S. (2009). "Export market-oriented behaviour and export performance: quadratic and moderating effects under differing degrees of market dynamism and internationalization", Journal of International Marketing, Vol. 17 No. 4, pp. 71-89.

Cavusgil, T.S. and Zou, S. (1994). "Marketing strategy-performance relationship: an investigation of the empirical link in export market ventures", Journal of Marketing, Vol. 58 No. 1, pp. 420-37.

Chen, J., Sousa, C. M. P., & Xinming, H. (2016). The determinants of export performance: A review of the literature 2006–2014. International Marketing Review forthcoming.

Contractor, F. J., & Mudambi, S. M. (2008). The influence of human capital investment on the exports of services and goods: An analysis of the top 25 services outsourcing countries. Management International Review, 48(4), 433–445.

Deardorff, Alan V. and Robert M. Stern (2002) „What You Should Know about Globalization and the World Trade Organisation", Review of International Economics, 10 (3): 404-23.

Gaur, S. S., Vasudevan, H., & Gaur, A. S. (2011). Market orientation and manufacturing performance of Indian SMEs: Moderating role of firm resources and environmental factors. European Journal of Marketing, 45(7/8), 1172–1193.

Hansen, M.T., & Løvås, B., (2004), "How Do Multinational Companies Leverage Technological Competencies? Moving from Single to Interdependent Explanations," Strategic ManagementJournal, 25, (8–9), pp.801–822.

Husted, S. and Melvin, M. (2007), International Economics, 7th ed., Pearson, Harlow.

Johanson, J. & Vahlne, J.E., (2009), Model Revisited: From Liability of Foreignness to Liability of Outsidership," Journal of International Business Studies, 40, (9), pp .1411-1431.

Jones, Marc T. (2002) „Globalization and Organisational Restructuring: A Strategic Perspective‟, Thunderbird International Business Review, 44 (3): 325-51.

Kaspar, M. (2017). The role of aib and ib in a de-globalizing world. AIB Insights, 17(4).

Koufopoulos, D., et al., (2008). Top management team and corporate performance: a study of Greek firms. Team Performance Management, 14(8), 340–363. http://dx.doi.org/10.1108/13527590810912322

LaPatterson, V., (2005). Determinants of export performance across survive types: A conceptual model. Journal of Services Marketing, 379-391.

Lebas, M. (1995). Performance measurement and performance management, International Journal of Production Economics, 41(1–3), 23–35.

Leonidou, L. C. (1995). "Empirical Research on Export Barriers: Review, Assessment, and Synthesis," Journal of International Management 3, 29–43.

Leonidou, L. C. (2004). An analysis of the barriers hindering small business export development. Journal of Small Business Management, 42(3), 279–302.

Leonidou, L. C., Katsikeas, C. S., & Samiee, S. (2002). Marketing strategy determinants of export performance: A meta-analysis. Journal of Business Research, 55, 51–67.

Morgan, N. A., Kaleka, A., & Katsikeas, C. S. (2004). Antecedents of export venture performance: A theoretical model and empirical assessment. Journal of Marketing, 68(1), 90–108.

Morgan, R. E. (1997). Export stimuli and export barriers: Evidence from empirical re- search studies. European Business Review, 97(2), 68–79.

Murray, J. Y., Gao, G. Y., & Kotabe, M. (2011). Market orientation and performance of export ventures: The process through marketing capabilities and competitive advantages. Journal of the Academy of Marketing Science, 39(2), 252–269.

Neely, A., et al., (2005). Performance measurement system design: A literature review and research agenda. International Journal of Operations & Production Management, 25(12), 1128–1263.

North, D. C., (1990). Institutions, Institutional Change and Economic Development (Cambridge University Press, Cambridge).

Peng, M. W., Wang, D. Y., & Jiang, Y. (2008). An institution-based view of international business strategy: A focus on emerging economies. Journal of International Business Studies, 39(5), 920–936.

Shamsuddoha, A. K. (2004). Antecendents of Firm Export Performance: The Role of Export Promotion Programs, Queensland University of Technology, Doctor of Philosophy.

Sousa, C. M. P., Martinez-Lopez, F. J., & Coelho, F. (2008). The determinants of export performance: A review of the research in the literature between 1998 and 2005. International Journal of Management Reviews, 10(4), 343–374.

Snow, C., & Hrebiniak, L. (1980). Strategy, distinctive competence, and organisational performance. Administrative Science Quarterly, 25(2), 317-336.

Tzokas, Nikolas; Kim, Young Ah; Akbar, Hammad; Al-Dajani, Haya (2015). Absorptive capacity and performance: The role of customer relationship and technological capabilities in high-tech SMEs. Industrial Marketing Management 47: 134–142.

UNCTAD (2016). World investment report: Investor nationality: Policy challenges [New York].

World Bank, 2004. Doing Business in 2004: Understanding Regulation. The World Bank, Washington, DC.

WTO (2016). World trade report 2016: Levelling the trading field for SMEs.

Zehir, C. Muceldili, B. Zehir, S. Ertosun, O.G. (2012). "The Mediating Role of Firm Innovativeness on Management Leadership and Performance Relationship" The First International Conference on Leadership, Technology and Innovation Management, Procedia - Social and Behavioral Sciences. Volume 41, 2012, Pages 29–36.

Zhang, C., Cavusgil, S. T., & Roath, A. S. (2003). Manufacturer governance of foreign distributor relationships: Do relational norms enhance competitiveness in the export market? Journal of International Business Studies, 34(6), 550–566.