



A Review On Companies Export Performance From The Point Of Views Geographical Market Coverage, Company Characteristics, And Management Attitudes

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Abstrak

This research aims at reviewing the factors which contribute to the success of a company's penetration to the international market. It comprehensively A Review On Companies Export Performance from the point of views Geographical Market Coverage, Company Characteristics, and Management Attitudes . The method used in this research is the Systematic Literature Review (SLR). We attempt to gather literatures which correlate with export performance and the factors that influence and analyze current actual strength and issues. there are many researches which found that Geographical Market Coverage, Company Characteristics, and Management Attitudes correlate and influence a company's export performance. Finally, open problems for future research are also comprehensively discussed.

Keywords: Company export performance; Geographical market coverage; Company characteristics; Management attitudes.

1. Introduction

International trade is the activity of trading goods and services carried out by residents of one country with residents of other countries. Foreign trade arises because essentially no country in the world can produce all the goods and services to meet the needs of its entire population (Deliarnov, 1995). In carrying out these export activities, a company can transfer goods and services across the borders of any country that is the destination of the company's exports. Export activities also take into account foreign market issues, especially among small and medium companies, which will reduce business risks, where the commitment to resources is small and the high flexibility of action offered (Dean, David L. et, al. 2000).

By exporting, it is believed that a country will be able to improve living standards. As stated by economists in their theories, including the theory of Mercantilism (around the 16th and 17th centuries),

the Theory of Comparative Advantage (Ditchtl, Erwin, et al 2003), all of these theories put forward the benefits that can be obtained by carrying out international trade.

However, unfortunately all these theories only partially explain personal business behavior related to international trade. Therefore, models of export development have emerged that do not only look at it from a rational economic perspective, such as in pure theories of international trade, but also look at the aspect of company behavior through its involvement in exports (Leonidou, Leonidas C. et,al 2002).

The development of exports is the main part of the substance of 2 economic perspectives, namely, the macroeconomic perspective, where export activities enable the national economy to improve, increase foreign exchange reserves, provide employment opportunities, create backward and forward linkages, and ultimately achieve a higher standard of living. high (Leonidou, Leonidas C. and Constantine S. Katsikeas, 2003).

Meanwhile, from a micro perspective, export activities can provide a competitive advantage for individual companies, improve the company's financial position, increase capacity utilization, and raise technological standards (Weidersheim-Paul, Finn et al, 1978).

The development of these export models prioritizes internal factors of the company which are believed to have a stronger effect than external factors. As stated by (Gomez, Luiz R dan Mejia, 1988), through his study conducted in the United States, to increase exports, good human resource management is needed. Managerial aspirations and perceptions here have a high contribution to the performance of export-oriented companies.

2. Rudimentary

2.1. Ekspor Performance

According to Julian and O'Cass, (2002); Atabay, (2008); Zaiem & zghidi (2011), Export performance is measured in various categories. Objective measures are financial such as intensity, profit and increase in exports, and non-financial such as the number of export markets. Subjective measures represent managers' satisfaction with export performance, perceived export profitability, and customer satisfaction. Hybrid measures are multidimensional, both objects of measurement of export performance subsequently develop and mostly refer to export marketing performance. Leonidou et al (1996) stated that in the context of export marketing, most research uses export marketing performance as a depiction of export performance. As stated by Hatami, Z., Jelodarloo, S. N (1994) that sales (export intensity), export growth and export profits are often used in measuring export performance.

According to Azar and Ciabusch (2017), export performance can be measured using two dimensions, financial performance and strategy effectiveness. Export performance can include the decision to export, number of markets served, number of products sold and export value (Kim and Hemmert, 2016; Spanos, 2016).

Several studies have classified all the above measures into two broad groups, economic/financial (e.g. profitability, sales) and non-economic/non-financial measures (Katsikeas et al., 2000;). In this

study, Propensity To Export, Export Sales, Export Problems, Exporters Vs Non Exporters, Level Of Export, Perceptions Towards Export, Export Growth Intensity, Barrier To Export are used as indicators of export performance because these measures are widely used by researchers and covers two main measures of export performance, financial and non-financial.

2.2. Geographical Market Coverage

Two features, among those described above, can positively affect export performance of small firms located in an industrial district. First, an efficient system of formal and informal exchange of complementary information can substitute for the lack of internal resources (an export division within the firm) needed to overcome fixed information costs and to provide services necessary to enter foreign markets (Perlmutter, H.V, 1969). Second, tighter competition, fostered by geographical proximity, may improve product quality of district vis-à-vis non district firms. This may allow the geographically agglomerated firms to win export races in large segmented foreign markets, particularly in traditional sectors, characterized by horizontal product differentiation,¹ and in specialized sectors, in which strong product complementarities turn neighbour technological improvement into a positive externality. It is important to note that even though (Oviatt, B. M., & McDougall, P. P. 1995). use the wording ‘multiple countries’ in their definition of international new ventures, most of the earlier research on early and rapid internationalization takes no account of either the number of or the distances between the countries on firm performance. For example, we do not have much knowledge if it is better for a born-global firm to aspire to go to multiple markets and distant markets or whether it is better to focus and stay closer at home.

2.2. Company Characteristics

Company characteristics are easier to control by company management compared to environmental factors. Company characteristics will determine the company's comparative advantage. Company characteristics consist of company size, export experience, ability in international trade, this will influence the company's export performance. The study results show that high export performance is strongly influenced by company characteristics (Baldauf, Arthur, et al 2000).

Company size influences resource allocation, production capacity and economies of scale, all of which have a positive relationship with export performance. It can also be said that the larger the company size, the higher its export performance. The size of a company can be seen from the number of workers, product cycle and total export sales. According to Schlegelmilch (Baldauf, Arthur, et al 2000).companies with a workforce of less than 300 people are less interested in implementing export policies.

Apart from company size, export performance is also determined by the company's experience in export activities, where the more experienced a company is in export activities, the higher its performance. Kotabe and Cankota (Schlegelmilch , B.B and J.N Crook, 1988)) stated that to increase exporters' experience, their level of expertise alone is not sufficient, so it is necessary to clearly consider the specific skills that require surveys for exporters. The more important skills are logistics skills and

general marketing and financial management. This allows a company that has been exporting for a long period of time to continue to survive in the export market.

2.3. Management Attitudes

A manager's aspirations and perceptions will lead the company to increase profits and market expansion through its strategy towards future planning and goals. Cooper measures export performance by including strategy variables in his research. This strategy can take the form of product design, selecting export destination countries and market segmentation. (Osman Muhammad, 2003) also added pricing strategy, marketing strategy and distribution strategy to his research.

To help managers change their strategy at any time, a measure of export market orientation is needed which is based on consumers, competitors and exogenous market influences. Applying market orientation to a company will have a positive impact on the company as indicated by profit levels, sales volume, product quality and market share (Ross, Donald G. and Michael P. Whalen, 1999).

Management's motives greatly influence a company's export performance. This management motive consists of two parts, namely proactive motives and reactive motives. The proactive motive is a stimulus for involvement in international trade activities, this is caused by the large demand for export products in industrial countries. Usually the products exported are primary commodities. Meanwhile, reactive motives are the company's efforts to respond to environmental changes, for example profits, product characteristics, taxes and production costs (Cadogan, John. W et, al, 2003).

This motive is based more on the company's excess production, which carries out export trade due to the fulfillment of the domestic market. According to (Westphal, Larry. E. 1988), it is concluded that the basic motive for exporting is that the domestic market has been filled and this results in senior managers' concern regarding the decline in domestic sales. The act of exporting is a tool to increase profits when domestic demand decreases.

3. Publication Selection

Menurut [18] pemilihan literature dibedakan atas beberapa kriteria

TABLE 1. Data Sources and Result For Literature Search

NO	Data Source	Total Result	Primary Selection	Final Selection
a	IEEEExplore	450	113	16
b	ACM Digital	537	152	37
c	Science Direct	588	75	24
d	Google Scholar	310	28	23

4.1. A Review On Companies Export Performance from the point of views Geographical Market Coverage

No	Problem/Objective	Method	Data Source	Group
1	Changes of a country's market share in world exports result from many interrelated factors	accounting method that enables the ex-post breakdown of the changes in total market shares of a certain country over time	79 countries or country groups (counting with Portugal, which is then excluded from the world aggregate), and 121 manufacturing products, with a product breakdown at the 4-digit level of the International Standard Industrial Classification (ISIC), rev.3	Geographical Market Coverage
2	this paper investigates the role of geography in explaining trade.	Regression	Data on the independent variables such as labour, population and skills were obtained from various sources, such as Statistics South Africa's 1996 Census and Global Insight Southern Africa's Regional Economic Focus.	Geographical Market Coverage
3	understanding the impact of moderating factors can help unpack the complexity of the association between cooperation and performance	An ideal empirical context for cooperation-based research is a sector that is both highly cooperative and highly competitive (as per Bengtsson and Raza-Ullah 2016; Crick and Crick 2020; Hannah and Eisenhardt 2018).	The research team accessed a sampling frame of 726 New Zealand wine producers with their contact details	Geographical Market Coverage
17	This article examines a comprehensive list of environmental conditions that affect the decision to standardize, as well as the relationship of strategy standardization and planning with static (present year) and change over time (five years) export performance.	Export Performance. Following Bonoma and Clark (1988), subjective measures that required respondents to indicate their satisfaction with sales, profits, and changes therein were used.	the questionnaire had 13 items, many with multiple parts. A	Export Performance
18	The aim of the paper is to provide a comprehensive picture of the export performance determinants of Spanish small and medium-sized enterprises (SMEs) by jointly studying the influence of internal (managerial and organisational) and external (environmental) antecedents as well as responding to recent calls for research in the international business literature by investigating the potential relationship existing between objective and subjective	Based on the literature review and mainly embedded in the resource-based view of the firm.	the proposed conceptual model is tested within a sample of Spanish exporting firms using regression analysis and structural equation modelling	Export Performance

	(perceptual) measures of export performance.			
19	This article discusses export performance as it is expressed through the perceptions and goals of export managers.	Literature review	Compare the literature	Expor Performance
20	The objective of this study was to identify determinants of export performance of small and medium-sized firms, and to use them as basis in further contributing to theory development in behaviorally oriented export decision research.	In compliance with the projected target of the "Identification of Determinants of Export Performance in Small and Medium-Sized Firms", empirical work concentrated on business firms with a staff of between 50 and 1,000 organization members	900 organizations was determined using a current business directory. From this population, we drew a random sample of 110 firms. The sales or export manager(s) of the selected firms were invited in writing to cooperate on the empirical study	Characteristic managemen

4.2. A Review On Companies Export Performance from the point of views Company Characteristics

No	Problem/Objective	Method	Data Source	Group
1	it is important to understand all the factors that make a small firm a successful exporter. This article reports on the findings of a study of small and medium-sized Greek firms. The relationships between managerial and firm characteristics and their relationship to export performance are investigated	Multiple Regression Analysis of Profitability Measure of Export Performance	A random sample of 400 firms was drawn from a total population of about 2,000 firms. All the sectors of the economy were included in the sample	Company Characteristics
2	The purpose of this paper is to contribute to the determinants of export performance literature. The authors investigate the effect of firm characteristics on the Douro region wine firms export performance	The authors apply a pooling cross-sectional data set that includes 427 observations. The authors pooled two cross sections consisting of 214 and 213 firms for the years 2014 and 2015, respectively.	We use a pooled cross-sectional data set with 427 observations. We pooled two cross-sections consisting of 214 firms for the year 2014 and 213 firms for the year 2015. The applied sample is constituted by the Port and Douro wine firms included in the 11021 NACE-2009 code (production of still and liquors wine)	Company Characteristics
21	To know show that product adaptation strategy is positively associated with export performance in all three countries.	Multi-country studies are sparse in the international marketing literature.	In this investigation, we develop and empirically test a model of the antecedents of product adaptation strategy and export performance using data collected from 239, 205, and 145 managers in the United States, Korea, and Japan, respectively. Our model incorporates internal and external firm factors as antecedents to export performance, with product adaptation strategy as a key mediating variable.	Expor Performance

22	As a result of the increasing tendency towards a global economy and the severities of trade deficit pressures by many countries, firm behaviour and performance in export markets has received considerable research attention over the last two decades.	Data were collected in a survey of indigenous Greek food export manufacturers, trading with overseas distributors in the EU.	Questionnaire	Export Performance
23	This paper presents an empirical test of this hypothesis and finds that geographical agglomeration of small-medium firms in a delimited area significantly affects their export intensity and their probability of becoming exporters.	The empirical analysis is carried out on the Mediocredito database.	This database includes a sample of more than 5000 firms drawn from the whole set of Italian manufacturing firms (64,463 firms in 1992 according to the Cerved database).	Geographical Coverage
24	Despite the recent increase in 'born-global' studies, there has been little research on how the scale and scope of being a born-global firm affects performance: most of the earlier research takes no account either the number of or the distances between the countries on firm or export performance.	Each firm in the original sample of 1.205 firms was contacted by telephone in order to determine eligibility	The sample for the study was drawn from the Kompas Finland database, and a questionnaire was sent to those that fulfilled the criteria.	Geographical Coverage
25	The purpose of this paper is to examine the determinants of two distinct geographic pathways to internationalization for small and medium-sized enterprises (SMEs). Regional and global pathways are juxtaposed to study the influence on export performance of selected key intangible resources, namely, innovation, human resource management, networking and the firm's experience	Building upon a resource-based view of the firm, Tobit regression models	to test the hypotheses on a sample of 2,657 Italian manufacturing firms	Geographical Coverage
26	This article introduces additional fine-grained distinctions to the study of the multinationality-performance relationship, such as territorial coverage and product diversification	The empirical model includes multinationality in each geographic territory, product diversification, and the interaction between multinationality and product diversification as explanatory variables.	Using these two data sources, we found 1,162 firms that had disclosed sales by geographic and industry segments from 1998 to 2004. Excluding purely domestic firms reduced the number of firms in the sample to 327. However, 12 firms did not provide information on R&D and advertising intensities and, therefore, were excluded. The final sample includes 835 observations taken from 1998 to 2004 for 315 firms in 36 industries of the two-digit North American Industry Classification System. ³	Geographical coverage

50	This paper reports on an empirical study designed to relate a comprehensive set of firm and management characteristics to such activity	Discriminant analysis involves deriving the linear combination of a number of independent variables that will discriminate best between a priori defined groups.	The data used for the empirical analysis are drawn from a recent mail survey of Maine manufacturing firms. The sampling frame consisted of 795 firms listed in the 1978 Maine Marketing Directory	Characteristic organization
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4.3. A Review On Companies Export Performance from the point of views Management Attitudes

TABLE 2. Clustering Method as Applied

No	Problem/Objective	Method	Data Source	Group
1	Potential explanation for performance difference among multinational enterprises	The Proposition was tested by analyzing the variance in the ddiversification strategies	200 MNES. 100 largest firms from the US and Europe	Expor Performance
2	Exporting Frequently stresses the role of managerial Characteristic as influences on the export behavior of the firm	Limitation are also identified, especially with respect to sampling design, field work procedures and analytical methods	Max 1156 firms with over two-thirds having a sample of more than 100	Managerial characteristic
3	The article report on study of the relationship between the perceptions managers have of exporting and the export performance of their firms	Evaluate export performance is measured by the the percentage of slaes which a firm obtains by exporting	Questionnaires were sent to chief executive officers of 78 machine tool firm in ontorio and 305 in Michigan Questionnair 350 executive	Managerial characteristic
4	To examine decision-makers experiences in managing companies in a small open economy on several factors impacting export performance	This population included 1567 companies out of which a random sample of 350 companies was selected	Questionnair 350 executive	Managerial characteristic
5	The present study proposed a framework integrating the two dominant conceptualization of market orientation and introduces an international dimation to its study	A comparative analysis	The market orientation construct	Geographical market Coverage
6	We test a model of the antecedents to market-oriented behavior in firms' export operations (i.e., export market-oriented [EMO] behavior). Using data from Hong Kong-based industrial manufacturing exporters, we explain 73% of the variance in EMO activity.	Model testing was undertaken using LISREL 8.50 and the maximum likelihood (ML) estimation procedure.	To generate the data, we selected a random sample of 800 manufacturing firms with 50 or more employees from the Hong Kong Trade and Development Council internet database system	Export performance
7	This article attempts to provide an answer to this question using data obtained from a mail-survey of exporting firms.	using Multiple Classification Analysis and Automatic Interaction Detector tech- nique	The data base used for this purpose was derived from a mail survey of manufacturing firms in Wisconsin, U.S.A. (Cavusgil, Bilkey and Tesar, 1979). A total of 816 companies had been systematically selected from the 4,701 companies listed in the classified directory of manufacturers in that state.	Characteristic organization
8	This study examines the effects of environmental, organizational and top managers' characteristics on the initiation,	Multidimensional empirical examinations of the adoption of innovations in organizations,	The data were collected by a questionnaire mailed twice to the city managers/chief	Manager attitude

	adoption decision and implementation of innovation.	and the influence of factors within each dimension on the phases of adoption, are scarce.	administrators of 2858 cities with a population of 10,000 or more, from which 1276 (44.6%) responses were returned (Moon and deLeon, 2001).	
9	This paper presents a comparative study of the export performance of U.S. and Canadian small and medium-sized exporters.	Covariance structural modeling implemented in the software package LISREL	The data used in the empirical test are based on survey questionnaires mailed to a sample of 385 Canadian firms nationwide and 500 U.S. firms located in an industrial Midwestern state.	Characteristic Company
10	Marketing continues to provide a focus for empirical research; not only to define its nature and scope, but also its impact on an organization's performance.	In designing the sample - which consists of UK manufacturing companies - industry growth rates were computed from ICCs Industrial Performance Analysis 1985/1986.	The data used in the present study were drawn from an earlier survey of 'above-average' and 'below-average' performers operating in both 'sunrise' (i.e. high-growth) and 'sunset' (i.e. low-growth) industries.	Characteristic Company
11	This study clarifies the ways in which export promotion programs bolster the export competence and export activities of firms by drawing on the results of a survey of small and medium-sized Canadian high-technology firms.	A national database of 3,500 small and medium-sized high-technology firms in information technology (a sample of 500 firms was drawn).	The survey questionnaire was developed after a review of the export performance literature, in-depth interviews and pre-testing with 25 senior executives in information technology and telecommunication firms in these sectors, and consultation with Industry Canada and other trade organizations and industry associations' representatives.	Characteristic Company
12	This review aims to focus on the phenomenon of infant firms that operate internationally right from or close to inception, so-called international new ventures (INVs) or born global firms. It also aims to provide a comprehensive review of the literature on INVs from the time when such firms emerged in the literature in the early 1990s up until today.	The study is a systematic review of top journals within entrepreneurship, marketing and management over the years 1992-2004.	The focus is primarily on studies with empirical evidence and the review is narrative in nature. The study presents and discusses findings related to the founding of the firm, organizational features, environmental factors, and their influence on market strategy and firm performance.	Characteristic Company
13	An empirical investigation of the differences between firms that emphasize global standard- ization and others that use less standardization was conducted within the global industry context.	To investigate the extent of standardization practice among firms, we conducted a field survey of BUs competing in global industries	The questionnaire design involved two separate stages	Characteristic Company
14	The authors address a key controversy in the marketing literature about the suitability of global stan- dardization. An empirical investigation of the differences between firms that emphasize global standard- ization and others that use less standardization was conducted within the global industry context.	A multiple-industry sampling was considered ap- propriate because such a procedure would enhance the external validity of the findings. With the exception of a distinction between consumer and industrial prod- ucts, generalizations made in the stization literature are not industry-specific	A mail questionnaire was sent to the CEO or president of the 322 identified BUs and two followup letters were sent to nonrespondents	Characteristic Company

15	In this paper, we attempt to further develop an international resource-based view of small and medium-sized enterprises (SMEs) by examining the effectiveness of a set of export promotion services.	The survey instrument was mailed with a cover letter from the executive director of the state promotional agency encouraging managers to answer the survey.	we followed the general guidelines of the Small Business Administration (SBA, 2004) in conjunction with the United Nations definition of small firms and limited the sample to those companies with 500 or fewer employees	Characteristic company
16	The export arrangement which makes use of overseas distributors is examined in this article	The authors assert also that the nature of the manufacturer-overseas distributor relationship is associated with certain characteristics of the participating companies; namely, their stake in the relationship, their experience, and their uncertainty surrounding the relationship.	These propositions are tested and largely corroborated through analysis of data collected from 41 companies in Canada and the UK.	Export Performance

V. Discussion

a. Company Characteristics

From the results of previous research, it was found that company size greatly influences its export performance. The larger the company size, the higher its export performance, where research by Schlegelmilch (1988) suggests that companies with a workforce of less than 300 people are less interested in implementing export policies. This shows that the greater the number of workers they have, the greater the company's desire to increase its export performance. It can be concluded that companies that have a larger workforce tend to participate in export trade.

This possibility is because the company views export trade as the right step to be able to compete in marketing the company's products and can improve its export performance with the capacity of its workforce. Export experience here is seen from the length of time a company has been involved in export trade. Thus, companies that have long been involved in export trade in West Sumatra have had higher performance in the international market. This can be seen from the number of years the company has carried out export trade in West Sumatra, an average of more than 10 years. So the more export experience a company has, the more its export performance will improve.

b. Management Behavior

The proactive motive here is a stimulus for the company's involvement in exporting activities which is influenced by market availability. This is what underlies the company to enter the export market. From the research, it was found that almost all companies choose this motif in carrying out their exports. This is because the products exported are primary and industrial commodities where demand for these products is large from European, Asian and American countries. Meanwhile, the large demand for primary commodities makes companies export almost all of their primary and industrial products from the company's total sales.

This occurs as a result of the absence of a processing industry for exported primary commodities, which causes a decline in every demand for products by the export market. Apart from that, there is a

possibility that this is due to the low quality of export products caused by simple and traditional technology, and the absence of standard standards for product quality for several primary commodity products, such as resin, gambier and cassiavera. There is dependence on uncertain harvest cycles due to traditional cultivation, which will affect product production capacity.

Reactive motives are a response taken by companies to improve their export performance. This motive was taken as a step to sell products as a result of excess production. From the results in the field, only a few companies do this. Generally they produce to meet the domestic market first, excess production makes companies export. Thus, the policy that the company has implemented to meet the domestic market is correct, because this policy provides greater profits when compared to exporting. This is because the commodities exported by the company have a significant market share in the country, where it is more efficient and profitable to sell for domestic needs compared to exports.

VI. Conclusion

- a. The results of the research that has been carried out illustrate that the dominant export destination country is America, followed by European communities. During the outward orientation implemented in trade, it has brought rapid development to Export Performance. This proves that international trade makes a real contribution to increasing company revenue
- b. The results of the literature review are in contrast to the results of previous research, where external factors are strong predictors in influencing a company's export performance. where most are medium and small companies, whereas in previous research these were medium and large scale industries which were already advanced industries, both in scale and in the commodities produced.
- c. From the results of the research that has been carried out, the following conclusion can be drawn: Internal factors consisting of management characteristics and company characteristics (size and export experience) influence export performance. Of these three internal factors, companies should receive attention in efforts to improve export performance. This is because the internal potential that the company currently has is capital for developing and improving the company's export performance in entering international trade in the future.

VII. Rekomendasi

From the results of previous empirical research, it was concluded that internal factors are a strong predictor in encouraging companies to export.

When viewed from the size of the company, the workforce owned by the company is relatively small and is very different from the results of previous research, where companies will export if they have a workforce exceeding 300 people.

For export experience, the company already has experience, some of which have been involved in the export market for more than 10 years. With this experience, the company already has a strong basis for entering international markets. Besides that, with this experience, at least you already have a permanent export market in carrying out export trade and can make it easier to expand your export market

The policy implications that need to be implemented from the results of these empirical findings for increasing export trade are:

1. The government needs to think about appropriate steps to improve the company's export performance so far while continuing to maintain stable political conditions in the country. Because stable domestic political conditions can improve the company's export performance to be even better. Apart from that, it can create a business climate that is conducive to the development and expansion of exports.
2. The government should streamline port facilities and infrastructure. Because so far the port is still felt to be less than optimal, so many exporters are encouraged to transport their export commodities through the Singapore port. The smooth operation of the port will accelerate the opening of new markets for the company's export development.
3. The government needs to change the policy pattern that has been implemented so far, which is not only aimed at companies as exporters but is more targeted and directly at the main target, namely farmers as the spearhead of primary commodity production. By encouraging research and development activities in various fields, primary commodities can be improved and developed.

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