INTERNATIONAL JOURNAL OF SOCIAL SCIENCE, EDUCATIONAL, ECONOMICS, AGRICULTURE RESEARCH AND TECHNOLOGY (IJSET) | ISSN (E): 2827-766X
Website: https://ijset.org/ | Volumes 5 No. 8 (2026)

DETERMINANTS OF MSME EXPORT PERFORMANCE IN THE AFRICAN MARKET: THE ROLE OF ECONOMIC STRENGTH AS A MEDIATOR OF MSME DEVELOPMENT, BILATERAL TRADE, AND GOVERNMENT SUPPORT

Meilina Sukmarini[1], Hesri Mintawati[2], Sitti Hikmawatty[3], M. Luthfi Abdul Ajiz[4]
Management Study Program, Faculty of Business and Education, Universitas Nusa Putra
Correspondence: Meilina_5@yahoo.com; hesri.mintawati@nusaputra.ac.id; sitty.hikmawatty@nusaputra.ac.id; luthfiabdulajiz@gmail.com

Received: 01/06/2026 | **Revised** : 11/06/2026 | **Accepted:** 10/07/2026 | **Published** :17/07/2026

Abstract

This study examines the effects of MSME development, bilateral trade opportunities, and government support on MSME export performance in the African market and tests the mediating role of economic strength. The limited contribution of Indonesian MSME exports remains a challenge to improving national competitiveness in the global market. At the same time, the expansion of Indonesia's economic cooperation with African countries creates new opportunities for MSMEs to diversify their export markets. However, internal constraints, including limited business capacity, access to financing, innovation capability, and export readiness, continue to affect many MSME operators. Moreover, the effectiveness of government support and the use of international trade opportunities in promoting MSME export success still require more comprehensive empirical evidence. This study uses a quantitative explanatory survey of 120 upgraded MSMEs in Sukabumi City, West Java, selected through purposive sampling. Data were collected through a five-point Likert-scale questionnaire and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) in SmartPLS 4. The results show that bilateral trade opportunities and government support have positive and significant effects on MSME economic strength. By contrast, MSME development does not have a significant effect on economic strength. In the export-performance model, only government support has a positive and significant effect on MSME export performance. MSME development, bilateral trade opportunities, and economic strength do not have significant effects on export performance. The mediation tests also show that economic strength does not mediate the relationships between MSME development, bilateral trade opportunities, or government support and MSME export performance. These findings indicate that MSME export success in non-traditional markets depends not only on stronger internal business capacity but also, and more substantially, on effective institutional support and government policy. Theoretically, the study provides evidence that the institutional perspective has a more dominant role than internal resources in explaining MSME internationalization in emerging markets. Practically, the results can guide governments and other stakeholders in designing more targeted and integrated MSME export-development programs that improve access to international markets.

Keywords: MSME development; bilateral trade; government support; economic strength; MSME export performance; African market; SEM-PLS.

1. INTRODUCTION

Micro, small, and medium enterprises (MSMEs) have long been recognized as an important foundation of national economic development. This sector contributes not only to job creation and higher household income but also to regional economic resilience through widely distributed production and commercial activity. In a modern economy, the role of MSMEs is no longer confined to domestic markets; MSMEs are increasingly expected to participate in global value chains through international trade. Accordingly, their ability to enter export markets is an important indicator of a country's economic competitiveness. Although the number of MSMEs in Indonesia continues to increase and their contribution to gross domestic product is substantial, their participation in exports remains relatively limited. Compared with several developing Asian economies, the share of Indonesian exports generated by MSMEs is still low. This condition indicates that MSME internationalization has not developed

optimally and continues to face challenges arising from both firms' internal capacity and external factors that affect access to, and success in, global markets. Recent changes in international trade have encouraged many countries to reduce their dependence on traditional markets and diversify their export destinations. In this context, Africa has emerged as a region with promising economic prospects. Population growth, an expanding middle class, accelerating urbanization, and strong demand for consumer and manufactured goods make Africa a potential market for Indonesian products, including products made by MSMEs. At the same time, Indonesia's economic relations with African countries have developed positively, as reflected in rising bilateral trade values, broader economic cooperation, and increasingly intensive intergovernmental business and trade forums. These conditions create more space for Indonesian MSMEs to expand their international market presence while reducing their dependence on conventional export destinations.

Nevertheless, the opening of African market opportunities has not yet been matched by a comparable increase in Indonesian MSME export participation. A similar pattern is visible in Sukabumi City, where the number of MSMEs has grown consistently in recent years. Data from the Ministry of Cooperatives and SMEs of the Republic of Indonesia (2024) indicate that Sukabumi City had 24,965 MSME units, while 5,121 MSMEs were recorded in the city's SIMPAN UMKM system. Most business operators, however, remain in the micro-enterprise category and face constraints such as suboptimal production capacity, relatively weak innovation capability, limited use of digital technology, restricted access to financing, and insufficient experience in international market development. These conditions show that growth in the number of MSMEs does not automatically correspond to greater readiness to compete globally.

The limited participation of MSMEs in international trade is also reflected in the small number of firms with an export orientation and the even smaller number that can sustain export activity. This situation reveals a gap between available international market opportunities and the actual capacity of business operators. In other words, export success depends not only on the potential size of the target market but also on an MSME's ability to build a strong economic foundation for sustainable cross-border business activity. Previous studies have identified several factors that may influence MSME export success. MSME development through stronger human-resource competencies, product innovation, digital transformation, and business capacity is often regarded as a means of improving firms' competitiveness in global markets. Government support in the form of training, financing facilitation, trade promotion, market information, and certification assistance is also considered important for improving firms' export readiness. Externally, bilateral trade opportunities may expand market access while strengthening the international business networks needed for overseas expansion.

However, earlier empirical findings remain mixed. Some studies report that MSME capacity development improves export performance, whereas others find that stronger internal capacity does not necessarily produce export success without adequate institutional support and market access. Similar inconsistencies appear in studies of the relationships between government support, international trade opportunities, and MSME export performance. These differences indicate that the relationships among the variables require further testing across regions, business characteristics, and target markets. In addition to these inconsistent findings, several research gaps remain underexplored. First, most previous studies examine internal and external factors separately, which limits understanding of how the two sets of factors interact in explaining MSME export performance. Second, MSME export studies are dominated by traditional market contexts such as ASEAN, North America, and Europe, whereas Africa, as a non-traditional export destination, has received relatively little attention. Third, few studies integrate MSME development, bilateral trade opportunities, and government support simultaneously within a single analytical model. Fourth, the role of economic strength as a mechanism through which internal and external factors affect export performance has rarely been examined, particularly among regional MSMEs in Indonesia.

In this study, economic strength refers to an MSME's ability to maintain financial stability, expand access to financing, manage cash flow effectively, and sustain the economic resources needed to support export activity. This concept is relevant because international expansion requires more complex resources and greater organizational readiness than business activity focused only on domestic markets. Conceptually, this study integrates three main theoretical perspectives: the Resource-Based View (RBV), Internationalization Theory, and Institutional Theory. The RBV emphasizes that competitive advantage arises from a firm's ability to manage valuable, rare, and difficult-to-imitate strategic resources. Internationalization Theory explains the importance of a firm's ability to use international market opportunities through learning and the accumulation of international experience. Institutional Theory emphasizes that institutional quality, regulation, and government policy support significantly influence organizational behavior and performance. Integrating these perspectives provides a more comprehensive framework for explaining the factors that determine MSME export success.

The novelty of this study lies in a conceptual model that links internal business factors, external international-trade factors, and economic strength in explaining MSME export performance in Africa as a non-traditional market. Unlike most previous studies, which examine these factors separately, this study places MSME development, bilateral trade opportunities, and government support within an integrated model that also considers the mediating role of economic strength. This approach is expected to provide a deeper understanding of the mechanisms underlying successful MSME internationalization. Based on this background, the study analyzes the effects of MSME development, bilateral trade opportunities, and government support on MSME export performance in the African market, with economic strength as a mediating variable. The study focuses on MSMEs in Sukabumi City, West Java, an area characterized by dynamic MSME growth and an emerging orientation toward global markets. The findings are expected to enrich the literature on MSME internationalization and provide an empirical basis for more effective, integrated, and sustainable export-oriented MSME development policies.

2. THEORETICAL REVIEW

2.1 MSME Export Performance

MSME export performance is one of the most widely used indicators for evaluating a firm's success in internationalization. The concept is measured not only by increases in export value or volume but also by the ability to expand international market coverage, increase the number of overseas customers, sustain export activity, and strengthen a competitive position in global markets (OECD, 2024; International Trade Centre, 2024). Export performance can therefore be understood as a firm's ability to convert its resources and available market opportunities into sustainable economic achievements at the international level. In this study, export performance is analyzed through the Internationalization Process Theory developed by Johanson and Vahlne (2023). This theory explains that internationalization does not occur instantly but develops through continuous stages of learning as firms gain experience in foreign markets. Knowledge of target-market characteristics, understanding of the international business environment, and the ability to manage uncertainty are important determinants of successful global expansion. The greater a firm's experience and knowledge of international markets, the greater its opportunity to reduce business risk and improve export performance sustainably.

This view is consistent with Export Performance Theory, which emphasizes that export success results from the interaction of internal and external firm-level factors. Internally, export performance is influenced by product quality, production capacity, operational efficiency, managerial competence, innovation capability, and organizational readiness. Externally, export success is shaped by target-market conditions, government policy support, the intensity of competition, access to market information, and the availability of international trade networks that support cross-border business activities (Zou & Cavusgil, 2022). This perspective shows that success in global markets depends not only on a firm's internal advantages but also on its ability to adapt to a changing external environment.

For Indonesian MSMEs seeking to develop markets in Africa, export performance has a broader strategic dimension than an increase in international sales alone. Successful entry into African markets reflects a firm's ability to diversify toward non-traditional export destinations with characteristics that differ from Indonesia's established markets. Africa offers substantial growth potential, but it also presents challenges related to trade regulations, distribution systems, business culture, consumer preferences, and transaction risks that may be more complex than those encountered in ASEAN, North American, and European markets. Export success in the region therefore depends strongly on MSMEs' ability to manage internal resources effectively while using available external support.

Previous studies show that MSME export performance is influenced by factors in both the internal and external business environments. Stronger business capacity, human-resource competence, innovation, and organizational readiness contribute to export competitiveness. Government policy, trade facilitation, access to financing, and international economic cooperation also contribute to MSME export success (OECD, 2024; ITC, 2024). Nevertheless, studies remain inconclusive about which factors have the most dominant influence. These differences indicate that export success is a complex phenomenon shaped by interactions among several related factors. Accordingly, this study treats MSME export performance as the dependent variable for evaluating the effectiveness of MSME development, bilateral trade opportunities, government support, and economic strength in promoting export success in the African market. This approach is expected to provide a more comprehensive understanding of the determinants of Indonesian MSME internationalization in a non-traditional market that has received limited attention in previous research.

2.2 MSME Development

The development of micro, small, and medium enterprises is a strategic process intended to improve business capacity and quality sustainably by strengthening human resources, managerial capability, product innovation, technology adoption, access to financing, production capacity, and marketing networks. These efforts are directed not only toward higher productivity and efficiency but also toward stronger competitiveness and business resilience in an increasingly complex economic environment (OECD, 2021). In an era of rapid globalization and digitalization, MSME development is no longer oriented only toward business growth; it also requires firms to adapt, innovate, and respond to increasingly competitive markets, including international markets. Theoretically, this study refers to the Mixed Embeddedness Theory introduced by Kloosterman and Rath (1999). The theory explains that business development is determined not only by the internal capabilities of business operators but also by the external environment in which a firm operates. Market structures, economic opportunities, government policies, and institutional conditions are inseparable determinants of successful business development. MSME success therefore results from the interaction between a firm's internal capacity and an external environment that enables business operators to use economic opportunities effectively.

This line of reasoning has developed into the Transnational Mixed Embeddedness perspective, which pays greater attention to the international dimension of business. The perspective emphasizes that MSME success in market expansion depends not only on internal management capability but also on the ability to establish international business relationships, understand cross-border trade regulations, and gain access to global market opportunities (Solano, 2022). This perspective is relevant because expansion into African markets requires more than production and business-management capability. Business operators must also understand target-market characteristics, build effective partnerships, and align their strategies with applicable international trade requirements. From this perspective, MSME development can be understood as a process of strengthening internal capacity that prepares a firm to participate in the global economy. For MSMEs seeking to enter Africa as a non-traditional market, business-capacity development is especially important because the region differs from both domestic and traditional export markets. Consistent product quality, reliable supply, compliance with international trade standards, and responsiveness to diverse consumer preferences require substantial organizational readiness. The stronger an MSME's development, the greater its expected readiness and ability to compete internationally.

This view is consistent with Porter's (2020) concept of competitive advantage, which emphasizes that stronger production capacity, management quality, innovation, and value-creation capability are major sources of firm-level competitiveness. These capabilities enable firms to improve productivity and operational efficiency and to sustain their businesses under increasing competitive pressure. In the long term, stronger internal capacity can improve operational performance and strengthen a firm's economic condition through higher income, capital accumulation, and a greater ability to expand sustainably. Nevertheless, studies show that MSME development does not always improve export performance directly. In many cases, internal capacity serves as a prerequisite that improves business readiness, while export success remains influenced by external factors beyond a firm's control, including international market access, government policy support, global trade networks, and a dynamically changing business environment. These findings indicate that the relationship between MSME development and export performance is not necessarily linear and may depend on mechanisms or variables that bridge the relationship. On this basis, the study proposes that MSME development may strengthen MSME economic capacity by improving productivity, efficiency, business capability, and firm competitiveness. Stronger economic capacity is then expected to improve an MSME's ability to initiate, maintain, and expand export activity in African markets. MSME development is therefore positioned not only as a driver of business readiness but also as a strategic foundation for the economic capacity needed to support sustainable internationalization.

2.3 Bilateral Trade Opportunities

Bilateral trade opportunities refer to economic opportunities arising from trade relations between two countries and supported by economic cooperation, trade policy, and international trade-facilitation mechanisms. Such cooperation may include trade agreements, reductions in tariff and non-tariff barriers, simplified export-import procedures, regulatory harmonization, and improved access to international market information and networks. For MSMEs, bilateral trade opportunities are strategically important because they can provide access to wider markets, increase potential demand, and create sources of business growth that are difficult to reach through the domestic market alone. Theoretically, this variable is grounded in International Trade Theory, which explains that cross-border trade allows countries and business operators to use their comparative advantages to produce goods and services more efficiently. Through specialization, firms can increase productivity, broaden market coverage, and

obtain greater economic benefits than they would by operating only in domestic markets (Krugman et al., 2022). For MSMEs, bilateral trade access creates opportunities to expand marketing reach, increase sales volume, and strengthen their position in increasingly competitive global markets. Trade Facilitation Theory further emphasizes that the effectiveness of international trade depends not only on market demand but also on the ease of the processes that support export activity. Simplified administrative procedures, greater regulatory transparency, reduced bureaucracy, and lower transaction costs can improve cross-border trade efficiency and facilitate the movement of goods and services between countries (World Trade Organization, 2024). These conditions are especially important for MSMEs because their resource limitations make them more sensitive to the costs, risks, and procedural complexity of international trade. The more effective bilateral trade-facilitation mechanisms are, the greater the opportunities for MSMEs to participate in exports.

Another relevant perspective is Global Value Chain Theory, which explains that participation in international trade networks provides not only market access but also opportunities to improve business quality and capability. Through participation in global value chains, MSMEs may obtain knowledge transfer, access to new technology, higher product-quality standards, and opportunities to create greater value (Gereffi, 2021; OECD, 2023). The benefits of international trade are therefore reflected not only in increased export transactions but also in learning and business-capacity development that can strengthen competitiveness over time. In the context of Indonesia's economic relations with African countries, bilateral trade opportunities are increasingly relevant because Africa is developing as a promising non-traditional export destination. Economic growth in several African countries, increasing import demand for manufactured and consumer goods, and more intensive diplomatic and economic cooperation between Indonesia and African countries create broader market opportunities for Indonesian MSME products. Business forums, trade missions, investment cooperation, and stronger diplomatic relations further expand the opportunities available to MSME operators seeking international business networks and deeper export-market penetration. Bilateral trade thus functions not only as an economic instrument but also as a strategic means of advancing MSME internationalization.

However, the availability of international market opportunities does not automatically produce export success for every firm. Studies indicate that the ability to use international trade opportunities depends heavily on a firm's internal readiness, including production capacity, managerial competence, access to financing, compliance with market standards, and the economic condition of the business. Market access provides an opportunity, but the firm's resource-management capability determines whether that opportunity can be converted into results. This distinction explains why MSMEs do not obtain equal benefits from the same international trade relationships. The study therefore proposes that bilateral trade opportunities may directly improve MSME export performance and may also strengthen MSME economic capacity through broader market access, higher business income, and the development of international business activity. Stronger economic capacity is expected to improve MSMEs' ability to maintain and expand exports sustainably, particularly in African markets with characteristics and challenges that differ from those of traditional export destinations. Bilateral trade opportunities are thus positioned as a strategic external factor that both opens market access and contributes to the economic foundation required for successful MSME internationalization.

2.4 Government Support

Government support is a strategic instrument for promoting the growth and competitiveness of micro, small, and medium enterprises. It includes policies, programs, facilities, and interventions designed to help MSMEs overcome resource constraints and improve business capacity sustainably. Support may take the form of financing access, training and human-resource development, business assistance, product-certification facilitation, trade promotion, digital transformation, market information, and regulations that create a more supportive business climate. In an increasingly open and competitive economy, government support is especially important because MSMEs generally have limited access to the resources required for independent development.

The government-support variable is theoretically grounded in Developmental State Theory, which positions the state as an important actor in economic development. This perspective confirms that the government functions not only as a regulator that establishes rules but also as a facilitator and catalyst capable of creating an economic environment conducive to productive-sector growth. Evans (2021) explains that active government involvement through development policy, public investment, and empowerment programs can accelerate improvements in business operators' economic capacity. In the MSME context, government support strengthens firms' ability to survive, grow, and adapt to a dynamic business environment. This view is reinforced by the Public Policy Support for SMEs perspective, which explains that effectively designed public policy can improve MSME performance and

sustainability. Fiscal incentives, subsidies, financing access, entrepreneurship training, and business-mentoring programs can reduce common barriers faced by small business operators (OECD, 2022). Through these interventions, MSMEs have greater opportunities to increase operational efficiency, improve product quality, expand market access, and strengthen competitiveness under more intense competition. Institutional Economics Theory also explains that the quality of institutions and public policies significantly influences economic behavior and organizational performance. Acemoglu and Robinson (2020) emphasize that effective institutions can increase business certainty, reduce transaction costs, and strengthen economic actors' confidence in conducting business. For MSMEs, clear regulations, simple procedures, and accessible government programs can create a more stable environment that supports long-term growth. The quality of government support should therefore be assessed not only by the number of programs offered but also by the effectiveness of implementation and the extent to which programs address firms' actual needs.

Another relevant perspective is Entrepreneurial Ecosystem Theory, which views government as a central element in building a productive and sustainable entrepreneurial ecosystem. According to Stam and Van de Ven (2021), business success is determined not only by internal firm capabilities but also by the quality of the external environment that supports business activity. This environment includes public policy, infrastructure, financing access, education and training systems, business networks, and other forms of institutional support. Within this framework, the government connects and strengthens interactions among actors in the business ecosystem, thereby creating conditions that encourage MSME innovation, growth, and sustainability. In international trade, the importance of government support is particularly evident because MSMEs face barriers that are difficult to overcome independently. Limited access to international market information, high certification costs, constrained export financing, complex trade regulations, and weak global distribution networks frequently impede MSME internationalization. These conditions show that export success depends not only on internal firm capabilities but also on an external support system that can reduce barriers and improve firms' export readiness.

Government support has an even more strategic role for MSMEs seeking to enter African markets as non-traditional destinations. Diverse market characteristics, cross-country regulatory differences, international trade-standard requirements, and limited market information often challenge firms that are new to the region. Trade-facilitation programs, export promotion, certification assistance, market information, and financing support can help MSMEs reduce the risks and costs associated with export activity. Government support therefore functions not only as a business-empowerment instrument but also as a strategic factor that strengthens MSMEs' readiness and ability to compete globally. Accordingly, this study proposes that government support can strengthen MSME economic capacity by improving business capability, expanding access to productive resources, and increasing firm-level efficiency and competitiveness. Stronger economic conditions are then expected to improve MSMEs' ability to develop sustainable export activities. Government support is therefore positioned both as an external factor that directly affects export performance and as a strategic mechanism that contributes to the economic foundation required for successful MSME internationalization, particularly in African markets.

2.5 Economic Strength

Economic strength is the internal capacity that enables MSMEs to create, manage, and sustain the economic resources required for business continuity and expansion, including expansion into international markets. It is reflected not only in a firm's financial condition but also in its ability to create added value, maintain productivity, expand access to financing, strengthen production capacity, and remain competitive in a dynamic business environment. In international trade, a strong economic foundation is especially important because exporting requires more complex resources than business activity focused only on domestic markets. The concept of economic strength is theoretically explained through Endogenous Growth Theory, which emphasizes that organizational growth and development are fundamentally determined by internal capabilities related to productivity, innovation, investment, human-resource development, and sustainable value creation (UNCTAD, 2023; International Trade Centre, 2023). This perspective confirms that firms that optimize their resources have greater capacity to strengthen their competitive position and respond to available economic opportunities. For MSMEs, the ability to build economic strength is an important determinant of growth, business scaling, and entry into wider markets. This view is reinforced by Financial Strength Theory, which treats financial stability and resilience as fundamental to business continuity. Firms with healthy financial conditions are generally better able to manage business risks, including exchange-rate fluctuations, higher logistics costs, changing market demand, and the uncertainty that frequently accompanies international trade (International Monetary Fund, 2024). Financial strength also gives firms room to invest and expand while maintaining operations during unexpected economic

pressure. A strong economic condition therefore serves not only as a supporting resource but also as a protective mechanism that improves long-term business resilience. Export Readiness Theory provides another relevant perspective by explaining that export success is not determined solely by a firm's intention to enter international markets. Export readiness is strongly affected by a firm's economic capacity to meet global-market requirements, including adequate working capital, stable production capacity, consistent product quality, and readiness to manage international trade risks (Zou & Cavusgil, 2022). Economic strength can therefore be viewed as a principal condition that enables MSMEs to convert international market opportunities into actual and sustainable export activity.

Economic strength is particularly strategic for exports to Africa as a non-traditional market. Diverse market characteristics, different trade regulations, product-adaptation requirements, and relatively complex logistics demand substantial resources from business operators. Economically stronger MSMEs are generally better able to absorb market-entry costs, comply with international trade standards, and build long-term relationships with overseas trading partners. By contrast, limited economic resources often constrain MSMEs' ability to use available market opportunities. Nevertheless, economic strength does not always improve export performance directly. A firm with adequate economic resources may still fail in exporting if it lacks broad market access, strong international business networks, a supportive institutional environment, or an adequate understanding of the target market. Export success therefore results from the interaction between a firm's internal capacity and the external factors that shape the international business environment. Economic strength is a necessary condition, but it is not necessarily sufficient to ensure export success.

On this basis, the study positions economic strength as a mediating variable that explains the mechanism linking internal and external factors to MSME export performance. Following Baron and Kenny (1986), a mediating variable explains how an independent variable influences a dependent variable through a specific mechanism. In this study, MSME development, bilateral trade opportunities, and government support are expected to strengthen MSME economic conditions by improving productivity, financing access, business capacity, and resource accumulation. This stronger economic capacity is then expected to improve MSMEs' readiness and ability to develop sustainable export activities in African markets. Economic strength is therefore viewed not only as an outcome of business-capacity development and external environmental support but also as a strategic mechanism that connects these factors to successful MSME internationalization. This position makes economic strength a central element in understanding how MSMEs can convert international market potential into sustainable export performance and economic value.

3. HYPOTHESIS DEVELOPMENT

3.1 Effect of MSME Development on Economic Strength

The development of micro, small, and medium enterprises is a strategic process that improves business capacity and quality through stronger human resources, product innovation, technology adoption, management systems, financing access, and marketing capability. This development process is intended not only to improve business productivity but also to strengthen competitiveness and sustainability in an increasingly dynamic economic environment. Through sustained capacity development, MSMEs are expected to create greater economic value and improve their ability to adapt to market changes. The relationship between MSME development and economic strength can be explained through the Resource-Based View (RBV). The RBV states that organizational competitive advantage arises from the ability to manage and develop resources that are valuable, rare, difficult to imitate, and non-substitutable (Barney, 1991; Hair et al., 2022). For MSMEs, investment in human-resource development, innovation capability, and technology use can improve operational efficiency, product quality, and value creation, which can ultimately strengthen the firm's economic position through higher productivity, profitability, and resilience.

This argument is supported by empirical findings indicating that business-capacity development contributes to stronger MSME economic conditions. The OECD (2023) and the Ministry of Cooperatives and SMEs of the Republic of Indonesia (2024) emphasize that stronger human resources, managerial capability, innovation, and digital transformation can improve productivity and economic resilience. The higher the level of MSME development, therefore, the greater the firm's expected ability to generate income, manage resources efficiently, and sustain the business over the long term. Although internal factors are important, stronger MSME economic conditions can also be explained through Mixed Embeddedness Theory, which emphasizes interactions between internal firm capacity and the economic environment in which a business operates (Kloosterman & Rath, 1999; Solano, 2022). This perspective explains that successful business development depends not only on the

competencies of business operators but also on their ability to use opportunities in the economic and institutional environment. Effective capacity development improves MSMEs' ability to respond to market change, capture growth opportunities, and strengthen their economic position when facing business challenges. For MSMEs oriented toward international markets, business-capacity development is particularly important because exporting requires more resources and greater readiness than domestic business activity. Stronger managerial capability, production capacity, product innovation, and technological proficiency improve competitiveness and help MSMEs build the economic foundation required for market expansion. MSMEs with a higher level of development are therefore expected to have greater capacity to strengthen productivity, profitability, business stability, and the accumulation of economic resources, all of which are principal indicators of firm-level economic strength. Based on these theoretical arguments and empirical findings, MSME development is expected to contribute positively to the economic strength of a business. The more extensively an MSME develops its capacity, the greater its ability to build a strong economic foundation that supports business continuity and growth. The following hypothesis is therefore proposed:

H1: MSME development has a positive effect on MSME economic strength.

3.2 Effect of Bilateral Trade Opportunities on MSME Economic Strength

Bilateral trade opportunities represent economic openings created through trade relations between countries, including lower trade barriers, wider market access, regulatory harmonization, and stronger economic cooperation. For MSMEs, these opportunities provide access to larger markets, the potential to increase sales volume, broader business networks, and new sources of growth that would be difficult to obtain from domestic markets alone. The relationship between bilateral trade opportunities and economic strength can be explained through Internationalization Theory. Johanson and Vahlne (2023) describe international-market involvement as a process through which firms accumulate experience and obtain access to resources, information, and larger markets. When a firm uses international opportunities effectively, its business capacity and its potential to create economic value tend to increase. International-market access therefore affects not only trade transactions but also the firm's underlying economic foundation. This perspective is consistent with International Trade Theory, which emphasizes that international trade creates economic benefits through market expansion, higher productivity, and the use of comparative advantages (Krugman et al., 2022). In the context of Indonesia-Africa economic relations, more open trade access enables MSMEs to diversify markets, reduce their dependence on traditional destinations, and expand their sources of business income. Access to wider markets can help firms increase production scale, strengthen revenue flows, and accumulate more economic resources. Findings reported by the OECD (2023), UNCTAD (2024), and WTO (2024) indicate that international-market openness contributes to higher firm income, productivity, and economic resilience. These benefits can be realized only when firms have the capability to access and use the available market opportunities. The greater the bilateral trade opportunities that MSMEs can use, therefore, the stronger their economic conditions are expected to become.

Based on these arguments, the following hypothesis is proposed:

H2: Bilateral trade opportunities have a positive effect on MSME economic strength.

3.3 Effect of Government Support on MSME Economic Strength

Government support is an important external factor in strengthening MSME economic capacity. Interventions such as financing access, business training, certification facilitation, trade promotion, business assistance, and market-information provision are intended to reduce the common constraints that MSMEs face in developing their businesses. This relationship can be explained through Institutional Theory, which positions institutions as important determinants of organizational behavior and performance through regulations, norms, and resource support (North, 1990; Acemoglu & Robinson, 2020). A conducive institutional environment can increase business certainty, reduce transaction costs, and broaden firms' access to productive resources.

Developmental State Theory also explains that governments have a strategic role in accelerating economic development through policies that strengthen productive sectors (Evans, 2021). In the MSME context, government intervention functions not only as business protection but also as a means of strengthening economic capacity through higher productivity, innovation, and competitiveness. Effective support enables MSMEs to address constraints related to capital, technology, and information that have traditionally limited business development. Studies indicate that government-support programs contribute to higher MSME productivity, income, business capacity, and competitiveness (Tambunan, 2022; OECD, 2024; Stam & Van de Ven, 2021). The higher the quality of support received by MSMEs, the greater their opportunity to strengthen their economic condition.

Based on these arguments, the following hypothesis is proposed:

H3: Government support has a positive effect on MSME economic strength.

3.4 Effect of Economic Strength on MSME Export Performance

Export performance is determined not only by the availability of international market opportunities but also by a firm's ability to provide the resources required for sustainable export activity. Economic strength therefore shapes a firm's ability to meet production, financing, logistics, and other requirements associated with international trade. This relationship can be explained through Endogenous Growth Theory, which emphasizes that organizational growth is determined by internal capabilities related to productivity, investment, innovation, and value creation (UNCTAD, 2023; ITC, 2023). The stronger a firm's economic condition, the greater its ability to expand and use available market opportunities.

This perspective is reinforced by Export Readiness Theory, which explains that export readiness depends not only on an international-market orientation but also on the adequacy of a firm's economic resources (Zou & Cavusgil, 2022). Exporting requires sufficient working capital, stable production capacity, the ability to maintain product quality, and the capacity to manage international trade risks. MSMEs with greater economic strength are therefore expected to have a stronger ability to sustain and improve their export performance. Findings from the OECD (2024) and IMF (2024) identify economic stability and financial capacity as important determinants of a firm's ability to sustain international trade activity. Accordingly, stronger MSME economic conditions are expected to produce higher export performance.

H4: Economic strength has a positive effect on MSME export performance.

3.5 Effect of MSME Development on MSME Export Performance

MSME development is a process of increasing business capacity through stronger human-resource competencies, product innovation, technology use, management quality, production capacity, and marketing capability. In the context of business internationalization, such capacity development provides an important foundation for meeting the demands of increasingly competitive and dynamic global markets. The relationship between MSME development and export performance can be explained through the Resource-Based View, which emphasizes that competitive advantage arises from a firm's ability to manage valuable, rare, difficult-to-imitate, and non-substitutable strategic resources (Barney, 1991; Hair et al., 2022). For MSMEs, stronger human resources, innovation capability, and technology use can support the production of more competitive products, higher operational efficiency, and faster responses to market needs. These capabilities are important determinants of firm success in international markets.

Business-capacity development is especially relevant to exports to Africa because the region's diverse market characteristics require a high degree of adaptability. Differences in consumer preferences, product-quality standards, distribution systems, and business environments require MSMEs to have adequate organizational flexibility to remain competitive. Better-developed MSMEs are generally more prepared to adapt products, maintain consistent quality, and satisfy market demand sustainably than firms with more limited capacity. Previous studies show that stronger business capacity contributes to export success through better product quality, operational efficiency, and innovation capability (Tambunan, 2022; Laukkanen, 2023; OECD, 2023). The higher the level of MSME development, therefore, the greater the firm's expected opportunity to improve its export performance.

H5: MSME development has a positive effect on MSME export performance.

3.6 Effect of Bilateral Trade Opportunities on MSME Export Performance

Bilateral trade opportunities reflect open international-market access that enables firms to broaden their marketing reach, increase trade volume, and build cross-border business relationships. For MSMEs, these opportunities are strategically important because they can reduce the limitations of domestic markets and create wider scope for business growth. This relationship can be explained through Internationalization Theory, which identifies access to international markets as a principal driver of cross-border business expansion (Johanson & Vahlne, 2023). The wider the available market opportunities, the greater a firm's likelihood of obtaining new customers, expanding distribution networks, and increasing business scale. Bilateral trade opportunities therefore function not only as a means of market expansion but also as a mechanism that accelerates firm internationalization. In Indonesia-Africa trade relations, stronger economic and trade cooperation creates greater opportunities for MSMEs to expand exports. Business forums, trade missions, and economic cooperation developed in recent years have provided broader access to potential African markets (UNCTAD, 2024; ITC, 2024). In addition to increasing potential

demand, trade cooperation can reduce barriers that have historically constrained small business operators.

Studies by the WTO (2024), OECD (2024), and Gereffi (2021) show a positive relationship between improved international-market access and firm export growth. The greater the bilateral trade opportunities available to, and used by, MSMEs, the higher their expected export performance.

H6: Bilateral trade opportunities have a positive effect on MSME export performance.

3.7 Effect of Government Support on MSME Export Performance

Government support is an important external factor in improving MSMEs' readiness and capability to participate in international trade. Such support may include financing access, export training, trade promotion, product-certification facilitation, market information, and assistance in meeting international trade requirements.

The relationship between government support and export performance can be explained through Institutional Theory, which emphasizes that the quality of the institutional environment influences organizational behavior and performance (North, 1990). Effective institutional support can reduce uncertainty in the business environment, lower transaction costs, and broaden firms' access to the resources required for development. Government support is particularly important in exporting because MSMEs often face constraints that are difficult to overcome independently.

Developmental State Theory further explains that governments have a strategic role in promoting economic growth through policies that support productive sectors (Evans, 2021). Export-facilitation programs, trade promotion, and government financing support can help MSMEs improve export readiness and strengthen the competitiveness of their products in international markets.

Studies indicate that government support contributes positively to MSME export activity by strengthening business capacity and expanding international-market access (Tambunan, 2022; Stam & Van de Ven, 2021; OECD, 2024). The more effective the government support received by MSMEs, the greater their opportunity to improve export performance.

H7: Government support has a positive effect on MSME export performance.

3.8 The Mediating Role of Economic Strength

This study positions economic strength as a mediating variable that explains how internal and external factors influence MSME export performance. The mediator is selected on the premise that export success depends not only on available opportunities and support but also on a firm's ability to build a strong economic foundation and use those opportunities effectively.

According to the mediation approach proposed by Baron and Kenny (1986), a mediating variable explains the process or mechanism that links an independent variable to a dependent variable. In this study, MSME development is expected to improve productivity, efficiency, and business competitiveness. Bilateral trade opportunities expand market access and sources of economic growth, while government support provides facilities and resources that strengthen business capacity. However, the benefits of these three factors do not always improve export performance directly.

Export performance requires adequate economic readiness, including financing capability, production capacity, business stability, and the ability to manage international trade risks. MSME development, bilateral trade opportunities, and government support are therefore expected to strengthen firms' economic capacity before producing higher export performance.

The OECD (2023), IMF (2024), and ITC (2024) identify strong economic capacity as a principal condition for the sustainability of a firm's international trade activity. Economic strength is therefore positioned as the mechanism through which internal and external factors may be translated into MSME export success.

H8: Economic strength mediates the effect of MSME development on MSME export performance.

H9: Economic strength mediates the effect of bilateral trade opportunities on MSME export performance.

H10: Economic strength mediates the effect of government support on MSME export performance.

4. METHODOLOGY

4.1 Sampling Techniques and Procedures

This study uses a quantitative approach with an explanatory research design because it focuses on testing causal relationships among MSME development, bilateral trade opportunities, government support, MSME economic strength, and MSME export-import performance. The quantitative approach enables the conceptual model to be tested objectively through Structural Equation Modeling-Partial Least Squares (SEM-PLS), thereby providing

measurable and systematic empirical evidence about relationships among the variables (Waruwu, 2024; Adil et al., 2023; Waruwu et al., 2025). The study was conducted among upgraded MSMEs in Sukabumi City, West Java Province. The location was selected because the Sukabumi City Government consistently implements MSME development programs, including business-capacity building, digital transformation, expanded market access, and export facilitation. Sukabumi City also has a relatively large number of MSMEs and demonstrates a strong commitment to developing export-oriented firms. These conditions make the city a relevant setting for examining the phenomenon under study.

MSMEs were defined as the unit of analysis, while the units of observation were MSME owners, managers, or leaders. These respondents were selected because they are directly involved in strategic business decision-making and have a thorough understanding of business-development dynamics. They were also considered to have adequate information about the government support received, the use of international trade opportunities, and business performance, particularly performance related to export-import activity.

The study population comprised all MSMEs registered in Sukabumi City's MSME Management Information System (SIMPAN UMKM). According to data from the Sukabumi City Government, 5,121 business units were registered in 2024. The study did not involve the entire population. Instead, it focused on upgraded MSMEs that had received coaching, mentoring, and business-development facilitation and that demonstrated readiness or an orientation toward export activity.

Purposive sampling was used to select participants according to criteria aligned with the study's objectives (Sekaran & Bougie, 2021). This technique was selected because not all members of the population had characteristics relevant to business internationalization and export trade, which were the focus of the study. Purposive sampling was therefore considered appropriate for obtaining respondents who were genuinely relevant and able to provide the information required.

The respondent criteria were as follows:

1. An owner, manager, or leader of an MSME;
2. Located in Sukabumi City, West Java Province;
3. Included in the upgraded MSME category;
4. Has experience, readiness, or an orientation toward export activity; and
5. Has participated in coaching, mentoring, or facilitation organized by the government or a related institution.

Primary data were collected through a structured questionnaire and field observations. The questionnaire obtained respondents' perceptions of MSME development, bilateral trade opportunities, government support, economic strength, and MSME export-import performance. All indicators were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Field observations were conducted to obtain a more comprehensive understanding of actual business conditions, production capacity, technology use, legal compliance, and MSME readiness to enter international markets.

The sample consisted of 120 respondents. This sample size was considered adequate for SEM-PLS because it met the recommendations of Hair et al. (2022), who state that SEM-PLS can be applied to moderately sized samples when the minimum requirements concerning the number of indicators and the complexity of structural relationships are satisfied. The model contains five latent constructs measured by several reflective indicators; a sample of 120 respondents was therefore considered sufficient to produce stable parameter estimates and adequate predictive capability.

Before the analysis, all completed questionnaires were screened for answer completeness, response consistency, and respondent compliance with the established criteria. Questionnaires that did not satisfy the requirements or were incomplete were excluded from the analysis. The eligible data were then analyzed using SEM-PLS to evaluate the measurement model (outer model) and the structural model (inner model), including direct and indirect effects through the mediating variable.

4.2 Sample Characteristics

Respondent characteristics provide a general description of the MSME operators included in the study and assist in interpreting the findings. The respondents comprised 120 upgraded MSMEs in Sukabumi City. Their characteristics were examined by gender, age, highest educational attainment, length of business operation, business scale, annual turnover, export experience, and participation in government programs.

Table 1. Respondent Profile

Respondent Profile	n	%	Respondent Profile	n	%
Gender			**Business Scale**		
Male	63	52.50	Micro	36	30.00
Female	57	47.50	Small	40	33.33
			Medium	44	36.67
Age			**Annual Turnover**		
25-35 years	26	21.67	< Rp 300 million	46	38.33
36-45 years	42	35.00	Rp 300 million-Rp 2.5 billion	36	30.00
46-55 years	41	34.17	Rp 2.5-Rp 50 billion	38	31.67
> 55 years	11	9.16			
Education			**Export Experience**		
High school/vocational school	44	36.67	Not yet exported	64	53.33
Diploma	39	32.50	Previously exported	32	26.67
Bachelor's degree	37	30.83	Currently exporting	24	20.00

Note: n = frequency; % = percentage.

Most respondents were male business operators (52.50%), and the largest age group was 36-45 years (35.00%). The largest business-scale category was medium-sized enterprises (36.67%), while the most common annual turnover category was less than Rp 300 million (38.33%). In terms of export experience, 53.33% of respondents had not exported directly but had an export orientation and had participated in MSME development programs. These conditions indicate that MSMEs in Sukabumi City have substantial potential to develop into globally oriented businesses, including businesses capable of entering African markets.

4.3 Research Measurement Instrument

The research instrument was developed from the operational definitions of the study variables. The questionnaire measured respondents' perceptions of all constructs: MSME development, bilateral trade opportunities, government support, economic strength, and MSME export-import performance.

All indicators were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The Likert scale was selected because it allows attitudes, perceptions, and levels of agreement with the statements to be measured quantitatively (Sugiyono, 2022; Ghozali, 2021).

Table 2. Operationalization of Research Variables

Variable	Number of Indicators	Sources
MSME Development (X1)	6	Barney & Mackey (2021); OECD (2021); Kloosterman & Rath (1999); Tambunan (2022)
Bilateral Trade Opportunities (X2)	6	Tinbergen (1962); Anderson (2011); World Bank (2022)
Government Support (X3)	6	Scott (2014); UNCTAD (2022)
Economic Strength (Z)	5	UNCTAD Productive Capacities Index (2023); ITC SME Competitiveness Framework (2023)
MSME Export-Import Performance (Y)	5	Teece (2023); OECD (2024); ITC Export Performance Framework (2023)

Before the main questionnaire was distributed, the research instrument was evaluated to ensure that each indicator was appropriate for its construct and could produce valid and reliable data.

4.4 Data Analysis Techniques and Procedures

The data were analyzed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach in SmartPLS version 4.0. SEM-PLS was selected because it can analyze simultaneous relationships among latent

variables, accommodate complex research models, and support prediction-oriented research and theory development (Hair et al., 2022). It is also appropriate for studies with moderately sized samples and latent constructs measured through multiple reflective indicators.

The data-analysis process was conducted in stages through evaluation of the measurement model (outer model) and structural model (inner model), as recommended by Hair et al. (2022).

The first stage was descriptive statistical analysis, which described respondent characteristics and the distribution of responses to each research indicator. This analysis was used to understand the respondent profile and the pattern of perceptions concerning MSME development, bilateral trade opportunities, government support, MSME economic strength, and MSME export-import performance.

The second stage evaluated the measurement model (outer model) to ensure that the instrument had adequate validity and reliability. The measurement model was assessed using the following tests:

1. Convergent validity was assessed using outer loadings and Average Variance Extracted (AVE). An indicator was considered to satisfy convergent validity when its outer loading exceeded 0.70 and the construct's AVE exceeded 0.50.
2. Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT). A construct was considered to have adequate discriminant validity when the HTMT value was below the recommended threshold of 0.90.
3. Construct reliability was assessed using Cronbach's alpha and Composite Reliability (CR). A construct was considered reliable when both values exceeded 0.70.
4. Collinearity was assessed using the Variance Inflation Factor (VIF). A VIF value below 5 indicated that there was no problematic multicollinearity among indicators or predictor variables.

The third stage evaluated the structural model (inner model) to assess the model's ability to explain and predict relationships among latent variables. The structural model was evaluated using the following indicators:

1. The coefficient of determination (R2) was used to measure the ability of exogenous variables to explain variation in endogenous variables.
2. Predictive relevance (Q2) was assessed using the blindfolding procedure. A Q2 value greater than zero indicated that the model had predictive relevance.
3. Model fit was assessed using the Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI). An SRMR value below 0.08 and an NFI value approaching 1 were treated as indicators of adequate model fit.

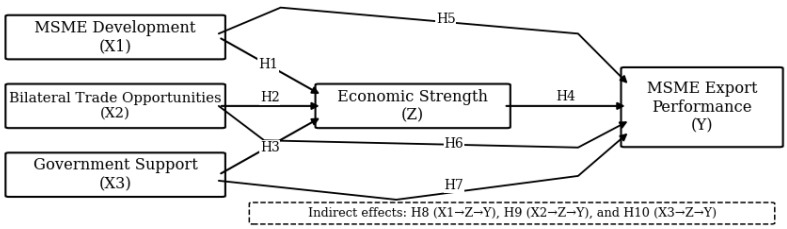
After the measurement and structural models had been evaluated against the required criteria, the hypotheses were tested. Bootstrapping with 5,000 subsamples was conducted as recommended by Hair et al. (2022). This procedure produced estimates of path coefficients, t-statistics, p-values, and confidence intervals for hypothesis decisions.

Hypothesis testing covered direct effects, indirect effects, and total effects. Indirect-effect analysis examined the mediating role of MSME economic strength in the relationships between MSME development, bilateral trade opportunities, government support, and MSME export-import performance. Mediation was tested by bootstrapping the indirect effects, an approach that provides more accurate estimates than traditional causal-step procedures.

A research hypothesis was considered supported when the t-statistic exceeded 1.96 and the p-value was below 0.05 at the 5% significance level. These procedures were expected to produce valid, reliable, and predictively useful empirical findings concerning the determinants of export-import performance among upgraded MSMEs targeting African markets.

The conceptual framework is presented in the following figure:

Figure 1. Conceptual Framework and Hypothesis Development



Legend:

Solid arrows indicate direct effects.

The dashed box identifies indirect effects through the mediating variable.

5. RESULTS

5.1 Initial Assessment: Common Method Bias

Before the measurement and structural models were evaluated, the study assessed the potential for common method bias (CMB). The assessment used a full-collinearity approach based on Variance Inflation Factor (VIF) values, as recommended by Kock (2015) and Hair et al. (2022). This test was conducted to determine whether relationships among the observed variables were affected by systematic bias arising from the use of the same data source and collection method.

The results show that all constructs had VIF values below the critical threshold of 5.00. This condition indicates that the model was free from excessive multicollinearity and did not show evidence of common method bias under the selected criterion. The data quality was therefore considered adequate for the subsequent measurement-model and structural-model analyses.

5.2 Measurement Model Assessment

The measurement model was evaluated to ensure that every latent construct was measured validly and reliably. In accordance with PLS-SEM procedures, the assessment covered convergent validity, discriminant validity, and construct reliability (Hair et al., 2022).

5.2.1 Convergent Validity

Convergent validity was assessed using Average Variance Extracted (AVE). According to Hair et al. (2022), a construct satisfies convergent validity when its AVE exceeds 0.50. This criterion indicates that the construct explains more than half of the variance in its indicators.

All constructs satisfied this criterion. MSME Development had an AVE of 0.741, Bilateral Trade Opportunities 0.758, Government Support 0.769, MSME Economic Strength 0.732, and MSME Export-Import Performance 0.778. Every value was well above the required minimum threshold.

These findings indicate that the indicators adequately represent their theoretical constructs. In other words, each construct explains its indicators sufficiently well, which indicates a high degree of measurement accuracy for the concepts examined.

5.2.2 Discriminant Validity

Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT). This method is considered more sensitive and accurate for detecting distinctions among latent constructs in a PLS-SEM model (Henseler et al., 2021). A construct was considered to have adequate discriminant validity when the HTMT value was below 0.90.

All HTMT values among the constructs were below the recommended threshold. The results indicate that the latent variables have distinct conceptual characteristics and can be differentiated empirically. No evidence of problematic construct overlap was identified in the research model.

5.2.3 Construct Reliability

Construct reliability was assessed using Cronbach's alpha and Composite Reliability (CR). Both measures evaluate the internal consistency of indicators used to measure the same latent construct. Hair et al. (2022) state that a construct can be categorized as reliable when its Cronbach's alpha and CR values exceed 0.70.

All constructs had Cronbach's alpha and Composite Reliability values above the minimum threshold. These findings indicate that the indicators have high internal consistency and provide stable, dependable measurement results.

Overall, the measurement-model evaluation shows that all constructs satisfied the validity and reliability requirements for SEM-PLS analysis. The measurement model was therefore considered suitable for the structural-model evaluation of the proposed causal relationships.

5.3 Structural Model Assessment

The structural-model evaluation began with model-fit assessment. The saturated model had an SRMR of 0.049, which was below the 0.08 guideline, whereas the estimated model had an SRMR of 0.146, which was above that guideline. The NFI values were 0.862 for the saturated model and 0.841 for the estimated model, both approaching 0.90. These results provide mixed evidence of model fit and therefore warrant caution when interpreting global fit, although the model's explanatory and predictive properties can still be assessed (Hair et al., 2022).

The model's ability to explain the endogenous variables was then evaluated using the coefficient of determination (R2). MSME Development, Bilateral Trade Opportunities, and Government Support jointly explained 84.6% of the

variance in MSME Economic Strength. All exogenous constructs in the model explained 77.2% of the variance in MSME Export-Import Performance. These R2 values indicate strong explanatory power for the phenomena examined.

The model's predictive capability was also evaluated using Stone-Geisser's Q2 values obtained through the blindfolding procedure. The Q2 value was 0.834 for MSME Economic Strength and 0.757 for MSME Export-Import Performance. Because both values exceeded 0.35, the model was categorized as having strong predictive relevance and an adequate ability to predict the endogenous variables (Shmueli et al., 2021).

The hypotheses were tested through path-coefficient analysis using the bootstrapping procedure. Bilateral Trade Opportunities had a positive and significant effect on MSME Economic Strength (beta = 0.400; p = 0.001). Government Support likewise had a positive and significant effect on MSME Economic Strength (beta = 0.521; p = 0.001). MSME Development, however, did not have a significant effect on MSME Economic Strength (beta = 0.027; p = 0.418).

For MSME Export-Import Performance, only Government Support had a positive and significant effect (beta = 0.550; p < 0.001). This finding indicates that improved financing access, export facilitation, trade-promotion activities, business mentoring, and regulatory convenience provided by the government make a substantive contribution to MSME export performance in African markets. MSME Development (beta = 0.174; p = 0.061), Bilateral Trade Opportunities (beta = 0.079; p = 0.218), and MSME Economic Strength (beta = 0.102; p = 0.206) did not have significant effects on MSME Export-Import Performance.

To provide a more comprehensive understanding of the relationships among variables, the analysis also evaluated direct, indirect, and total effects. Total-effect analysis assessed each exogenous variable's overall contribution to the endogenous variables through the combined direct and indirect effects.

Government Support was the most dominant factor in improving MSME export-import performance in African markets. Although Bilateral Trade Opportunities strengthened MSME Economic Strength, this effect did not translate directly into improved export performance. The mediation tests further show that MSME Economic Strength did not mediate the relationships of MSME Development, Bilateral Trade Opportunities, or Government Support with MSME Export-Import Performance. The proposed mediation hypotheses therefore received no empirical support.

Overall, the findings confirm that MSME success in entering and expanding within African markets is determined more strongly by effective government intervention than by internal firm factors or available bilateral trade opportunities. This result reinforces the argument that targeted government policies and support are strategic factors for strengthening competitiveness and advancing the internationalization of Indonesian MSMEs in emerging markets (Tambunan, 2023; UNCTAD, 2024; OECD, 2023).

Table 3. Construct Conceptualization, Indicator Operationalization, and Measurement Model Results

Construct	Indicator	Convergent Validity	Convergent Validity	Convergent Validity	Reliability	Reliability
Construct	**Indicator**	**Loading**	**VIF**	**AVE**	**Cronbach's alpha**	**Composite reliability**
MSME Development (X1): the process of increasing business capacity through stronger human resources, innovation, technology, management, financing, and marketing to improve competitiveness.						
	X1.1 Productive Capacity of MSMEs	0.842	2.314	0.741	0.948	0.955
	X1.2 Access to Financing	0.876	2.687			
	X1.3 Quality of Resources and Skills	0.884	2.541			
	X1.4 Innovation and Technology Adoption	0.861	2.473			
	X1.5 Market Access (including exports)	0.835	2.258			
	X1.6 Business Resilience and Sustainability	0.852	2.367			
Bilateral Trade Opportunities (X2): the potential for Indonesia-Africa trade cooperation to open market access and expand international business networks.						
	X2.1 Intensity and Structure of Bilateral Trade	0.873	2.442	0.758	0.941	0.949

Construct	Indicator	Convergent Validity	Convergent Validity	Convergent Validity	Reliability	Reliability
Construct	**Indicator**	**Loading**	**VIF**	**AVE**	**Cronbach's alpha**	**Composite reliability**
	X2.2 Product Diversification and Trading Partners	0.891	2.851			
	X2.3 Trade Complementarity Index	0.864	2.638			
	X2.4 Infrastructure Quality and Trade Logistics Efficiency	0.847	2.521			
	X2.5 Trade Openness and Economic Integration	0.882	2.784			
	X2.6 Trade Costs and Trade Barriers	0.857	2.467			
Government Support (X3): government policies, facilitation, and programs that support the development of export-oriented MSMEs.						
	X3.1 Policy and Regulatory Support	0.864	2.566	0.769	0.953	0.960
	X3.2 Financing Access Support	0.892	2.875			
	X3.3 Capacity Development and Human-Resource Support	0.874	2.687			
	X3.4 Innovation, Technology, and Digitalization Support	0.881	2.751			
	X3.5 Market-Access Support and Trade Facilitation	0.857	2.493			
	X3.6 Institutional Support and Coordination	0.869	2.534			
Economic Strength (Z): the ability of MSMEs to manage economic resources that support business sustainability and expansion.						
	Z1 Business Productivity	0.856	2.417	0.732	0.945	0.952
	Z2 Business Competitiveness	0.882	2.733			
	Z3 Business Development Capacity	0.871	2.654			
	Z4 Ability to Create Economic Value	0.824	2.321			
	Z5 Business Economic Resilience	0.865	2.564			
MSME Export-Import Performance (Y): the level of success achieved by MSMEs in conducting international trade activities.						
	Y1 Export-Import Growth	0.886	2.845	0.778	0.957	0.963
	Y2 International Market Expansion	0.901	2.974			
	Y3 International Product Competitiveness	0.872	2.661			
	Y4 Contribution of International Trade to Business Growth	0.884	2.842			
	Y5 Sustainability of International Trade Activities	0.867	2.558			

Table 4. Heterotrait-Monotrait Ratio (HTMT) Test Results

Variable	X1 MSME Development	X2 Bilateral Trade Opportunities	X3 Government Support	Y MSME Export-Import Performance	Z MSME Economic Strength
X1 MSME Development	-				
X2 Bilateral Trade	0.886	-			

Variable	X1 MSME Development	X2 Bilateral Trade Opportunities	X3 Government Support	Y MSME Export-Import Performance	Z MSME Economic Strength
Opportunities					
X3 Government Support	0.826	0.894	-		
Y MSME Export-Import Performance	0.852	0.846	0.899	-	
Z MSME Economic Strength	0.865	0.895	0.889	0.850	-

Table 5. Model Fit, Explanatory Power, and Predictive Relevance

Model-Fit Test	Saturated Model	Estimated Model
Standardized Root Mean Square Residual (SRMR)	0.049	0.146
Normed Fit Index (NFI)	0.862	0.841
Explanatory Power and Predictive Relevance	**R2**	**Stone-Geisser's Q2**
MSME Economic Strength (Z)	0.846	0.834
MSME Export-Import Performance (Y)	0.772	0.757

As shown in Table 3, all constructs satisfied the validity and reliability criteria recommended for SEM-PLS (Hair et al., 2022; Ghozali, 2021). Convergent validity was assessed through outer loadings and Average Variance Extracted (AVE). All indicators had loading factors above the 0.70 threshold, ranging from 0.824 to 0.901. Each indicator therefore represented its latent construct strongly and adequately.

For MSME Development (X1), the loading factors ranged from 0.835 to 0.884. Quality of Resources and Skills (X1.3) contributed most strongly to the construct, with a loading of 0.884. Market Access, Including Exports (X1.5), had the lowest relative contribution, although its loading of 0.835 remained very good. MSME Development had an AVE of 0.741, Cronbach's alpha of 0.948, and Composite Reliability of 0.955. These results indicate very high internal consistency and show that the construct explained 74.1% of the variance in its indicators.

Bilateral Trade Opportunities (X2) also demonstrated excellent measurement quality. Its indicator loadings ranged from 0.847 to 0.891. Product Diversification and Trading Partners (X2.2) was the most dominant indicator, with a loading of 0.891, while Infrastructure Quality and Trade Logistics Efficiency (X2.4) had a loading of 0.847. The AVE of 0.758 indicates that the construct explained 75.8% of the variance in its indicators. Cronbach's alpha of 0.941 and Composite Reliability of 0.949 further confirm the construct's high reliability.

For Government Support (X3), indicator loadings ranged from 0.857 to 0.892. Financing Access Support (X3.2) contributed most strongly to the construct, with a loading of 0.892. Overall, the construct had an AVE of 0.769, Cronbach's alpha of 0.953, and Composite Reliability of 0.960. Government Support therefore demonstrated both high convergent validity and very strong internal consistency.

For the mediating variable, MSME Economic Strength (Z), all indicator loadings exceeded 0.80 and ranged from 0.824 to 0.882. Business Competitiveness (Z2) was the most dominant indicator, with a loading of 0.882. The construct had an AVE of 0.732, Cronbach's alpha of 0.945, and Composite Reliability of 0.952. These results indicate excellent convergent validity and reliability.

For MSME Export-Import Performance (Y), indicator loadings ranged from 0.867 to 0.901. International Market Expansion (Y2) contributed most strongly, with a loading of 0.901. Sustainability of International Trade Activities (Y5) had a loading of 0.867, which still indicates excellent representation. The construct's AVE of 0.778 shows that it explained 77.8% of the variance in its indicators. Cronbach's alpha of 0.957 and Composite Reliability of 0.963 indicate very high reliability.

In addition to convergent validity, the study evaluated discriminant validity using the Heterotrait-Monotrait Ratio. As shown in Table 4, every HTMT value was below the maximum threshold of 0.90 recommended by Henseler et al. (2015). The highest value, 0.895, occurred between Bilateral Trade Opportunities and MSME Economic Strength, while the lowest value, 0.826, occurred between Government Support and MSME Development. Each construct therefore had empirically distinct characteristics and could be clearly differentiated from the other constructs. All constructs satisfied the discriminant-validity criterion.

After the measurement model satisfied the validity and reliability requirements, the structural model was evaluated. The saturated model's SRMR was 0.049, below the threshold of 0.08, while the estimated model's SRMR was 0.146. The saturated-model value indicates good fit to the empirical data, whereas the estimated-model value indicates that global fit should be interpreted cautiously (Hair et al., 2022). The NFI values were 0.862 for the saturated model and 0.841 for the estimated model, indicating moderate fit for testing the proposed relationships.

The coefficient of determination (R2) was used to evaluate the model's ability to explain the endogenous variables. MSME Economic Strength (Z) had an R2 of 0.846. Thus, MSME Development, Bilateral Trade Opportunities, and Government Support explained 84.6% of the variation in MSME Economic Strength. The remaining 15.4% was attributable to factors outside the model that were not examined in this study.

MSME Export-Import Performance (Y) had an R2 of 0.772. Thus, MSME Development, Bilateral Trade Opportunities, Government Support, and MSME Economic Strength jointly explained 77.2% of the variation in MSME export-import performance. Under the classification proposed by Hair et al. (2022), this value represents substantial explanatory power, indicating that the model has a strong ability to explain the phenomenon under study.

Predictive relevance was evaluated using Stone-Geisser's Q2. MSME Economic Strength had a Q2 of 0.834, while MSME Export-Import Performance had a Q2 of 0.757. Both values were well above zero, indicating very strong predictive relevance. The conceptual model was therefore considered adequate for testing the proposed hypotheses concerning factors that affect MSME export performance in African markets.

Overall, the measurement model satisfied the statistical validity and reliability criteria, and the structural model demonstrated strong explanatory and predictive power. The model-fit results were acceptable for the saturated model but less favorable for the estimated model, so global fit should be interpreted with caution. Subject to that qualification, the model was suitable for the next stage: testing causal relationships through path coefficients and examining the mediating effect of MSME Economic Strength.

Table 6. Structural Model Assessment of Direct, Indirect, and Total Effects

Relationship	Path coefficient (beta)	Standard deviation	t-value	p-value	95% CI	Outcome
Direct effects						
H1. X1 -> Z	0.027	0.131	0.208	0.418	-0.185; 0.241	Not supported
H2. X2 -> Z	0.400	0.123	3.262	0.001**	0.183; 0.591	Supported
H3. X3 -> Z	0.521	0.168	3.095	0.001**	0.255; 0.813	Supported
H4. Z -> Y	0.102	0.125	0.819	0.206	-0.092; 0.315	Not supported
H5. X1 -> Y	0.174	0.113	1.543	0.061	-0.014; 0.359	Not supported
H6. X2 -> Y	0.079	0.101	0.780	0.218	-0.082; 0.251	Not supported
H7. X3 -> Y	0.550	0.166	3.317	<0.001***	0.271; 0.822	Supported
Indirect effects (mediation)						
H8. X1 -> Z -> Y	0.003	0.022	0.127	0.449	-0.027; 0.043	Not supported
H9. X2 -> Z -> Y	0.041	0.050	0.820	0.206	-0.036; 0.126	Not supported
H10. X3 -> Z -> Y	0.053	0.074	0.717	0.237	-0.048; 0.191	Not supported
Total effects = direct effects + indirect effects						
H1. X1 -> Z	0.027	0.131	0.208	0.418	-0.185; 0.241	Not significant
H2. X2 -> Z	0.400	0.123	3.262	0.001**	0.183; 0.591	Significant
H3. X3 -> Z	0.521	0.168	3.095	0.001**	0.255; 0.813	Significant
H4. Z -> Y	0.102	0.125	0.819	0.206	-0.092; 0.315	Not significant
H5. X1 -> Y	0.174	0.113	1.543	0.061	-0.014; 0.359	Not significant
H6. X2 -> Y	0.079	0.101	0.780	0.218	-0.082; 0.251	Not significant
H7. X3 -> Y	0.550	0.166	3.317	<0.001***	0.271; 0.822	Significant
H8. X1 -> Z -> Y	0.003	0.022	0.127	0.449	-0.027; 0.043	Not significant
H9. X2 -> Z -> Y	0.041	0.050	0.820	0.206	-0.036; 0.126	Not significant
H10. X3 -> Z -> Y	0.053	0.074	0.717	0.237	-0.048; 0.191	Not significant

*Notes: X1 = MSME Development; X2 = Bilateral Trade Opportunities; X3 = Government Support; Z = Economic Strength; Y = MSME Export Performance; CI = confidence interval. *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$.*

Figure 2. Structural Model Results

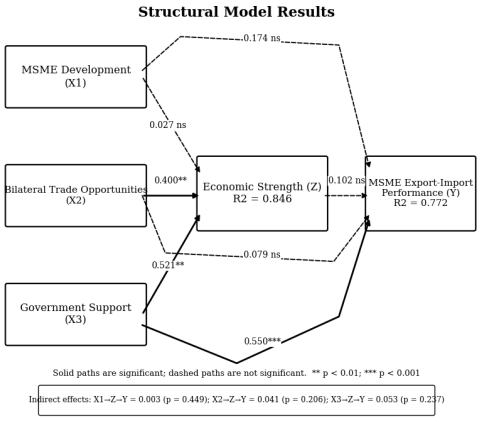
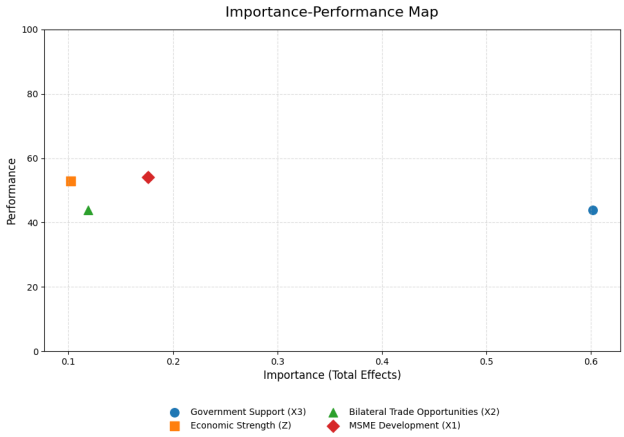


Figure 3. Importance-Performance Map Analysis (IPMA) of MSME Export-Import Performance in the African Market



6. DISCUSSION

The findings provide a more comprehensive understanding of the determinants of MSME export-import performance in African markets by positioning MSME Economic Strength as a mediating variable. Overall, the empirical model demonstrates high explanatory power. The R2 of 0.846 for MSME Economic Strength indicates that MSME Development, Bilateral Trade Opportunities, and Government Support explain 84.6% of the variation in the construct. The R2 of 0.772 for MSME Export-Import Performance indicates that all variables in the research model explain 77.2% of the variation in export performance. Under the classification proposed by Hair et al. (2022), these values represent substantial explanatory power, indicating that the model has a strong ability to explain MSME internationalization.

The model's strength is also demonstrated by the predictive-relevance results. The Q2 values of 0.834 for MSME Economic Strength and 0.757 for MSME Export-Import Performance indicate very strong predictive capability. Both values are well above the minimum threshold of 0.35 recommended by Shmueli et al. (2021). The model therefore provides adequate explanation and is also capable of predicting MSME export behavior in non-traditional markets, particularly in Africa.

The results show that MSME Development does not have a significant effect on MSME Economic Strength. This finding indicates that stronger business capacity through human-resource development, innovation, technology use, managerial capability, and market access does not directly improve MSME economic strength.

Theoretically, this finding does not fully support the main assumption of the Resource-Based View, which positions internal resources as the principal foundation of competitive advantage and firm-level economic value (Barney, 1991). The RBV argues that organizations capable of developing strategic resources effectively have greater opportunities to achieve superior and sustainable economic performance. In the context of export-oriented MSMEs in Sukabumi City, however, stronger internal capacity did not automatically produce stronger firm-level economic conditions.

This result can be understood by considering that many MSMEs remain in transition toward international markets. Most development programs received by MSME operators tend to focus on improving individual knowledge, skills, and competencies. Although these aspects provide an important foundation for business development, their effects on capital, productivity, profitability, and investment capacity may not be observable in the short term. The benefits of development programs may therefore be reflected more strongly in managerial capability than in immediate economic strengthening.

The finding implies that internal capacity development is a necessary but not sufficient condition for building MSME economic strength. It extends the RBV by showing that the effectiveness of internal resources is strongly influenced by external resources, market access, and institutional support. A firm's internal advantages cannot always be transformed into economic strength without a conducive business ecosystem.

This finding is consistent with Tambunan's (2022) view that the economic effects of MSME development programs are generally long-term and require sustained resource accumulation. It also supports the OECD (2023),

which states that MSME capacity development must be integrated with financing access, innovation, and market support to produce sustainable economic strengthening.

The study also finds that Bilateral Trade Opportunities have a positive and significant effect on MSME Economic Strength. Thus, the more open the market opportunities created through Indonesia-Africa economic relations, the stronger the economic conditions of MSMEs are likely to become.

This finding supports Internationalization Theory, which explains that participation in international activity gives firms access to wider markets, greater income potential, and broader business networks that can ultimately strengthen economic capacity (Johanson & Vahlne, 2009). For MSMEs, bilateral trade opportunities provide access to new consumers while encouraging market diversification and reducing dependence on the increasingly competitive domestic market.

This finding is especially relevant in light of Africa's economic growth, rising consumption, and increasing demand for manufactured and creative products. Economic-cooperation initiatives between Indonesia and African countries, including the Indonesia-Africa Forum, business-matching activities, and international trade-promotion programs, have created new economic opportunities that Indonesian MSMEs can use.

Theoretically, the results show that external factors occupy a strategic position in building MSME economic strength. Unlike traditional approaches that emphasize internal firm factors, this study shows that international-market access can function as a strategic resource that directly improves a firm's economic capacity. The finding also reinforces Internationalization Theory by showing that successful business internationalization depends not only on internal readiness but also on business operators' ability to identify, access, and use opportunities in the external environment.

The results are consistent with international studies and reports. The OECD (2023), WTO (2024), and International Trade Centre (2024) report that expanded international-market access contributes significantly to higher firm income, productivity, and economic resilience, particularly among small and medium-sized enterprises. Stronger bilateral trade cooperation and improved international-market facilitation should therefore be sustained as strategies for increasing the global competitiveness of Indonesian MSMEs.

7. STUDY IMPLICATIONS

7.1 Theoretical Implications

This study contributes conceptually to the literature on MSME internationalization, particularly research on penetration of non-traditional African markets. The empirical findings show that not every factor theoretically expected to influence MSME export performance has a significant effect. MSME Development and Bilateral Trade Opportunities do not directly improve MSME Export-Import Performance. Government Support, by contrast, emerges as the strongest determinant of improved MSME export performance.

The findings extend the Resource-Based View, which traditionally positions internal firm resources as the principal source of competitive advantage. For MSMEs seeking to enter African markets, strengthening internal resources alone is not sufficient to produce optimal export performance. The effectiveness of internal resources appears to depend strongly on firms' access to institutional support, business networks, and international market opportunities.

Resource-based advantages therefore cannot always be transformed into export performance without a conducive external environment. This finding enriches the RBV by confirming that the relationship between internal resources and firm performance is context-dependent, particularly for MSMEs operating in highly uncertain international markets.

The study also reinforces Internationalization Theory, which explains that successful firm internationalization depends on both organizational readiness and the ability to identify and use international-market opportunities. The findings nevertheless show that bilateral trade opportunities do not automatically improve MSME export performance. Market opportunities generate economic benefits only when they are supported by export readiness, market-penetration capability, international trade networks, and the ability to adapt to target-market characteristics.

The study also provides empirical support for Institutional Theory. The significant effects of Government Support on MSME Economic Strength and MSME Export-Import Performance demonstrate that institutional factors play a strategic role in MSME internationalization. In this setting, the institutional environment has a more dominant influence than internal firm factors in determining export success in non-traditional markets.

Another important finding is the non-significant mediating role of MSME Economic Strength in the relationships between MSME Development, Bilateral Trade Opportunities, Government Support, and MSME Export-Import Performance. This result indicates that improvements in MSME export performance do not necessarily occur

through stronger internal economic conditions, as often assumed in previous studies. The study therefore creates scope for new conceptual models of MSME internationalization. Future research can consider export readiness, international market orientation, digital capability, global business networks, and innovation capability as potential mediators of variation in MSME export performance.

7.2 Practical Implications

Practically, the study offers several implications for MSMEs oriented toward export markets, particularly African markets. Export success is determined not only by internal firm capabilities but also by business operators' ability to use the external resources and support available to them.

MSME operators need to improve export readiness in a more targeted manner. Relevant actions include improving product quality and standardization, satisfying international requirements, mastering global market information, developing cross-border business networks, and strengthening digital-marketing capability. Business-capacity programs should therefore be designed more specifically around internationalization needs so that they produce a more tangible effect on export performance.

The study also identifies Indonesia-Africa bilateral trade as a potentially important source of economic opportunity. MSME operators should participate more actively in international trade forums, business-matching activities, international trade exhibitions, trade missions, and digital trading platforms that connect domestic producers with prospective buyers in African countries.

Because Government Support is the most dominant determinant of MSME export performance, business operators should also increase their participation in government programs. These programs include export training, product-certification assistance, international trade-promotion facilities, the MSME Go Export program, access to export financing, and other forms of facilitation designed to improve MSME competitiveness in global markets.

7.3 Policy Implications

The study has important policy implications for central and regional governments seeking to formulate more effective MSME export-development strategies. Government Support is the principal factor that strengthens economic conditions while improving MSME export performance. MSME development policy should therefore focus not only on increasing the number of business units but also on improving the quality, capacity, and export readiness of MSME operators.

The government should strengthen comprehensive and integrated export-mentoring programs. These programs should include export training, product-certification facilitation, financing support, production-capacity improvement, international trade promotion, and accurate, current, and accessible market information. An integrated approach can help MSMEs overcome the barriers that have limited their access to international markets.

In Indonesia-Africa trade relations, the government should continue to expand bilateral economic cooperation by strengthening economic diplomacy, increasing the intensity of business-matching activities, developing more efficient distribution routes, and establishing Indonesian trade-promotion centers in African countries with strong market potential. These measures are important for enabling Indonesian MSMEs to use African market opportunities more effectively.

Regional governments should develop comprehensive export-oriented MSME programs that reflect the characteristics of leading local products. In Sukabumi City, MSME development policy can focus on sectors with strong export prospects, including processed foods, creative products, fashion, handicrafts, and agro-industry. Strengthening these sectors is expected to improve the competitiveness of regional MSMEs in African and other international markets.

Overall, improving MSME export performance requires synergy among stronger internal firm capacity, wider international-market access, and robust institutional support. MSME export-development strategies should therefore be designed holistically, implemented in an integrated manner, and sustained over the long term to produce more inclusive and competitive export growth.

8. CONCLUSION

8.1 Main Research Findings

This study tests the effects of MSME Development, Bilateral Trade Opportunities, and Government Support on MSME Export-Import Performance in African markets, with MSME Economic Strength as a mediating variable. The study involved 120 upgraded MSMEs in Sukabumi City and used Structural Equation Modeling-Partial Least Squares (SEM-PLS).

The results show that Bilateral Trade Opportunities and Government Support have positive and significant effects on MSME Economic Strength. Thus, greater international-market access through Indonesia-Africa trade relations and stronger government support are associated with greater MSME economic capacity. MSME Development, by contrast, does not have a significant effect on MSME Economic Strength. Business-capacity initiatives such as training, competency strengthening, and managerial development therefore do not directly improve firms' economic conditions in this sample.

In the MSME Export-Import Performance model, only Government Support has a positive and significant effect on export performance. MSME Development, Bilateral Trade Opportunities, and MSME Economic Strength do not have significant effects. This finding suggests that MSME export success in African markets depends not only on internal readiness and available market opportunities but also, and more strongly, on the effectiveness of institutional support provided by the government.

MSME Economic Strength does not mediate the relationships between MSME Development, Bilateral Trade Opportunities, or Government Support and MSME Export-Import Performance. Thus, higher export performance does not occur through the mechanism of internal economic strengthening assumed in many previous studies. Export success may instead depend more strongly on export readiness, access to market information, international business networks, global-marketing capability, and the effectiveness of trade facilitation provided by government and export-support institutions.

Theoretically, this study contributes to the development of the Resource-Based View, Internationalization Theory, and Institutional Theory in the context of MSME internationalization in non-traditional markets. The findings confirm that institutional factors play a more dominant role than internal firm factors in MSME exports to Africa. Successful MSME internationalization is therefore determined not only by internal resource strength but also by the quality of institutional support and the firm's ability to use international-market opportunities effectively.

Practically, the findings confirm the importance of government policy in increasing MSME export competitiveness. Relevant policies include financing facilitation, export training, product certification, international trade promotion, market-information provision, and stronger global business networks. MSME export strategies should therefore integrate stronger internal firm capacity with sustained institutional support.

8.2 Research Limitations and Future Research Agenda

Although the study makes academic and practical contributions, several limitations should be considered when interpreting the findings.

First, the study involves only upgraded MSMEs in Sukabumi City. The results therefore cannot be generalized fully to all MSMEs in Indonesia. MSME characteristics may differ across regions in terms of economic conditions, business capacity, and export readiness, potentially producing different relationships among the variables.

Second, the study uses a cross-sectional design that describes respondents' conditions at a single point in time. This approach cannot capture longitudinal changes in behavior or MSME export performance. MSME internationalization is a dynamic and gradual process influenced by changes in the business environment and global trade.

Third, the model includes only MSME Economic Strength as a mediating variable. The results show that this variable does not explain the mechanisms linking MSME Development, Bilateral Trade Opportunities, and Government Support to MSME Export-Import Performance. Other factors may therefore provide more appropriate explanatory mechanisms for the relationships in the model.

Future research should expand the geographical coverage by involving MSMEs from multiple Indonesian provinces or regions, thereby producing more representative findings with greater generalizability. Longitudinal designs are also recommended to observe MSME internationalization dynamics over time.

Future studies should also develop more comprehensive conceptual models that include other relevant variables, such as export readiness, international market orientation, digital capability, product innovation, international business networks, export competitiveness, and international-trade literacy. These variables may have greater explanatory power for MSME export success in non-traditional markets, particularly in Africa.

Future research may also examine other export destinations, including the Middle East, South Asia, and Latin America. This approach is expected to produce a more comprehensive understanding of the determinants of Indonesian MSME internationalization across different global-market contexts. Theory development and future MSME export policies can then be more accurately targeted and grounded in strong empirical evidence.

Author Contributions (CRediT Statement)

Meilina Sukmarini contributed to resources, project administration, methodology, investigation, funding acquisition, formal analysis, data curation, and conceptualization. Hesri Mintawati contributed to methodology, investigation, funding acquisition, formal analysis, data curation, and conceptualization. Sitty Hikmawatty contributed to writing the original draft, visualization, validation, supervision, software management, resources, and project administration. M. Luthfi Abdul Ajiz contributed to writing the original draft, reviewing and editing the manuscript, visualization, validation, supervision, software management, resources, and project administration.

Ethics Statement and Data Availability

This study received approval from the Research Ethics Committee of Universitas Nusa Putra under approval number xxx/RCSU/UNsP/VI/2026. All respondents provided informed consent before participating in the study. The researchers protected respondent confidentiality and upheld research-ethics principles throughout data collection, processing, and reporting. The research data are available for academic purposes upon formal request to the corresponding author by email.

Declaration of Generative AI and AI-Assisted Technologies in the Writing Process

During preparation of this article, the authors used Grammarly, QuillBot, and OpenAI's ChatGPT to assist with grammar, spelling, and the clarity of academic English. After using these tools, the authors reviewed, revised, and edited the entire manuscript as necessary. The authors remain fully responsible for the article's content, analysis, interpretations, and scientific substance.

Funding

This study received no funding from any public, commercial, or nonprofit funding institution.

Conflict of Interest Statement

The authors declare that they have no financial or personal conflicts of interest that could have influenced the results, interpretations, or reporting presented in this article.

Acknowledgments

The authors express their appreciation and gratitude to all MSME operators, business owners, and respondents who participated and devoted time to completing the research questionnaire. Their contributions and participation were invaluable to the implementation of the study and completion of this article.

REFERENCES

African Development Bank. (2021). Africa economic outlook 2021. African Development Bank.

Aldaba, R. M. (2019). SMEs, global value chains, and trade policy. Asian Development Bank.

Ali, S., & Mahmood, R. (2021). Export performance determinants among SMEs. Journal of Small Business and Enterprise Development, 28(4), 601–620.

Alon, I., & Anderson, J. (2021). Internationalization of SMEs: Africa market entry strategies. Journal of World Business, 56(4), 101–118.

Andersson, S., Evers, N., & Kuivalainen, O. (2014). International new ventures: Rapid internationalization across different industry contexts. European Business Review, 26(5), 390–405.

Asian Development Bank. (2020). Asian SME trade and global value chains. Asian Development Bank.

Autio, E. (2017). Strategic entrepreneurial internationalization: A normative framework. Strategic Entrepreneurship Journal, 11(3), 211–227.

Baldwin, R. (2016). The great convergence: Information technology and the new globalization. Harvard University Press.

Bank Indonesia. (2021). Pengembangan UMKM berorientasi ekspor. BI Institute.

Bank Indonesia. (2023). Laporan perekonomian Indonesia 2023. Bank Indonesia.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99–120.

Barney, J. B., & Mackey, A. (2021). Resource-based theory and firm performance. Strategic Management Journal, 42(5), 1123–1141.

Basri, M. C. (2019). Perdagangan internasional dan daya saing Indonesia. LP3ES.

Baum, M., Schwens, C., & Kabst, R. (2015). A latent class analysis of small firms' internationalization patterns. Journal of World Business, 50(4), 754–768.

Beleska-Spasova, E., Glaister, K. W., & Stride, C. (2012). Resource determinants of strategy and performance. British Journal of Management, 23(3), 321–339.

BPS Jawa Barat. (2022). Perdagangan luar negeri Jawa Barat. Badan Pusat Statistik.

BPS Kota Sukabumi. (2023). Statistik Kota Sukabumi 2023. Badan Pusat Statistik Kota Sukabumi.

Breinlich, H., & Cuñat, A. (2020). Trade liberalization and firm productivity. Review of Economics and Statistics, 102(4), 751–767.
Brouthers, K. D., Geisser, K. D., & Rothlauf, F. (2016). Explaining the internationalization of SMEs. Journal of International Business Studies, 47(5), 613–632.
Buckley, P. J., Craig, T. D., & Mudambi, R. (2020). Time to learn? Assignment duration in global value chains. Journal of World Business, 55(1), 101–112.
Cavusgil, E., Deligonul, S., Kardes, I., & Cavusgil, S. T. (2018). Middle-income trap and emerging markets. Journal of Business Research, 86, 402–416.
Cavusgil, S. T., Knight, G., & Riesenberger, J. R. (2020). International business: The new realities (5th ed.). Pearson.
Child, J., Rodrigues, S. B., & Frynas, J. G. (2017). Psychic distance, institutional differences and internationalization. Management International Review, 57(2), 187–216.
Chinomona, E. (2022). Entrepreneurial orientation and SME export performance. Journal of African Business, 23(2), 245–264.
Ciravegna, L., Lopez, L., & Kundu, S. K. (2016). Country of origin and network effects on internationalization. Journal of Business Research, 69(11), 4925–4932.
Cooper, D. R., & Schindler, P. S. (2020). Business research methods (13th ed.). McGraw-Hill.
Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). Sage Publications.
Dabić, M., Maley, J., Dana, L. P., Novak, I., Pellegrini, M. M., & Caputo, A. (2020). Pathways of SME internationalization. International Business Review, 29(3), 101639.
Dana, L. P., Etemad, H., & Wright, R. W. (2021). International entrepreneurship and SMEs. Journal of International Entrepreneurship, 19(1), 1–13.
Deardorff, A. V. (2017). Terms of trade and commercial policy. World Scientific.
Dess, G. G., Lumpkin, G. T., & Eisner, A. B. (2020). Strategic management: Creating competitive advantages. McGraw-Hill.
Dhanaraj, C., & Beamish, P. W. (2018). A resource-based approach to export performance. Journal of Business Research, 92, 301–313.
Di Gregorio, D., Musteen, M., & Thomas, D. E. (2019). International new ventures and export intensity. International Business Review, 28(4), 692–706.
Dowling, M., & McGee, J. (2018). SME competitiveness in emerging markets. Small Business Economics, 50(3), 631–645.
Eberhard, M., & Craig, J. (2019). Resource configurations and SME growth. Entrepreneurship Theory and Practice, 43(5), 921–946.
Edeh, J. N., & Acedo, F. J. (2021). African market opportunities for SMEs. International Marketing Review, 38(6), 1092–1110.
Ellis, P. D. (2017). Social ties and international entrepreneurship. Journal of International Business Studies, 48(1), 1–22.
Falahat, M., Knight, G., & Alon, I. (2020). Orientations and capabilities in SME internationalization. International Marketing Review, 37(4), 677–701.
Fatoki, O. (2019). Government support and SME growth in Africa. Journal of Small Business Management, 57(1), 44–62.
Felzensztein, C., Ciravegna, L., Robson, P., & Amorós, J. E. (2019). Networks and internationalization of SMEs. Journal of Business Research, 103, 480–490.
Ferraz, J. C., & Marques, F. (2020). Industrial policy and economic strength. Cambridge Journal of Economics, 44(2), 355–379.
Ferreira, J., Coelho, A., & Moutinho, L. (2020). Dynamic capabilities and export performance. Journal of Business Research, 109, 227–240.
Field, A. (2021). Discovering statistics using IBM SPSS statistics (5th ed.). Sage Publications.
Freeman, S., Edwards, R., & Schroder, B. (2016). How smaller firms become international. International Business Review, 25(1), 46–58.
Gashi, P., Hashi, I., & Pugh, G. (2018). Export behavior and firm performance. Economic Systems, 42(3), 430–444.
Gerschewski, S., Scott-Kennel, J., & Rose, E. L. (2016). Ready to export? Resource readiness and export success.

International Business Review, 25(6), 1260–1270.
Ghozali, I. (2021). Aplikasi Analisis Multivariate dengan SPSS. BP UNDIP.
Ghozali, I. (2021). Partial least squares: Konsep, teknik, dan aplikasi menggunakan SmartPLS 3.0. Badan Penerbit Universitas Diponegoro.
Golovko, E., & Valentini, G. (2017). Exploring the complementarity between innovation and exports. Journal of International Business Studies, 48(6), 769–789.
Gujarati, D. N., & Porter, D. C. (2021). Basic econometrics (6th ed.). McGraw-Hill.
Haddoud, M. Y., Jones, P., Newbery, R., & Williams, C. C. (2021). Government support and SME internationalization. International Small Business Journal, 39(7), 621–645.
Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). A primer on partial least squares structural equation modeling (PLS-SEM) (3rd ed.). Sage Publications.
Hair, J. F., Hult, G. T., Ringle, C. M., & Sarstedt, M. (2021). PLS-SEM. Sage.
Hamid, E. S. (2018). Pemberdayaan UMKM. Universitas Terbuka.
Hamid, R. S., & Anwar, S. M. (2019). Structural equation modeling (SEM) berbasis varian. PT Inkubator Penulis Indonesia.
Helfat, C. E., et al. (2018). Dynamic Capabilities. Oxford University Press.
Henseler, J., Ringle, C. M., & Sarstedt, M. (2021). Testing measurement invariance of composites using partial least squares. International Marketing Review, 38(4), 678–699.
Hill, C. W. L. (2020). International Business. McGraw-Hill.
Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2020). Strategic Management. Cengage.
Hitt, M. A., Li, D., & Xu, K. (2016). International strategy and competitiveness. Journal of World Business, 51(1), 58–73.
Hsu, C. W., Lien, Y. C., & Chen, H. (2017). International ambidexterity and export performance. International Business Review, 26(4), 662–675.
International Trade Centre. (2022). SME competitiveness outlook 2022. International Trade Centre.
International Trade Centre. (2023). Trade map database report. International Trade Centre.
Ismail, N. A., & Kuivalainen, O. (2018). SMEs and international market expansion. Management International Review, 58(4), 543–571.
Ismail, T., & Zainuddin, M. (2021). Trade agreement and SME export performance. Journal of Asian Economics, 74, 101–115.
ITC. (2020). SME Competitiveness Outlook. International Trade Centre.
Johanson, J., & Vahlne, J. E. (2009). The Uppsala internationalization process model revisited. Journal of International Business Studies, 40(9), 1411–1431.
Junaidi. (2021). Aplikasi SmartPLS untuk penelitian manajemen dan bisnis. UPP STIM YKPN.
KADIN Indonesia. (2021). Peluang Ekspor UMKM ke Afrika.
Kahiya, E. T. (2020). Export barriers and export performance. International Business Review, 29(5), 101705.
Kalinic, I., Sarasvathy, S. D., & Forza, C. (2014). Rapid internationalization and entrepreneurial decision-making. Journal of Business Research, 67(6), 1221–1229.
Karami, M., Wooliscroft, B., & McNeill, L. (2019). Export market orientation and performance. International Marketing Review, 36(4), 604–627.
Kementerian Koperasi dan UKM Republik Indonesia. (2022). Laporan kinerja Kementerian Koperasi dan UKM 2022.
Kementerian Koperasi dan UKM Republik Indonesia. (2023). Data UMKM Indonesia tahun 2023.
Kementerian Koperasi dan UKM. (2022). UMKM Naik Kelas. Jakarta.
Kementerian Perdagangan Republik Indonesia. (2022). Laporan perdagangan Indonesia-Afrika.
Kementerian Perdagangan Republik Indonesia. (2023). Kinerja ekspor nonmigas Indonesia 2023.
Kementerian Perdagangan RI. (2021). Peluang Pasar Afrika bagi Produk Indonesia.
Knight, G. A., & Cavusgil, S. T. (2004). Innovation, organizational capabilities, and born-global firms. Journal of International Business Studies, 35(2), 124–141.
Knight, G., & Liesch, P. (2016). Internationalization: From incremental to born global. Journal of World Business, 51(1), 93–102.
Kotler, P., & Keller, K. L. (2019). Marketing Management. Pearson.
Kotler, P., Keller, K. L., & Chernev, A. (2022). Marketing management (16th ed.). Pearson.
Krugman, P. R., Obstfeld, M., & Melitz, M. (2018). International Economics. Pearson.

Krugman, P., Obstfeld, M., & Melitz, M. (2018). International economics: Theory and policy (11th ed.). Pearson.
Kuivalainen, O., Saarenketo, S., & Puumalainen, K. (2017). Start-up patterns of internationalization. International Marketing Review, 34(5), 653–676.
Lee, K., & Malerba, F. (2017). Innovation systems and economic strength. Research Policy, 46(2), 338–351.
Leonidou, L. C., Katsikeas, C. S., & Samiee, S. (2021). Exporting research: Review and future directions. Journal of International Business Studies, 52(2), 215–248.
Love, J. H., & Ganotakis, P. (2018). Learning by exporting revisited. Journal of International Business Studies, 49(4), 437–462.
LPEM UI. (2020). UMKM dan Perdagangan Internasional.
Lusiani, D., & Widodo, T. (2020). Ekspor UMKM dan pertumbuhan ekonomi. Jurnal Ekonomi Pembangunan, 21(1), 1–15.
Malhotra, N. K. (2020). Marketing research: An applied orientation (7th ed.). Pearson.
Mankiw, N. G. (2021). Macroeconomics. Worth Publishers.
Manolova, T. S., Manev, I. M., & Gyoshev, B. S. (2020). Internationalization of entrepreneurial firms. International Small Business Journal, 38(2), 95–120.
Marliana, R. R. (2020). Partial least square-structural equation modeling pada hubungan antara tingkat kepuasan mahasiswa dan kualitas layanan. Jurnal Matematika dan Statistika, 20(1), 12–20.
Martin-Tapia, I., Aragón-Correa, J. A., & Rueda-Manzanares, A. (2018). Environmental strategy and export performance. Business Strategy and the Environment, 27(3), 381–392.
Mathews, J. A. (2017). Dragon multinationals and emerging economies. Asia Pacific Journal of Management, 34(3), 447–470.
Meyer, K. E., & Peng, M. W. (2016). Theoretical foundations of emerging economy business. Journal of International Business Studies, 47(1), 3–20.
Ministry of Foreign Affairs RI. (2022). Indonesia–Africa Strategic Partnership.
Ministry of Trade Republic of Indonesia. (2023). Indonesia–Africa Trade Relations.
Mudrajad, K. (2019). Metode Riset untuk Bisnis dan Ekonomi. Erlangga.
Musteen, M., Datta, D. K., & Butts, M. M. (2014). Networks and internationalization speed. Entrepreneurship Theory and Practice, 38(4), 897–919.
Narula, R. (2020). Globalization and SME upgrading. Journal of World Business, 55(5), 101–112.
Nasution, M. E. (2019). Ekonomi Pembangunan. RajaGrafindo.
Nguyen, T. H., & Tran, P. Q. (2023). Government support and SME export performance. Asia Pacific Journal of Management, 40(2), 455–478.
Nugroho, R. (2021). Kebijakan Publik. Elex Media.
OECD. (2019). SME and Entrepreneurship Outlook. OECD Publishing.
OECD. (2021). SME and entrepreneurship outlook 2021. OECD Publishing.
OECD. (2021). Trade Policy Implications for SMEs.
OECD. (2023). SME and entrepreneurship outlook 2023. OECD Publishing.
OECD. (2024). Financing SMEs and entrepreneurs 2024. OECD Publishing.
Pakpahan, A. K., Siregar, H., & Sinaga, B. (2021). Peran UMKM dalam pemulihan ekonomi nasional. Jurnal Ekonomi Indonesia, 10(2), 88–103.
Penrose, E. (2017). The Theory of the Growth of the Firm. Oxford.
Porter, M. E. (1998). Competitive advantage: Creating and sustaining superior performance. Free Press.
Porter, M. E. (2018). Competitive Advantage. Free Press.
Porter, M. E. (2019). The competitive advantage of nations revisited. Harvard Business Review, 97(3), 44–57.
Prasetyo, P. E. (2020). Penguatan ekonomi UMKM. Jurnal Ekonomi dan Kebijakan, 13(2), 89–102.
Puspitasari, D., & Lestari, E. (2020). Government intervention and SME growth. Jurnal Ilmu Manajemen, 8(2), 95–108.
Rahman, M. M., & Islam, M. A. (2022). SME export readiness and internationalization. International Business Review, 31(5), 101954.
Rahmana, A. (2021). UMKM dan daya saing global. Jurnal Manajemen Indonesia, 21(3), 211–224.
Ramadhan, R. (2022). Ekspor UMKM Indonesia ke Afrika. Jurnal Perdagangan Internasional, 5(1), 22–36.
Renggo, Y. R., & Kom, S. (2022). Metode penelitian kuantitatif. Deepublish.
Ricardo, D. (2019). On the Principles of Political Economy. Cambridge.
Ringle, C. M., et al. (2020). PLS-SEM in business research. International Journal of Business Research, 10(2), 1–

14.
Rofiq, A. (2020). Kinerja ekspor dan daya saing UMKM. Jurnal Manajemen Bisnis, 17(3), 301–315.
Roflin, E., & Liberty, I. A. (2021). Populasi, sampel, variabel dalam penelitian. PT Nasya Expanding Management.
Salvatore, D. (2020). International Economics. Wiley.
Sarstedt, M., Ringle, C. M., & Hair, J. F. (2022). Partial least squares structural equation modeling. Handbook of Market Research, 1–47.
Schumpeter, J. A. (2017). Theory of Economic Development. Routledge.
Sekaran, U., & Bougie, R. (2020). Research Methods for Business. Wiley.
Sekaran, U., & Bougie, R. (2020). Research methods for business: A skill-building approach (8th ed.). Wiley.
Setiawan, I. (2021). UMKM naik kelas berbasis ekspor. Jurnal Ekonomi Kreatif, 4(2), 55–69.
Siregar, S. (2021). Statistik Parametrik untuk Penelitian. Bumi Aksara.
Sobel, R. S. (2018). Economic freedom and growth. Review of Austrian Economics, 31(2), 195–213.
Sugiyono. (2022). Metode Penelitian Kuantitatif. Alfabeta.
Sukirno, S. (2020). Makroekonomi Modern. RajaGrafindo.
Suliyanto. (2018). Metode Penelitian Bisnis. Andi.
Suryana. (2020). Kewirausahaan. Salemba Empat.
Tambunan, T. (2019). UMKM di Indonesia. Ghalia Indonesia.
Tambunan, T. (2021). SME export barriers. Journal of Developing Economies, 56(3), 253–271.
Teece, D. J. (2018). Business models and dynamic capabilities. Long Range Planning, 51(1), 40–49.
Todaro, M. P., & Smith, S. C. (2020). Economic Development. Pearson.
UNCTAD. (2020). Economic Development in Africa Report.
UNCTAD. (2022). SMEs and Global Trade.
United Nations. (2021). Trade and Development Report.
Wahyuni, S., & Nugroho, A. (2020). Peran pemerintah terhadap UMKM ekspor. Jurnal Administrasi Bisnis, 9(1), 15–28.
Widodo, T. (2019). Perdagangan Internasional. BPFE UGM.
Wignarajah, G. (2020). SMEs and bilateral trade agreements. World Economy, 43(8), 2201–2223.
World Bank. (2019). Small and Medium Enterprises Finance.
World Bank. (2021). Doing Business Report.
World Bank. (2022). Trade Facilitation and SME Growth.
WTO. (2020). World Trade Report.
WTO. (2022). SMEs and International Trade.
Yuliarmi, N. N., & Marhaeni, A. A. I. N. (2021). Ekonomi UMKM dan ekspor. Jurnal Ekonomi Kuantitatif, 14(2), 130–145.
Zainal, V. R. (2020). Manajemen Sumber Daya Manusia. RajaGrafindo.
Zeng, S. X., et al. (2019). Innovation capability and SME performance. Technovation, 79, 34–45.
Zhang, J., & London, K. (2021). SME internationalization strategies. International Journal of Entrepreneurship, 25(4), 1–12.
Zhao, H., & Li, H. (2020). Institutional support and export performance. Management International Review, 60(2), 245–271.
Zhou, L. (2018). Born globals and international entrepreneurship. Journal of International Business Studies, 49(1), 64–83.
Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J. H., Ting, H., Vaithilingam, S., & Ringle, C. M. (2021). Predictive model assessment in PLS-SEM. European Journal of Marketing, 55(9), 2322–2347.
Tambunan, T. (2021). UMKM di Indonesia: Perkembangan dan tantangan. Ghalia Indonesia.
Tambunan, T. (2023). Export-oriented SMEs in Indonesia. Journal of Indonesian Economy and Business, 38(2), 77–95.
UNCTAD. (2022). Economic development in Africa report 2022. United Nations Conference on Trade and Development.
UNCTAD. (2023). World investment report 2023. United Nations Conference on Trade and Development.
UNCTAD. (2024). Economic development in Africa report 2024. United Nations Conference on Trade and Development.
WTO. (2022). World trade report 2022. World Trade Organization.
WTO. (2023). World trade statistical review 2023. World Trade Organization.

WTO. (2024). Global trade outlook and statistics 2024. World Trade Organization.
World Bank. (2022). Global economic prospects. World Bank.
World Bank. (2023). World development report 2023: Migrants, refugees, and societies. World Bank.
World Bank. (2024). Africa's pulse. World Bank.
Zou, S., & Cavusgil, S. T. (2022). International marketing strategy and export performance. Journal of International Marketing, 30(1), 1–20.
Yusuf, A., & Nurhayati, S. (2022). Pengaruh digitalisasi terhadap daya saing UMKM Indonesia. Jurnal Manajemen dan Kewirausahaan, 24(2), 110–123.
Sari, N., & Rahman, A. (2022). Digital transformation and SME competitiveness. Jurnal Manajemen Bisnis, 19(3), 201–214.
Lestari, D., & Handayani, S. (2022). Kinerja ekspor UMKM dan faktor penentunya. Jurnal Ekonomi Pembangunan, 23(1), 55–69.
Pratama, R., & Widodo, S. (2023). Government support and SME competitiveness. International Journal of Business Research, 12(2), 88–103.
Nasution, M., & Hidayat, T. (2024). Bilateral trade agreements and SME growth. Journal of International Trade Studies, 16(1), 10–27.
Muriithi, S. M. (2022). SMEs and Africa market integration. African Journal of Economic Review, 10(3), 122–140.
Abor, J., & Quartey, P. (2019). Issues in SME development in Africa. International Research Journal of Finance and Economics, 39(6), 218–228.
Acheampong, G. (2021). Trade openness and SME performance in Africa. African Development Review, 33(4), 655–670.
Acs, Z. J., & Szerb, L. (2020). Entrepreneurship, competitiveness, and economic growth. Small Business Economics, 54(2), 421–439.
Adeola, O., Boso, N., & Evans, O. (2021). Drivers of internationalization in African SMEs. International Marketing Review, 38(4), 741–764.
Afriyie, S., Du, J., & Musah, A. A. (2022). Innovation capability and export performance. Journal of African Business, 23(3), 410–431.
Agbola, F. W., Acupan, A., & Mahmood, A. (2020). Trade facilitation and SME competitiveness. International Trade Journal, 34(5), 475–497.
Agyapong, D., Ellis, F., & Domeher, D. (2021). Entrepreneurial orientation and SME growth. Journal of Small Business and Enterprise Development, 28(6), 879–901.
Boso, N., Story, V. M., & Cadogan, J. W. (2017). Entrepreneurial orientation and export performance. International Marketing Review, 34(2), 202–223.
Cadogan, J. W., Kuivalainen, O., & Sundqvist, S. (2019). Export market-oriented behavior and export success. International Business Review, 28(2), 245–260.
Chege, S. M., Wang, D., & Suntu, S. L. (2020). Technology adoption and SME performance. Journal of Small Business Management, 58(1), 123–145.
Chimucheka, T., & Mandipaka, F. (2021). Challenges facing SMEs in emerging economies. African Journal of Business Management, 15(3), 89–101.
European Commission. (2022). Annual report on European SMEs 2022. European Commission.
European Commission. (2023). SME performance review 2023. European Commission.
International Labour Organization. (2022). Small business and employment report. International Labour Organization.
International Labour Organization. (2023). SME development and decent work. International Labour Organization.
Kementerian Koperasi dan UKM Republik Indonesia. (2024). Profil UMKM Indonesia 2024.
Kementerian Perdagangan Republik Indonesia. (2024). Statistik perdagangan luar negeri Indonesia 2024.
Bank Indonesia. (2024). Laporan perekonomian Indonesia 2024. Bank Indonesia.
BPS Kota Sukabumi. (2024). Kota Sukabumi dalam angka 2024. Badan Pusat Statistik Kota Sukabumi.
BPS Jawa Barat. (2024). Jawa Barat dalam angka 2024. Badan Pusat Statistik Jawa Barat.
Dinas Koperasi, Usaha Mikro, Perindustrian dan Perdagangan Kota Sukabumi. (2024). Profil UMKM Kota Sukabumi 2024.