



## The Essential Things of Export Network Alliances to Increase MSME Export Business Performance: The Case of Kalimantan Weaving Craft

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### Abstract

This study examines the role of export network alliances in bridging the gap between relational social capital and the export performance of micro, small, and medium enterprises (MSMEs). A key challenge for MSMEs in international markets is the lack of networks and relational capital, which hinders their export capabilities. Additionally, this research investigates how knowledge-sharing capabilities enhance network alliances and export performance. The study employs a purposive sampling technique, collecting data from 190 weaving craft MSMEs in Kalimantan, Indonesia, all of which have export experience. Structural Equation Modeling (SEM) with AMOS is used for analysis. The findings indicate that export network alliances significantly mediate the relationship between relational social capital, knowledge-sharing capability, and export performance. However, relational social capital alone does not directly influence export performance without the support of strong network alliances. Theoretical contributions integrate relational marketing theory and social capital theory, while practical implications suggest that MSME managers should prioritize network-building and knowledge-sharing to enhance international competitiveness.

## Pentingnya Aliansi Jaringan Ekspor untuk Meningkatkan Kinerja Bisnis Ekspor UMKM: Kasus Kerajinan Tenun Kalimantan

### Abstrak

Studi ini mengkaji peran aliansi jaringan ekspor dalam menjembatani kesenjangan antara modal sosial relasional dan kinerja ekspor usaha mikro, kecil, dan menengah (UMKM). Tantangan utama bagi UMKM di pasar internasional adalah kurangnya jaringan dan modal relasional, yang menghambat kapabilitas ekspor mereka. Selain itu, penelitian ini menyelidiki bagaimana kapabilitas berbagi pengetahuan meningkatkan aliansi jaringan dan kinerja ekspor. Studi ini menggunakan teknik purposive sampling, mengumpulkan data dari 190 UMKM kerajinan tenun di Kalimantan, Indonesia, yang semuanya memiliki pengalaman ekspor. Structural Equation Modeling (SEM) dengan AMOS digunakan untuk analisis. Temuan menunjukkan bahwa aliansi jaringan ekspor secara signifikan memediasi hubungan antara modal sosial relasional, kapabilitas berbagi pengetahuan, dan kinerja ekspor. Namun, modal sosial relasional sendiri tidak secara langsung memengaruhi kinerja ekspor tanpa dukungan aliansi jaringan yang kuat. Kontribusi teoretis mengintegrasikan teori pemasaran relasional dan teori modal sosial, sementara implikasi praktis menunjukkan bahwa manajer UMKM harus memprioritaskan pembangunan jaringan dan berbagi pengetahuan untuk meningkatkan daya saing internasional.

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## INTRODUCTION

Data from the Indonesia Ministry of Trade of the shows that the Indonesian handicraft export market has increased to several countries, such as the United States (58.89%), Malaysia (7.54%), the Netherlands (3.86%), Japan (3.70%), and Germany (3.64%), but during the Covid-19 pandemic till now, Indonesia's handicraft export value fluctuates. In 2023, handicraft exports decreased by 21% from the previous year, from \$802.598 million to \$647 million. In 2024, the value of handicraft exports was \$679.02 million, representing a slight increase, albeit not a significant one. The causes of the decrease in demand and supply, disruption in the supply chain, product standardization, trade restrictions, and the lack of networking for international market penetration (Timotius et al., 2022).

The weaving industry is one of the creative industry subsectors that makes a significant contribution to the national economy. This is reflected in the export performance of Indonesian weaving handicrafts in January-September 2024, which reached USD 725.54 million (IDR 10.6 trillion), up 6.94% compared to the same period the previous year of USD 678.42 million (Ministry of Industry data). One of the ways to improve the export performance of MSMEs is to increase network collaboration with stakeholders such as business associations, designers, academics, marketplaces, influencers, and tourism actors, especially those heading to the New Indonesian Capital.

As for facing international markets, Indonesian MSMEs face various obstacles that can hinder the growth of market penetration expansion, such as low human resources, low ownership, low marketing, low innovation, low working capital, low access to information, including access to export markets, and low social capital

(Nuryakin et al., 2021; Rochiyati et al., 2022). The limitation of social capital raises debates with business performance, thus providing opportunities for further research. The results of this study prove that there is a strong relationship between social capital and export business performance, while the results of other studies do not support the relationship between social capital and business performance. Some research on the part of social capital, namely relational capital, affects business performance (Ahuja, 2000) while Nahapiet & Ghoshal (2009), Carmeli & Azeroul (2009), Kamukama et al. (2010), Abdullah & Sofian (2012) and Murale et al. (2018) said that relational social capital has a positive impact on business performance as measured by sales growth. Sharabati et al. (2010) explained that relational capital which includes human relational capital and social relational capital affects the company's marketing performance. While research by Kohtamäki et al. (2012) and Handoyo (2015) found that social capital with relational capital does not have a significant effect on international business performance, so it is necessary to add other variables such as market information accessibility, product innovation, knowledge sharing and network building (Indriastuti, 2023).

Social capital is very important to develop the relational component by building relational social capital and mutual trust to establish an organization together which will provide more benefits if accompanied by knowledge sharing. According to F-Jardón & Martos (2009) and Nahapiet & Ghoshal (2009), relational social relationships make a major contribution to international market performance, which is supported by Sharabati et al. (2010), through human capital, social capital, and relational capital will improve marketing performance. Research by Nuryakin et al. (2018) says that MSMEs must develop

competitiveness through intangible assets such as relational social capital. Nuryakin (2024) also suggested improving MSME business performance with social capital based on relational capital.

Relational social capital in business refers to a social network that enhances future business prospects through membership, connections, and close interactions, facilitating access to resources shaped by social context, network position, and level of access. Sánchez-Arrieta et al. (2021) categorize social capital into structural (network configuration), cognitive (shared values), and relational (social relationships) dimensions. This study specifically integrates relational network configuration as a strategic advantage for firms operating in international markets, enabling stronger ties with consumers, suppliers, and MSME organizations (Jian & Wang, 2013). To leverage this advantage, businesses must engage in collaborative information-sharing—exchanging knowledge, resources, and expertise within trusted, committed relationships (Charoenwiriyaikul & Sun-tornwanawesshaw, 2019). Such practices align with social capital theory and relational marketing, emphasizing the role of shared values among MSME actors in strengthening collective performance.

This research explains the importance of network advantage intervening in relational social capital to improve MSME export business performance through improved service, increased production, improved quality, increased product sales, and increased market share. The contribution of this research focuses on the development of MSMEs to achieve export business performance, which is analyzed through network accessibility to improve export business performance. Through empirical studies this research is followed by research discussion, implications, limitations, recommendations, and further research.

## **Hypothesis Development**

### **Export Network Alliance**

Social capital is essential for developing relational relationships based on mutual trust, such as sharing interests and knowledge within an organization. Social relationships significantly contribute to improving export network international market (F-Jardón & Martos, 2009; Nahapiet & Ghoshal, 2009; Sharabati et al., 2010). The relationship in a successful collaboration must be based on trust and commitment, which will guarantee a long-term relationship. This was developed in the Trust-commitment relational theory by Morgan et al. (1994).

In the realm of small and medium industrial networks, commitment and trust are needed to build relationships between suppliers, consumers, intermediaries, and clients in the international market (Zhou et al., 2007). Referring to Nuryakin et al. (2018), the different roles of corporate business performance can be developed with network alliances. The company's network alliance can increase business networks by establishing more specific relationships with consumers, suppliers, or MSME organizations (Jian & Wang, 2013). Meanwhile, the Indonesian MSME alliance network is built through coordination, relational skills, knowledge partners, and internal communication (Febrian et al., 2020). According to research by Indriastuti (2023), MSME network alliances are formed through information sharing, always creating new value, and always joining commitments, thus increasing product sales, sales volume, market coverage, number of consumers, and revenue.

Research demonstrates that strategic networks are crucial for the success of Micro, Small, and Medium Enterprises (MSMEs). Kijkasiwat (2021) argues that cross-entity cooperation allows MSMEs to reduce costs and increase revenue and profits. This is supported by Benson &

Filippaios (2015), who identified a strong relationship between networks and enhanced business performance. Furthermore, Ganjeh et al. (2020) contend that a firm's network capability improves commercialization performance by providing access to greater knowledge, resources, and competencies. A prime example of this principle in action is the Export Network Alliance, which is built on mutual trust, integrated systems, value creation, and knowledge sharing to develop export relations and improve international business performance.

H1: The export network alliance has a positive and significant effect on MSME export business performance

### **Relational Social Capital**

Social capital theory is divided into structural, relational, and cognitive dimensions through the exchange of existing resources through social interaction and building mutual trust (Tsai & Ghoshal, 1998; Nahapiet & Ghoshal, 2009). Relational social capital is a way to build trust and cooperation between communities. According to Coleman (1988), social capital is divided into social structure and social interaction. Relational social capital is the result of social interaction, trust, and shared vision (Kontinen & Ojala, 2012). The number of controversies in social capital research makes social capital an important science when viewed from various aspects of science. Study by Mu (2014) and Markovic & Bagherzadeh (2018) explained that relational social capital relationships with partners and social interactions have a significant effect on relationships with other organizations to approach the customer market.

Relational social capital involves a network of community social ties embedded in the structure of society to build a country's economy (Putnam, 1994). Research by Nuryakin, et al. (2018) shows that

relational social capital through manager power and relationships with domestic and foreign parties affect the improvement of financial performance. Research development will explain the social network theory to always share knowledge.

Relational capital is defined as internal and external stakeholder relationships, namely employees, customers, suppliers, partnerships, industry associations, retailers, intermediaries, and suppliers based on mutual trust and respect between players in a business organization (Welbourne & Pardo del Val, 2008).

H2a: Relational social capital has a positive and significant effect on the export network alliance.

H2b: Relational social capital has a positive and significant effect on MSME export performance.

### **Knowledge Sharing Capability**

In the rapidly changing global economy, the progress of Micro, Small, and Medium Enterprises (MSMEs) is highly dependent on collaboration and knowledge sharing. Grounded in social capital theory, this collaboration—which involves sharing information, knowledge, and resources—builds organizational commitment, trust, and awareness (Charoenwiriyaikul & Suntornpithakwong, 2019). Such sharing fosters symbiotic relationships, strategic alliances, and cooperative networks that are essential for growth (Kijkasiwat, 2021). It is also a core element of market orientation, directly enhancing international performance and competitiveness (Slater & Narver, 1994; Jian & Wang, 2013).

A primary challenge for MSMEs entering international markets is the complex process of knowledge creation, which involves recognition, benchmarking, organization, and dissemination through methods like joint ventures and direct communication (Solek-Borowska, 2017). This



process of discovery and sharing values and thoughts is necessary to build collaborative networks and generate new concepts (Nuryakin et al., 2018). Ultimately, effective knowledge sharing is an alliance function built on trust and commitment with partners, which is fundamental to developing a company's network (Barnes & Liao, 2012). Since companies require strong relationships to negotiate and collaborate (Nuryakin et al., 2021), a robust network alliance is a key determinant of successful performance (Lau et al., 2010). Therefore, a firm's knowledge-sharing capability, the ability to exchange information, values, and ideas to create and disseminate practical knowledge, is critical for strengthening alliance effects and improving overall business performance.

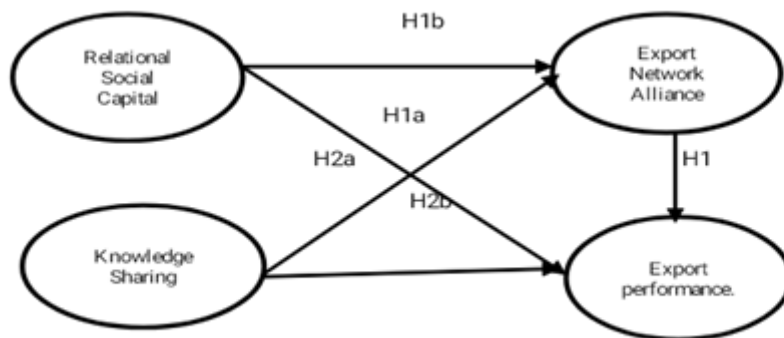
H3a: Knowledge sharing capability has a positive and significant effect on the export network alliance.

H3b: Knowledge sharing has a positive and significant effect on the MSME export performance.

## METHOD

The hypothesis creates a new model of relational social capital with knowledge sharing capability and export network alliance. Figure 1 shows the conceptual model of relational social capital, export network alliance, knowledge sharing capability, and MSME business performance. It also shows the five hypotheses built from previous research. Based on several previous studies, the research was developed as shown in Figure 1.

Based on the literature review, the framework was developed from the relationship of relational social capital, knowledge sharing capability on export network alliance, and MSME business performance. This study examines the causal relationship between the dependent variables consisting of relational social capital and knowledge sharing capability, the independent variable of MSME business performance, and the intervening variable of export network Alliance.



**Figure 1.** Research Framework

### Research Sample

The population of this study is weaving craft MSMEs located in the Kalimantan region of Indonesia, namely Doyo weaving in the East Kalimantan region and Sasirangan weaving from the South Kalimantan region, which have an ex-

port orientation. One of the objectives of choosing MSME weaving industries from Kalimantan is that many of Kalimantan's unique cultures have not been exposed to research. The number of samples used was 190 MSMEs of Doyo and Sasirangan weaving crafts using purposive sampling

techniques, where these MSMEs have been running for at least 3 years and exporting their products to the international market.

Data collection techniques with questionnaires, where respondents fill in answers in writing. Researchers were visiting respondents one by one with the help of enumerators. Respondents were selected based on certain criteria that are required in the purposive sampling technique. Data distributed 300 questionnaires, and after checking, 246 questionnaires were returned. The questionnaire used in this study amounted to 190 samples after Mahalanobis.

All respondents of this research sample were women. The weaving industry in Indonesia is mostly carried out by women, in addition to patriarchal cultural factors, as well as many obstacles when women work outside, making women empowered by their productivity. In

addition, approximately 14.7%, 27.8%, and 48.4% of participants were aged between 30 and 40, 20-30, and above 50 years old, respectively. Furthermore, 49.49% and 35.78% had incomes below and above 8 million, respectively. A total of 11.05%, 27.37%, and 11.05% had spent at least 3-4, 5-6, and more than 7 years in the company, respectively.

This study measured four variables, including relational social capital, export network alliance, knowledge sharing capability, and MSME export business performance. The data was analyzed using SEM-AMOS. The measurement uses a unidimensional test because the indicators are goodness-of-fit measures that are generated directly or indirectly, or causally. This was followed by the maximal estimation technique. Convergent validity was also used to test validity, while regression analysis was used to test one-way arrow relationships.

**Table 1.** Sample Demographic (n=190)

| Characteristics | Group              | Frequency | Percentage |
|-----------------|--------------------|-----------|------------|
| Gender          | Male               | 0         | 0          |
|                 | Female             | 190       | 100        |
| Age             | 20 - <30           | 28        | 14.7       |
|                 | 30 - <40           | 53        | 27.8       |
|                 | 40 - <50           | 92        | 48.4       |
|                 | >50                | 19        | 10         |
|                 |                    |           |            |
| Income          | 3 – <5 million IDR | 5         | 2.63       |
|                 | 5 – <7 million IDR | 23        | 12.10      |
|                 | 7 – <8 million IDR | 68        | 35.78      |
|                 | >8 million IDR     | 94        | 49.49      |
| Work            | 3-4 years          | 21        | 11.05      |
|                 | 5-6 years          | 52        | 27.37      |
|                 | More than 7 years  | 117       | 61.58      |

Source: Processed Data (2025)

### Operational Definition of Variables and Measures

Relational social capital in the realm of establishing relationships from within and outside the country by building trust between market players, norms of coope-

ration, always interacting with industry players, intimate with workers, and long-term relationships with consumers. Likert scale 1-10, where 1 is strongly disagree and 10 is strongly agree.

Knowledge sharing capability is the way companies share knowledge with their business networks, with indicators of information sharing, knowledge sharing of new values, experience sharing, and knowledge transfer. Measurement uses intervals of 1 to 10.

The export network alliance in this study is a business network built by companies that have the power of integration in operational and corporate activities. The measurement uses an interval of 1 to 10 with indicators of integrated networks, mutual benefit, joint commitment, interdependent networks, and the use of information technology to obtain international customers. Export business performance is the achievement obtained by the company in a certain period in the international market.

The indicators of international business performance in this study are increasing export services, increasing production for international markets, increasing export quality, increasing export product sales, and increasing export product market share.

### Data Analysis Technique

Model test and hypothesis analysis using the Structural Equation Model with AMOS. The sequence of analysis is first conducting a goodness of fit test, second conducting an indicator validity test to form latent variables, and the next step

is to test the causality of the model built from the t-test and significance.

## RESULT AND DISCUSSION

### Data Screening

The first step to get statistical results is data filtering. For AMOS, the first is the multivariate normality test, namely the assumption that the variables and their combinations are normally distributed, where the prediction score and the real score are symmetrically distributed with a value equal to zero as seen from the skewness value and alpha quotient of 0.05, critical value  $\pm 1.96$  alpha 0.01, value  $\pm 1.96$  alpha 0.01, critical  $\pm 2.58$ . The screening results of the skewness value are not more than  $\pm 2.58$ , which means that it is normally distributed. Normality test results 2.305.

Determine the minimum value of the loading factor and Cronbach between 0.6 and 0.7. Loading factor Table 2 measures AMOS and Cronbach models with SPSS. The smallest loading factor values are 0.660 and 0.715, which suggests that the research can continue. The results showed that relational social capital Cronbach's alpha, reliability, and AVE were 0.761, 0.912, and 0.734 > 0.7, respectively. Second, the export network alliance 0.715, 0.905, and 0.712 > 0.7. Third, knowledge sharing capability 0.721, 0.932, and 0.711 > 0.7. Fourth, MSME export business performance 0.777, 0.919, and 0.719 > 0.7.

**Table 2.** Construct Validity

| Indicators   | Normalized   |              | Factor loading | CR    | AVE   |
|--|--------------|--------------|----------------|-------|-------|
|  | cr. skewness | cr. kurtosis |                |       |       |
| Relational Social Capital                              |              |              | 0.761          | 0.912 | 0.734 |
| 1. Build trust among fellow market actors.             | -0.924       | -1.224       | 0.760          |       |       |
| 2. The company has cooperation norms.                  | -1.501       | -0.639       | 0.720          |       |       |
| 3. The company has a close relationship with suppliers | -0.735       | -1.665       | 0.770          |       |       |

|  |        |        |       |       |       |       |
|--|--------|--------|-------|-------|-------|-------|
| 4. The company always interacts with industry players.               | -1.046 | -1.461 | 0.660 |       |       |       |
| 5. The company has an intimate relationship with employees.          | -0.769 | -1.586 | 0.720 |       |       |       |
| 6. The company has a long-term relationship with customers.          | -1.367 | -0.562 | 0.630 |       |       |       |
| Export Network Alliance  |        |        |       | 0.715 | 0.905 | 0.712 |
| 1. Capacity to integrate network                                     | -.127  | -2.345 | 0.710 |       |       |       |
| 2. Capacity for joint commitment                                     | -1.030 | -1.671 | 0.720 |       |       |       |
| 3. Capacity to create value.   | -0.084 | -1.734 | 0.720 |       |       |       |
| 4. Capacity to mutually beneficial                                   | -0.757 | -2.367 | 0.700 |       |       |       |
| 5. Capacity to independent network                                   | -0.973 | -2.471 | 0.740 |       |       |       |
| 6. Capacity use information technology to get international customer | -1.246 | -1.996 | 0.670 |       |       |       |
| Knowledge Sharing Capability   |        |        |       | 0.721 | 0.932 | 0.711 |
| 1. Consist of information sharing                                    | -0.530 | -2.468 | 0.760 |       |       |       |
| 2. Searching and sharing new values and thoughts                     | -1.195 | -2.306 | 0.720 |       |       |       |
| 3. Transmitting newly created concept                                | -0.899 | -2.266 | 0.730 |       |       |       |
| 4. Sharing experience  | -1.889 | -1.938 | 0.660 |       |       |       |
| MSME Export Business Performance                                     |        |        |       | 0.777 | 0.919 | 0.719 |
| 1. Improvement for export service                                    | -1.620 | -1.383 | 0.740 |       |       |       |
| 2. Increase production for export market                             | -1.288 | -2.283 | 0.660 |       |       |       |
| 3. Improvement of Export Quality                                     | -1.266 | -1.816 | 0.740 |       |       |       |
| 4. Export Sales of products increased.                               | -2.200 | -2.354 | 0.750 |       |       |       |
| 5. Increased export product market share                             | -1.215 | -2.202 | 0.680 |       |       |       |
| Multivariate normality   | 2.305  |        |       |       |       |       |

Source: Processed Data (2025)

**Full Model Analysis Structural Equation Modeling (SEM)****Table 3.** Model Fit Test

|                   | <b>CMIN/DF</b> | <b>GFI</b> | <b>AGFI</b> | <b>TLI</b> | <b>CFI</b> | <b>RMSEA</b> |
|-------------------|----------------|------------|-------------|------------|------------|--------------|
| Structure model   | 1.130          | 0.913      | 0.890       | 0.983      | 0.985      | 0.026        |
| Recommended value | < 3            | > 0.9      | > 0.8       | > 0.9      | > 0.9      | < 0.1        |

The calculation results Path analysis shows that above > 1.980 and a significant value below < 0.05 indicates a significant result \*p<0.05, \*\*p<0.01.

Source: Processed Data (2025)



The Full Model analysis in AMOS indicates a good fit between the research model and the empirical data, as all goodness-of-fit indices meet the accepted standards. Key values include a non-significant chi-square ( $X^2=206.834$ ,  $p=0.109$ ), a CMIN/DF of 1.130, and excellent incremental fit indices (TLI=0.983, CFI=0.985). Furthermore, the absolute fit (GFI=0.913, AGFI=0.890) and error of

approximation (RMSEA=0.026) are also within acceptable limits. Since the model demonstrates a strong goodness-of-fit, it is accepted as a valid framework for examining the relationships between relational social capital, export network alliances, knowledge sharing capability, and the export performance of MSMEs, allowing for the conclusions of the research hypotheses.

### Path Analysis

**Table 4.** The Testing Hypothesis Model

| Hypothesis   | Path Coefficient | P     | Result   |
|--|------------------|-------|----------|
| Export Network Alliance → MSME Export Business Performance   | 0.096            | 0.002 | Accepted |
| Relational Social Capital → MSME Export Business Performance | 0.075            | 0.051 | Rejected |
| Relational Social Capital → Export Network Alliance          | 0.122            | ***   | Accepted |
| Knowledge Sharing Capability → Export Business Performance   | 0.123            | ***   | Accepted |
| Knowledge Sharing Capability → Export Business Performance   | 0.119            | 0.002 | Accepted |

Source: Processed Data (2025)

From the table 4 above, the AMOS model shows the results of parameter calculations for H1 export network alliance has a positive and significant effect on export business performance. An export network alliance acts as a business network structure that will increase the knowledge, resources, and competencies of the company to improve the company's business performance (Ganjeh et al., 2020).

In the AMOS model, the critical ratio parameter results support all hypothesized relationships, except H2a, which shows that relational social capital has an insignificant effect on MSME export business performance. Research by Nahapiet & Ghosal (2009) and Nuryakin et al. (2018) suggested building trust, social inte-

raction, and building networks. H2b relational social capital has a significant effect on export network alliance, according to research (Sánchez-Arrieta et al., 2021) as a relational network configuration structure to share social value with suppliers, consumers, workers, or similar industry players.

H3a Sharing access to knowledge makes it easier for new firms to network and expand their markets (Slater & Narver, 2000). In addition, sharing access to capital and raw materials, which is the biggest problem for MSMEs, tends to automatically strengthen collaboration and co-operation alliances (Gelderman et al., 2020). H3b shows that all these indicators of sharing information, seeking new values and thoughts, creating new concepts,

and sharing experiences help export-based firms to improve their services, production, quality, product sales, and increase market share (Ferreira et al., 2022). The ability of entrepreneurs to build networks by sharing information greatly affects the company's business performance (Nuryakin's et al., 2018; Soesanto, 2023).

### Mediation Effects

Relational Social Capital → Export Network Alliance → MSME Export Business Performance with Sobel test result of 4.63 and a significant level of two tails of 0.000. Network Alliance can mediate the relationship between relational social capital and MSME export performance.

Knowledge Sharing → Export Network Alliance → MSME Export Performance A Sobel test calculation with a result of 3.45 with a significant level of two tails of 0.000. Export Network Alliance can mediate the relationship between knowledge sharing capability and MSME export business performance.

Because the export network alliance can integrate networks, create joint commitments, develop mutual benefits, manage business networks, share technological information, and identify ways to reach consumers, this will improve the company's service, production, quality, sales, and export market share.

**Table 5.** Indirect Assessment Pathway

|  | <b>Sobel Test</b> | <b>Level Significant</b> | <b>Result</b> |
|--|-------------------|--------------------------|---------------|
| Relational Capital → Export Network Alliance → MSME Export Performance | 4.63              | 0.000                    | Significant   |
| Knowledge Sharing → Export Network Alliance → MSME Export Performance  | 3.45              | 0.000                    | Significant   |

Source: Processed Data (2025)

**Table 6.** Regression Weight

| <b>Descriptions</b>  | <b>Estimate</b> | <b>CR</b> | <b>P</b> |
|--|-----------------|-----------|----------|
| Export Network Alliance → MSME Export Business Performance   | 0.366           | 3.079     | 0.002    |
| Relational Social Capital → MSME Export Business Performance | 0.278           | 2.417     | 0.051    |
| Relational Social Capital → Export Network Alliance          | 0.416           | 3.407     | ***      |
| Knowledge Sharing Capability → Export Business Performance   | 0.542           | 4.409     | ***      |
| Knowledge Sharing Capability → Export Business Performance   | 0.303           | 3.162     | 0.002    |

Source: Processed Data (2025)

Based on the regression weights in table 6, the export network alliance has a positive and significant effect on MSME export business performance with a CR value=3.162 and a probability of 0.002.

The effect of relational social capital on export business performance is not significant, with a CR value of 2.417 and a probability of 0.051. Relational social capital also has a positive and significant effect

on export network alliance, with a CR value of  $0.122=3.407$  with a probability of 0.000. Knowledge sharing capability on export network alliance has a positive and significant effect with a value of 0.123 CR  $=4.409$ , probability 0.000. The regression effect between knowledge sharing capability and MSME export performance is 0.119, and CR  $=3.079$ , with a probability of 0.002.

The statistical results are all positive and significant, except for the relationship between relational social capital and the export business performance of MSMEs. The research aims to address the gap between the influence of relational social capital and export business performance, proposing the export network alliance as a solution to overcome this gap, supported by a knowledge-sharing capability. The relationship between relational social capital and MSME export business performance is not significant, supported by research (Nuryakin et al., 2018) that relational social capital is not significant to export business performance by suggesting additional accessibility to information as a means of sharing knowledge and market networks. Relational social capital is very important for building mutual trust capital by sharing knowledge through the export network alliance. Relational social capital can also be improved by adding supply network competence, cooperation awareness, strategic partnerships, and knowledge sharing (Ganjeh et al., 2020; Barnes & Liao, 2012). These research findings provide some interesting and important implications, theoretically and practically.

The research implication shows that relational social capital has an indirect effect on MSME export business performance. Through the international network alliance, it shows that it has a very important and essential role in improving the export business performance of the export-oriented Doyo and Sasirangan weaving MSME industry. This means that the role

of relational social capital mediated by the export network alliance is quite important to maintain the export market by emphasizing strong relationships between industry players (networks) to achieve their business performance, with this role proving Coleman's (1988) theory which explains the role of relational social capital not only creating business relationships, but also being able to increase one's level of relational trust in doing business (Butler & Purchase, 2008).

## CONCLUSION AND RECOMMENDATION

Several conclusions can be drawn from this empirical study of 190 weaving industry owners in East and South Kalimantan. First, relational social capital within the export-based Kalimantan weaving cluster does not have a significant direct effect on MSME export performance. However, it does significantly affect export network alliances. Second, knowledge-sharing capability has a significant effect on both export performance and export network alliances. Third, export network alliances significantly improve the export performance of MSMEs in the international market.

The results of this study are expected to help improve export performance by directing export-based MSMEs to maximize relational social capital to derive optimal benefits from their international network alliances. Furthermore, this research encourages MSME managers to consistently enhance knowledge sharing by facilitating information exchange between business actors, sharing new ideas and values, creating new concepts, and sharing experiences. This effort, directed towards international markets, is expected to expand access to quality and robust international networks to achieve optimal performance. This research contributes by demonstrating that the export network

alliance variable, developed through a business-to-business relationship approach, can enhance export business performance.

This research is limited to the Doyo weaving industry cluster in East Kalimantan and the Sasirangan cluster in South Kalimantan, suggesting that future studies could be conducted on other MSME industry clusters. The sample size was not very large, and some issues were identified in the data normality test and the presence of outliers. Subsequent research should consider adding variables such as entrepreneurial innovativeness, innovation capability, competitive advantage, collaboration networking, co-creation, network advantage, market orientation, market information, value creation, intellectual capital, entrepreneurial intent, entrepreneurial resilience, entrepreneurial competency, and others.

An interesting finding from this study is the role that network alliances play in improving the export business performance of the Doyo and Sasirangan weaving craft industries. Weaving craft MSMEs in Indonesia are expected to build networks in national and international markets through integrated systems, good cooperation, creating added value for customers, increasing mutual benefits, forming independent networks, and sharing technological information to go global. This can improve international market presence by increasing market share, service, production, quality, and market reach. Ultimately, enhancing the international business performance of the Kalimantan weaving industries will contribute to improving Indonesia's economy.

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