

The Role of Experiential Knowledge and Innovation in International Creative Industry's Performance

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Abstract:

Creative industries from emerging markets are increasingly engaging in internationalization. Nevertheless, there is limited research on how these firms achieved international performance. The purpose of this paper was to verify the connection between experiential knowledge and innovation and their impacts on the international performance of creative industries. Based on 247 Indonesian SMEs data conducted in creative industries, they were analyzed by a structural equation model. Results showed that an innovation mediates the relation between experiential knowledge and international performance. Yet, the influence of experiential knowledge is lower when mediated by innovation. This research has scant contributed but it increased the number of empirical studies which investigate the link between knowledge and internationalization of SME performance in emerging market contexts.

Keywords: *internationalization knowledge, institutional knowledge, business knowledge, technological knowledge, innovation, international performance, creative industry, Indonesia*

1. INTRODUCTION

Prior studies of internationalization have focused mostly on large, multinational enterprises in developed countries (Olejnik and Swoboda, 2012; Spence and Crick, 2006), and less attention has been paid to SME's (Small Medium Enterprises) internationalization from emerging markets (Bianchi and Wickramasekera, 2016). Moreover, research on SME internationalization conducted in developed countries may not necessarily be relevant for emerging regions due to different environments. Emerging market contexts have lower levels of economic development compared to developed nations (Wright et al., 2005). Thus, the internationalization process of SMEs' emerging market may require specific resources and capabilities (Bianchi and Wickramasekera, 2016).

Zhou (2007) and Knight and Cavusgil (2004) agree that knowledge is an important aspect that a small firm must possess to innovate and internationalize. Furthermore, Johanson and Vahlne (1977, 2009) mention that experiential knowledge in the internationalization of a small firm that has been invented by an uncertainty-reducing effect, engagement, into international operations. The entrepreneur may acquire knowledge about the business market by trial and failure as their experiential knowledge (Eriksson et al., 2000) and might obtain learning about business advertise by experimentation as their experiential knowledge (Eriksson et al., 2000).

A firm enters a foreign market when it has obtained the relevant knowledge (Johanson & Wiedersheim-Paul, 1975) to reduce cost when firms undertake additional international activities (Dikova and Witteloostuijn, 2007; Eriksson et al., 1997), generate new opportunities and reduce uncertainties (Johanson & Vahlne, 1977) at that point might reflect the higher export performance of a company Eriksson (1997; 2000).

On the other hand, previous studies also stress out of the importance of following an innovation strategy when focusing on exporting activities (Leonidou et al., 2007; Pla-Barber & Alegre, 2007) and as an important aspect in enhancing international competitiveness of one company (Porter, 1991). Zhou (2007) and Knight and Cavusgil (2004) emphasized that internationalizing small firms leverage an innovative organizational culture and knowledge-based capabilities to gain advantages. However, there is no previous research has applied experiential knowledge and innovation theory and connect them to measure international performance of creative industry.

This study is conducted in the creative sector of Indonesia, and we choose this contest due to following reasons. First, the creative sector of Indonesia consists of SMEs. Regarding data from Central Bank of Indonesia (bi.go.id, 2013), it mentioned that 80% creative industry as fastest growing sector, running as a small and medium enterprise scale and their export value contributes to 58% PDB. Second, knowledge is especially important for firms' success in creative sector. Firms in creative industry employ limited quantity of human resources with highly creative and innovative competences.

The research intention are, first, to confirm the suitable dimension of experiential knowledge for ICI (International Creative Industry). Second, to develop a relation model of experiential knowledge and innovation for explaining international performance. The rest of the paper is organized as follows: theory and hypotheses, the section of the method, results and discussion in sequence, and the conclusion in the end.

2. LITERATURE REVIEW

2.1 *Experiential Knowledge*

Akerman (2015) suggested that experiential knowledge is the result of consistent repetitive actions (Eriksson et al., 1997), which are cumulative and path dependent (Autio et al., 2000), and it is very closely linked to persons and organizations performing these actions. Experiential knowledge helps to reduce the limitation of a manager's intellectual capacity which may be encountered in the internationalization process (Schweizer, 2012). Eriksson (1997) also stated that experiential knowledge not only yields a reduction of the risks involved in going abroad, but also provides a vehicle for acquiring knowledge of internal and external resources and of opportunities for combining them. It is knowledge about internal and external resources, which appear by repeated activity and are needed for raising firm performance. The knowledge is about the firm, competitors, customers, institutions, government, and markets.

In the internationalization action, previous research explained experiential knowledge in the main dimension. Nordman and Melen (2008) regarded the international knowledge as knowledge about managing connection with foreign counterparts and defined this knowledge as experiential knowledge about

conducting business in international setting. Eriksson et al, (1997) defined experiential knowledge as the integration of business knowledge (cooperative agreements with foreign firms, subsidiaries), institutional knowledge (foreign laws, norms, standards, and foreign languages), and internationalization knowledge (foreign experience, unique knowledge/competence). The last is technological knowledge that appears the internal aspect of the firm whether they have a technological ability in providing a global product and may also improve the ability of a company to innovate by allowing the firm to hire better technologists and accessing skilled technical expertise (Kafouros et al., 2008). Focusing on new exports and defined as new export products, Cirera et al. (2015) argue that efforts to develop new and unique technological knowledge play an imperative part in export performance.

2.2. Experiential Knowledge in Internationalization

Experiential knowledge plays an important role in firms' internationalization. Experienced-based knowledge has been proposed to be positively linked to a firm's competencies to recognize opportunities for international expansion (Hohenthal et al., 2003). In market entry process, experiential knowledge has been invented from an uncertainty-reducing effect, engagement, into international operations (Johanson and Vahlne, 1977, 2009). Furthermore, export experiences have a cost-reducing effect when firms undertake additional international activity (Dikova and Witteloostuijn, 2007; Eriksson et al., 1997), as they have been suggested to be positively associated with a firm's absorptive capacity in foreign markets (Chetty and Eriksson, 2004; Coeurderoy et al., 2012). The latter one also holds true for research on the relation between organizational learning of SMEs and their strategic act (e.g. Spicer and Sadler-Smith, 2006; Zhang et al., 2006), shown as an important part in explaining SMEs' international behaviour (Bell et al., 2004).

Recently, several scholars have utilized the component of experiential knowledge. In Hilmersson (2014), the multidimensionality of the concept is established and four experience-based knowledge profiles of internationalizing firms are identified. First, four types of experiential knowledge are extracted: internationalization, institutional, business network and social network knowledge. On the other hand, researchers have various construct of experiential knowledge described as business knowledge (Jani, 2011), international knowledge (Blomstermo, Eriksson, Lindstarnd, Sharma, 2004), institutional knowledge (Han and Afolabi, 2014; Eriksson, Johanson, Majkgard, Sharma, 1997,2000; Hadley and Wilson, 2003) and technological knowledge (Jani, 2011).

In line with the previous discussions, the following hypotheses were formulated:

H1a: Internationalization knowledge, Institutional knowledge, Business knowledge and Technological knowledge is capable to explain Experiential knowledge for ICI

H1b: Experiential knowledge has a significant effect on the international Performance

2.3 Experiential Knowledge and Innovation

Many researchers consider new knowledge to be the basis for innovation, by seeing innovation as an individual and collective learning process which searches for new ways to solve problems (Kotabe et al., 2002). Innovation seems to depend on the firm's capacity to learn, through which the firm develops, distributes, and uses new knowledge. Cirera et al. (2015) argued that efforts to develop new and unique knowledge play an important role in export performance.

Price et al (2013) stated that knowledge is identified as a significant variable with innovation in family organizations. It is concluded that innovation and knowledge resources have the strongest influence on family-level firm's performance. Drawing on this strategic aspect of innovation, Lundvall and Johnson (1994) highlighted how fundamental learning is in accumulating the knowledge to innovate and thus compete successfully in today's global economy. These authors, crystallizing the relation between knowledge, and innovation, outline how learning increases knowledge then allows the firm to innovate. Therefore, the following hypotheses are developed, as seen below:

H2 : Experiential Knowledge has significant impact to innovation

2.4 Innovation in Internationalization

Innovation is particularly the domain of entrepreneurs to reform or revolutionize the production pattern by exploiting an invention or, more generally, an untried technological possibility for producing a new commodity or producing an old one in a new way, by opening up a new outlet for products and so forth

(Schumpeter, 1942). Many studies have stress out the importance of following an innovation strategy when focusing on exporting activities (Leonidou et al., 2007; Pla-Barber & Alegre, 2007). Regarding new exports, innovation is a principal activity which enhances international competitiveness of a company (Porter, 1991). Likewise, Lages et al (2009) conclude that product innovation produces positive effect on the business performance.

The strongly innovative nature of born-global firms supports these businesses in developing particular types of knowledge, which drives the development of organizational capabilities which will support early internationalization and superior performance in diverse international markets (Nelson & Winter:1982; Knight and Cavusgil:2004). Innovative activities in the firms support the opening of new markets and reinvention of the firm's operations to optimally serve those markets. They also reveal and confirm the importance of specific crucial organizational capabilities which engender international success in born-global market. Their findings have implications as well for internationalizing smaller firms in general. Born-global business is a young type one characterized by particular pattern of innovativeness which may rise to early stage of internationalization.

Weiss et al (2016) argued that the market innovation favors export product innovation to a great extent: what improves firm's performance (and the introduction of new products is an illustration of such performance) is to know about the market needs and consumers' preferences. Their finding may explain why neither Cassiman and Golovko (2011) nor Love et al. (2015) found that product innovation ever positively affects in many measures of exporting performance.

Export market innovation is the main way of one company to acquire new knowledge during the internationalization, and export product innovation is the means of a firm uses to successfully enter export markets. These are also measures of firm's diversification (Cirera et al., 2015). To become more internationally competitive, one company must be able to carry out innovative activities engendering better performance in export markets (Leonidou, Katsikeas, Paliawadana, & Spyropoulou, 2007; Wagner, 2007). In this study, innovation, as a part of exporting activities in a company is a solution to explain the firm's international performance.

Therefore, another hypothesis is formulated, as follows:

H3: Innovation has a significant effect on the international performance.

2.5 *Experiential Knowledge and international performance: Mediating effect of innovation*

Innovation is a process which begins with an idea, proceeds with the development of an invention, and results in the introduction of a new product, process or service to the marketplace (Edwards & Gordon, 1984: 1). Innovation firms frequently perform well wherever they are found (Thornhill, 2006). Innovation results from two major sources: (1) internal R&D drawn on the firm's accumulated knowledge, and (2) imitation of innovations from other firms (Lewin & Massini, 2003; Massini et al., 2003; Nelson & Winter, 1982).

Firm's innovative culture, combined with appropriate accumulated knowledge stocks, engenders the development or improvement of products and new methods for doing business (Dosi, 1988; Nelson & Winter, 1982). Nohria and Gulati's (1995) explain the definition of innovation is encompassed policy, structure, method or process, product or market opportunity which is perceived to be new by a manager of an innovating unit. Furthermore, Zhou (2007) and Knight and Cavusgil (2004) emphasized that internationalizing firms leverages an innovative organizational culture and knowledge-based capabilities to gain advantages.

The following hypotheses attempt to synthesize the previous arguments:

H4: Innovation mediates the relation between experiential knowledge and international performance.

3. METHOD

3.1 Sampling and Data Collection

Before the data collection, we conducted a pilot test with 20 firm managers and owners. These actors were asked to confirm the questionnaire feasibility. We revised regarding the received feedback and then continued with the formal survey. To avoid bias answers, questions about experiential knowledge and innovation were answered by the manager, and questions about firm performances were answered by owners. In the cover guard we made sure that the respondent was creative industry doing export or having international activity.

The self-administration questionnaires were distributed by research assistants from 2016-2017. We sent out 500 questionnaires to 14 types of creative industries (Howkins, 2011) in six cities whose have highest performance of their creative industry in Indonesia such as Jakarta, Bandung, Bali, Malang, Jogjakarta, and Solo (bi.go.id, 2015). From 500 questionnaires, 247 were collected and usable for next measurement.

In this study, the researcher developed a number of controlling variables to account for other aspects known in affecting corporate performance. The controlling variables were respondents' age, gender, and size of industry, business type, age of firm, and age of exporting activities. The highest number of respondents consisted of handicraft owners (28.6%), followed by fashion (25.2%) and architecture (14.3%). The length of business was mostly between 5-10 (51.2%) and they have been exporting for 5-10 years. The description of respondent was shown in Table 1.

3.2 Measures

As suggested by Hair et al. (2005), single measures for constructs were avoided. Instead, multifaceted representations of underlying constructs were sought, and a seven-point Likert's scale (where 1 = 'strongly disagree' to 7 = 'totally agree') was employed. Questionnaires were distributed both directly and indirectly (through online distribution). To avoid bias inquiry and get valid answer, managers answered questions related to experiential knowledge and innovation variables; while industry owners answered questions related to international performance.

When arranging the questionnaire, we utilized question items which were used in the previous research (see table 1). For measuring the innovation variables, this study applied questions from Covin and Slevin (1989), Knight and Cavusgil (2004), Lumpkin & Dess (1996), and Zhou (2007). In developing questions for the internationalization knowledge, institutional knowledge, and business knowledge, this study referred to Autio et al., (2000), Eriksson et al. (1997), Hadley & Wilson (2003), Zhou (2007), and Hilmersson (2014). Questions of the technological knowledge were adopted from Han and Afolabi (2014) Fletcher, M. and Harris, S. (2011) and Nordman Melen (2008). In addition, in measuring the international performance, this study used questions from Zhou (2010), Fischer (2006).

The means, standard deviations, and partial correlation coefficients of the constructs used in the study were described in Table 2.

4. RESULT AND DISCUSSION

4.1 Reliability and Validity Result

To refine the scales, this study employs Structural Equation Modeling (SEM) with maximum likelihood method. In analyzing the data, a confirmatory factor analysis was conducted to examine whether the manifest measurement items used for experiential knowledge reflected the latent constructs. To test the goodness of fit of the model, this study used three fit indices. They are absolute fit indexes (Goodness of Fit/GFI), incremental fit indexes (Normed Fit Indexes/NFI and Comparative Fit Index/CFI and parsimonious fit indexes (Normed Square/ χ^2/df and Parsimony Goodness-of-fit Index/PGFI). The cut-off value for GFI, NFI and CFI is above 0.9, χ^2/df less than 5.0, and PGFI more than 0.5. These cut-off value indicate that the model is fit (Kline, 2005). These modifications result an acceptable model (GFI = 0.85; NFI = 0.768; CFI = 0.829; χ^2/df = 3.01 and PGFI = 0.701). So, Hypothesis 1 is accepted.

The result of reliability construct showed that the value of latent variables were: AVE higher than 0.50, composite reliability higher than 0.70 and Cronbach's higher than 0.60; all indicators reliable in forming the latent variables (see Table 2). The obtained results indicated that the latent variable analyzed each factor loading more than 0.700 and the value of t-statistic more than 1.960, meaning that each item forms the latent variables well. Based on the cross loading in the table above, it can be seen that the overall indicators of the

latent variable yielding any loading factors are higher than the cross loading of other variables. Thus, it may be stated that each indicator is capable of measuring latent variables corresponding to the indicator (Table 2).

Correlations and construct measures were shown in table (2 and 3). The summary of model fit for the full structural model indicates that the data had a good fit with the model (CMIN χ^2 /df 3.050, IFI 0.766, CFI 0.762, TLI 0.730 and RMSEA 0.092) (Hair et al., 2010; Kline, 2005). To establish internal consistency and reliability, all Cronbach's α coefficients exceeded the optimal level of W0.7 (see Table 2). The composite reliability values for each factor also exceeded the acceptable threshold level of W0.7 (Hair et al., 2010). The values for the average variance extracted also exceeded the threshold of W0.5, indicating convergent validity.

4.2 Hypothesis Analysis

The model was tested by a structural equation model (SEM) technique, AMOS 22. The proposed structural model was shown in Figure 1. SEM has several advantages over other techniques, such as multiple regression, due to a greater flexibility provided for the interaction between theory and data (Chin, 1998; Fornell and Larcker, 1981). Specifically, SEM provides researchers with flexibility to model relation among multiple predictors and criterion variables, model errors in measurements for observed variables, and statistically theoretical test and measurement assumptions against empirical data (Chin, 1998).

The results of hypotheses testing were shown in Table 3. Findings of this study showed that for H1b, experiential knowledge significantly related to international performance (β 0.386, p 0.000). Thus, H1 is supported. The result is consistent with Kogut and Singh (1988), Eriksson et al (2015), Knight and Cavusgil (2004), and Zhou (2010) state that the experiential knowledge influences the internationalization process of one company. Small companies in developing countries and emerging markets increasing the experiential knowledge will gain bigger opportunities in international markets. The study also complements results of previous research on the experiential knowledge done for companies in the corporate level (Delios & Beamish, 1999; Lu & Beamish, 2001) and other similar research in the context of developed countries (Li, 1995). This is also in line with Blomstermo et al., (2004), Eriksson et al., (1997), Petersen et al (2008), Nordman and Melen (2008), Hardley and Wilson (2003), Autio et al., (2000), Eriksson et al., (1997), Zhou (2007), and Hilmersson (2014).

For H2, EK (Internationalization knowledge, institutional knowledge, business knowledge and technological knowledge) is positively related to innovation (β 0.469, p 0.000). Therefore, H2 is supported (see Table 4). This finding supports Price et al (2013), Kotabe et al (2002) and Lundvall and Johnson (1994).

Further, for H3, innovation is positively related to international performance (β 0.321, p 0.003). Therefore, H3 is also supported. It states that innovation has significant effect on the international performance (see Table 4), which is mutual with previous studies by Schumpeter (1942), Weiss (2016), Cassiman and Golovko (2011), Love et al. (2015), Lages, Silva, and Styles (2009), who concluded that innovation produces positive effect on the company performance, and it also affects the probability of one company in starting to export.

Regarding H4, EK are positively related to international performance mediated by innovation (β 0.118 p 0.010). Thus, H4 is supported and in line with Zhou (2007) and Knight and Cavusgil (2004) who emphasized that innovation and knowledge influence the international performance (see table 4).

5. CONCLUSION

The knowledge possessed by born-global firms appear to be a critical resource in the internationalization process. Managers and entrepreneur in international-oriented firms should develop knowledge which is both relatively unique and inimitable, in order to maximize the utility for superior international performance. Knowledge may generate appropriate organizational capabilities embedded into the firms' cultures through ongoing replication of routines and produces a unique configuration of resources.

Limited empirical research in the field of internationalization in creative industries has motivated the author to analyze this case by using the theory of SMEs internationalization. The results showed that the experiential knowledge that consist of internationalization knowledge, institutional knowledge, business knowledge, technological knowledge and innovation have significant influences on the international performance of firms in creative industry sector. Moreover, this study confirms that experiential knowledge of the entrepreneur or manager encourage innovation and offer a description of the international performance in the creative industry scope.

Nevertheless, the influence of experiential knowledge is lower when mediated by innovation. This finding supports the study of Weiss et al (2016) who claimed that new products have no significant effect towards the export activities of one company. Weiss' results may owe to these products' novelty on the exporting activity, but not necessarily to the firm. In line with this idea, Cassiman and Golovko (2011) and Love et al. (2015) concluded that product innovation is relevant to the decision to start export operations but not to more aggressive exporting. In the case of industry-based culture, innovation is not absolutely necessary since it is likely to reduce the value of originality and uniqueness of creative products desired by consumers.

Practitioner is expected to give more attention to the most influential competencies and knowledge, so there will be a better exporting performance. For managers and entrepreneurs seeking international growth, this study has shown that in the internationalization process, firms are generating different types of experiential knowledge, depending on the type of generated experiential knowledge and diverse experiential knowledge profiles which will be exposed.

The finding on the significant impact of innovation on international performance shows that new and significant knowledge come from new and different markets (as defined by Eriksson et al., 2000). Knight and Cavusgil (2004) explained that innovation, knowledge and capacity are important themes of research regarding strategy and firm performance. Internationally running firms are seen from the early phase in their development as early adopters or born global firms appeared in huge numbers all over the world. Though human capitals as tangible resource are typical features of a new business, amateur international firms will maximize its innovation, knowledge and capacity to gain the success of international markets in their early evolution.

Further research is needed to validate the research framework and findings by considering more comprehensive performance measures and control variables. For example, it would be interesting to control other potential variables such as the number of countries having been accessed to determine whether the number of countries and as target affects knowledge and innovation of a company. As He (2011) expressed that the entrepreneurs with a closer psychic distance to their targeted market are more easily to internationalize their company (He,2011) so this factor should also taken into consideration for the next analysis.

The respondent in this study consists of 8 types of creative industries that have a different character that is the cultural-based business group: handicrafts and the art market. While architects, fashion, advertising, games, and the filmmakers are non-culture-based businesses. So that experiential knowledge and innovation strategy model cannot be generalized. This limitation may be considered to be analyzed in further research.

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Figure 1. The Path of EK, Innovation and International Performance

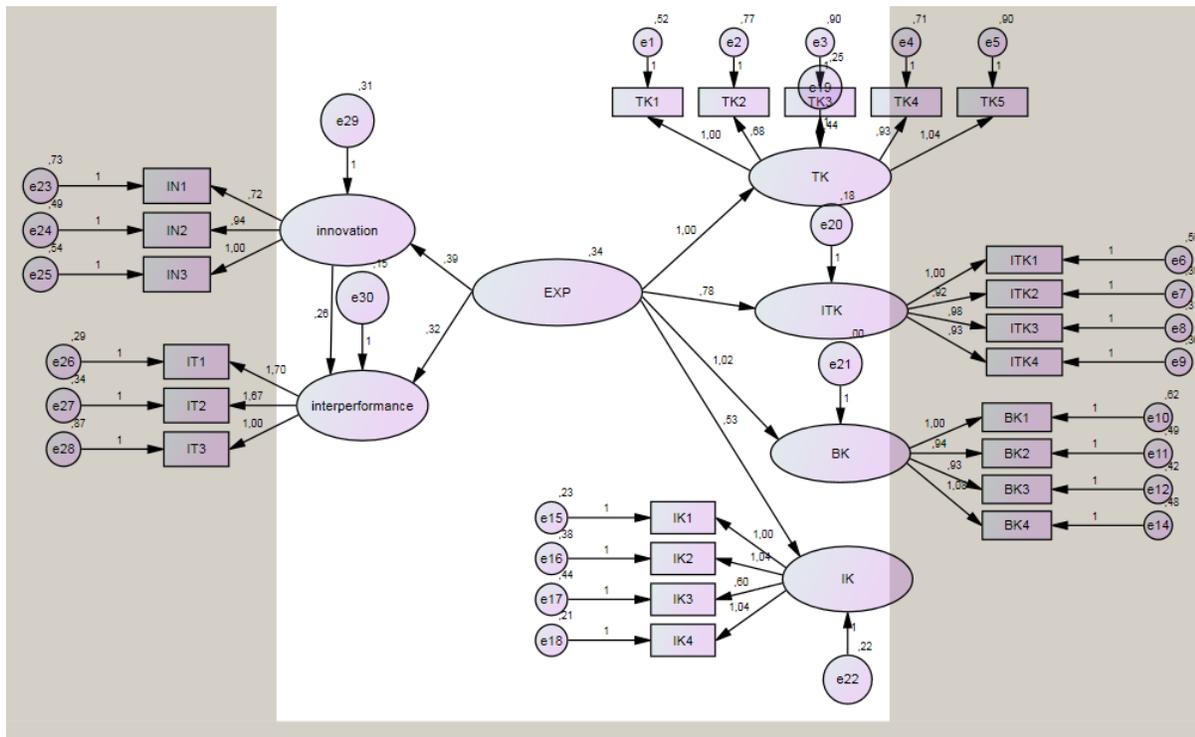


Table.1 Definition Operational Variable

Entrepreneurial Proclivity	Pro activeness	I regularly attended local/foreign trade fairs.	Covin & Slevin (1989); Knight & Cavusgil (2004) Lumpkin & Dess (1996) Zhou (2007).
		I usually spent some time abroad to visit	
		I actively seek contact with suppliers or clients in international markets.	
		I regularly monitor the trend of export markets.	
		I actively explore business opportunities abroad	
	Risk Taking	I focus more on opportunities than risks abroad	
		When confronted with decisions about exporting or other international operations, I always tolerant to potential risks.	
		I have shared the vision towards the risks of foreign markets.	
		I values risk-taking opportunities abroad	
	Innovativeness	I always encourage a new product ideas for international market	
		I am very receptive to an innovate ways of exploiting international market opportunities.	
		I believe the opportunity of international markets is greater than that of domestic market	
		I continuously search for a new export markets	
		I am willing to consider new supplier/clients abroad	
Experiential knowledge	Internationalization knowledge	I have a well-developed experience of supplying foreign customers.	Hilmersson (2014)
		I have a well-developed experience of sales and marketing of our product abroad	
		I have an ability in determining foreign business opportunities.	Autio et al., 2000; Eriksson et al., 1997; Hadley & Wilson, 2003), Zhou 2007
		I have an experience in dealing with foreign business contacts.	
	Institutional knowledge	I have a knowledge about the government and agencies in X	Autio et al., 2000; Eriksson et al., 1997; Hadley & Wilson, 2003), Zhou (2007), Hilmersson (2014)
		I have a knowledge about the culture language and norms in X	
		I have a knowledge about the political system in X	Hilmersson (2014)
		I have a knowledge about the legal environment and regulation in X.	Autio et al., 2000; Eriksson et al., 1997; Hadley & Wilson, 2003), Zhou (2007), Hilmersson (2014)
	Business knowledge	I have a knowledge about foreign competitors.	Autio et al., 2000; Eriksson et al., 1997; Hadley & Wilson, 2003), Zhou (2007)
		I have a knowledge about the needs of foreign clients/customers.	
		I have a knowledge about foreign distribution channels.	
		I have a knowledge about effective marketing in foreign markets	
	Technological knowledge	I share the information with other business people.	Han and Afolabi (2014) Fletcher, M. and Harris, S. (2011)
		I have the experience in similar business before starting my own business	Nordman Melen (2008) Fletcher, M. and Harris, S. (2011)
I have a knowledge about the technology since business started		Nordman and Melen (2008) Han and Afolabi (2014)	
I use the technology to produce and deliver the product and service in international market.		Fletcher, M. and Harris, S. (2011)	

		I recruit the employee with academic/technology background	Fletcher, M. and Harris, S. (2011)
Individual Knowledge Absorptive Capacity	Identification	I am able to identify the proper knowledge from external for the product innovation	Chen et al. (2009), Cohen and Levinthal (1989), Cohen and Levinthal (1990), Mowery and Oxley (1995) Cockburn and Henderson (1998), Szulanski (1996), Chen et al. (2014), Chang et al. (2014), García-Morales et al. (2014)
	Assimilation	I am able to combine its internal knowledge with external information.	
	Exploitation	I am able to utilize the proper external knowledge as a resource for innovativeness	
Internationalize Performance	Profit	I gain a significant profit from foreign market	Fischer 2006
	Sales	I have an advance sales in other country	
	Investments	I invest some fund in international market	

Table 2. Demographic Profiles of Firms

Control Variable	Parameter	Percentage
Type of Business	Handicraft	28,6%
	Fashion	25.2%
	Architecture	14.3%
	Design	8.3%
	Art Market	10.6%
	Advertising	4.9%
	Games	5.6%
Age of firm	Video/film	2.3%
	Under 5 year	22.6%
	5-10 year	51%
Age of Entrepreneur	More than 10 years	26.24%
	Under 30	29.2%
	Between 30-40	5.9%
Age of Export	Above 40	34.9%
	Under 5 year	14,6%
	5-10 year	59.%
	More than 10 years	26.24%

Table. 2 Mean, Standard Deviation, AVE, Composite Reliability and Loading Factor

	Mean	SD	AVE(%)	Composite Reliability	Coefficient alpha	Rang of factor loading
IK	5.15	0,89	0.348	0.749	0,753	0.460-0.769
ITK	4.365	0.783		0.783		0.658-0.738
BK	4.797	0.977		0.734		0.592-0.698
TK	5.000	1.111		0.656		0.346-0.734
IN	5.536	0.942	1.187	1.143	0,580	1.000-1.410
IP	5.120	1.090	1.671	1.369	0,73	1.000-1.696

Fit statistics: CMIN χ^2 /df 4.789, IFI 0.827, CFI 0.824, TLI 0.752 and RMSEA 0.125) n :247

Table 3. Pearson Correlation Matrix

	IP 3	IP2	IP1	IN3	IN2	IN1	IK	ITK	BK	TK
IP 3	1.000									
IP 2	.673**	1.000								
IP 1	.429**	.336**	1.000							
IN 3	.268**	.259**	.242**	1.000						
IN 2	.229**	.245**	.168**	.410**	1.000					
IN 1	.095	.174*	-.068	.245**	.300**	1.000				
IK	.176**	.240**	.073	.204**	.320**	.474**	1.000			
ITK	.195**	.153*	.102*	.267**	.130*	.246**	.443**	1.000		
BK	.366**	.437**	.162*	.139*	.058	.275**	.525**	.408**	1.000	
TK	.271**	.294**	-.065	.067	-.029	.191*	.396**	.240**	.587**	1.000

Table.4 Hypothesis Testing

Hypothesis	Standardization Coefficient	t-value	Result
H1b		0,386 3,752**	supported
H2		0,469 4,217**	supported
H3		0,321 2,952**	supported
H4		0,118 2,390*	supported

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