

THE ROLE OF DYNAMIC CAPABILITIES IN LINKING EXPORT COMMITMENT TO EXPORT PERFORMANCE: AN EMPIRICAL STUDY OF EXPORTING FIRMS

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Abstract: This study examines the relationship between export commitment, dynamic capabilities, and export performance in the context of international business. The conceptual model presented depicts dynamic capabilities as a mediating variable between export commitment and export performance. The study employs a quantitative approach, using survey data collected from 195 respondents representing exporting firms with SEM PLS analysis. The analysis's findings show that export commitment significantly improves both export performance and dynamic capabilities. Export performance is positively impacted by dynamic capabilities as well, albeit this relationship is not very strong. These results imply that companies who are more committed to exporting typically have stronger dynamic capabilities and export performance. Nevertheless, the initial hypothesis regarding the mediating role of dynamic capacities in the link between export commitment and export performance is not supported. This research advances our knowledge of how companies can enhance their export performance through the development of export commitment and the fortification of dynamic skills. This study has significance for managers and policy makers who want to increase exporting enterprises' international competitiveness.

Keywords: Export Commitment, Dynamic Capability, Export Performance, International Business

1. Introduction

In the contemporary global business landscape, a firm's ability to excel in international markets is increasingly recognized as essential for sustainable growth and long-term profitability. Export performance, often viewed as a crucial measure of a company's success in global trade, reflects its capability to navigate complex foreign markets, adapt to diverse consumer needs, and compete effectively on a global scale. This involves not only meeting the demands of international customers but also overcoming challenges such as regulatory barriers, cultural differences, and fluctuating market conditions. As firms strive to expand their presence in international arenas, they must develop a deep understanding of the factors that contribute to superior export performance, making this area of research a focal point for both scholars and business practitioners. Among the various elements that influence export performance, two critical factors stand out: export commitment and dynamic capabilities. These variables have been identified as key drivers of success in international markets, shaping a firm's ability to remain competitive and agile (Negeri & Ji, 2023).

Export commitment reflects the level of dedication a firm shows toward its international operations, including the allocation of resources, long-term planning, and the willingness to overcome obstacles in foreign markets. This commitment is often the foundation upon which successful international strategies are built, as it allows firms to invest in necessary

infrastructure and capabilities. Dynamic capabilities, on the other hand, represent a firm's ability to adapt, integrate, and reconfigure internal and external competencies to address rapidly changing environments (Teece, Pisano, & Shuen, 1997). These capabilities enable firms to respond quickly to shifts in market demands, emerging trends, and competitive pressures, making them particularly valuable in international business, where market volatility is often greater. The interaction between export commitment and dynamic capabilities is thus of paramount importance. A firm with high export commitment may develop stronger dynamic capabilities, which, in turn, enhance its export performance by ensuring it can adapt to market changes and leverage new opportunities more effectively (Fredrich, Gudergan, & Bouncken, 2022). This interdependence highlights the need for a deeper exploration of how these two factors work together to drive export success.

While the existing literature has made strides in understanding the general impact of export commitment and dynamic capabilities on export performance, several gaps remain. One area that has yet to be fully explored is the specific mechanism through which dynamic capabilities mediate the relationship between export commitment and export performance. For instance, some studies have demonstrated a strong positive correlation between export commitment and dynamic capabilities (Kwon & Management, 2021; Singh & Gautam, 2022), suggesting that firms with a higher commitment to exports are better positioned to develop and utilize dynamic capabilities. However, other research has presented a more complex picture. For example, (Monteiro, Soares, & Rua, 2019) and (Hoque, Nath, Ahammad, Tzokas, & Yip, 2022) suggest that dynamic capabilities may not always play a significant mediating role, particularly in industries or market contexts where external factors such as market conditions or firm-specific resources exert a stronger influence. This divergence in findings indicates the need for more nuanced research that considers how different environmental and organizational variables impact this relationship.

In light of these discrepancies, this study seeks to fill the gaps in the literature by investigating not only the direct effects of export commitment on dynamic capabilities and export performance but also the mediating role of dynamic capabilities in this relationship. By examining these interactions in detail, this research aims to provide a more comprehensive understanding of how firms can strategically leverage their export commitment and dynamic capabilities to achieve better outcomes in international markets. This is particularly important in today's global business environment, where firms are increasingly pressured to adapt quickly to shifting consumer preferences, technological advancements, and competitive dynamics. Ultimately, this study will contribute to both theoretical and practical knowledge in the field of international business, offering valuable insights for firms aiming to enhance their export strategies through improved resource allocation, capability development, and strategic flexibility.

2. Literature Review

Export Commitment

Export commitment is defined as the extent to which a firm dedicates resources and efforts towards its export activities. This commitment is crucial for enhancing a firm's export performance, as research indicates that companies with a higher level of export commitment tend to achieve better outcomes in international markets. For instance, (Negeri & Ji, 2023) emphasize that sustained efforts in international markets are linked to improved export results. Furthermore, export commitment is considered a precursor to developing organizational skills

and capabilities that bolster international competitiveness, as noted by (Gonçalves, Teixeira, Dias, Gouveia, & Correia, 2021).

The literature suggests that export commitment encompasses various dimensions, including managerial dedication, resource allocation, and strategic planning. Effective management of these dimensions can lead to increased market penetration and improved financial performance in foreign markets. For example, studies have shown that firms led by committed management are more likely to engage in proactive marketing strategies, which can significantly enhance their export success (Nhat Lu, Julian, & logistics, 2007).

Moreover, the role of export commitment is not limited to direct effects on performance; it also influences other factors such as dynamic capabilities and competitive advantage. As firms commit to exporting, they often develop better market knowledge and relationships with foreign partners, which can further enhance their competitive position (Chetty & Hamilton, 1993; Koh, 1991).

Dynamic Capabilities

Dynamic capabilities have been identified as essential factors in enhancing export performance, allowing firms to remain competitive in volatile international markets. Previous research also shows that dynamic capabilities and government play an important role in improving the export performance of companies, especially SMEs operating in the furniture sector (Arifin, Komaryatin, & Research, 2020).

Dynamic capabilities (DCs) refer to a firm's ability to integrate, build, and reconfigure internal and external competencies in response to changing environments. These capabilities are particularly vital for firms engaged in international trade, as they enable organizations to adapt to new challenges and seize emerging opportunities (Fredrich et al., 2022; Kwon & Management, 2021). Research has consistently shown that dynamic capabilities play a significant role in improving export performance by allowing firms to leverage their resources effectively across diverse market conditions.

For instance, (Fredrich et al., 2022) highlight that dynamic marketing capabilities such as market responsiveness and resource rebuilding positively influence export outcomes. Additionally, contextual ambidexterity has been identified as a specific dynamic capability that enhances performance by enabling firms to balance alignment with market demands while maintaining adaptability (Prasertsakul).

The interplay between dynamic capabilities and export performance is further underscored by studies indicating that firms with robust dynamic capabilities can achieve superior performance compared to those lacking such competencies (Monteiro et al., 2019). However, it is essential to note that the relationship between dynamic capabilities and export performance may not always be straightforward; some studies suggest that other mediating factors could influence this relationship.

Export Performance

Export performance serves as a critical measure of a firm's success in international markets. It is typically evaluated through various metrics such as financial returns, market share, and achievement of strategic objectives. The relationship between export commitment and export performance has been extensively studied, with meta-analyses indicating a generally positive correlation between the two (Nhat Lu et al., 2007; Sousa, Martínez-López, & Coelho, 2008). Firms demonstrating strong dynamic capabilities are more likely to achieve superior export performance due to their enhanced ability to adapt and innovate in response to market changes.

(Monteiro et al., 2019; Negeri & Ji, 2023). However, the mediating role of dynamic capabilities between export commitment and export performance is complex and may not always yield significant results across different contexts.

In light of these findings, several hypotheses can be proposed for further investigation:

Hypothesis 1: Export commitment positively affects dynamic capabilities.

Hypothesis 2: Dynamic capabilities positively influence export performance.

Hypothesis 3: Export commitment has a direct positive effect on export performance.

These hypotheses aim to explore the intricate relationships among these constructs further. By focusing on capability development and strategic resource allocation, organizations can enhance their international competitiveness and improve overall export outcomes.

In conclusion, understanding the dynamics of export commitment, dynamic capabilities, and export performance provides valuable insights for firms aiming to succeed in global markets. Continued research in this area will help clarify the mechanisms through which these constructs interact and contribute to successful international business strategies.

3. Method

In this study, a quantitative research methodology was employed to explore the relationships between export commitment, dynamic capabilities, and export performance among exporting firms. The sample consisted of 195 respondents, selected through a stratified random sampling method to ensure diversity across various industries and firm sizes. Data collection was conducted using structured questionnaires distributed electronically to key decision-makers within these firms. The analysis utilized Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.0.

4. Result and Discussion

Result

Convergent Validity

The degree to which indicators intended to gauge a theoretical construct exhibit a strong link with one another is known as convergent validity. Utilizing the outer loading and the Average Variance Extracted (AVE) values, convergent validity was evaluated in this study. As a general rule, the ideal outer loading value is 0.5, while the minimal AVE value is 0.7 (Ghozali & Ratmono, 2017).

Table 1. Convergent Validity Test

Indicator	Outer loading	AVE	Result
DC.1	0,986	0,972	Valid
DC.2	0,993		
DC.3	0,986		
DC.4	0,980		
EC.1	0,991	0,974	Valid
EC.2	0,992		
EC.3	0,977		
EP.1	0,976	0,857	Valid
EP.2	0,751		
EP.3	0,981		

EP.4	0,975
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Source: Output data from SmartPLS version 4.0 (Processed)

Table 1's results indicate that all indicators assessing the export performance (EP), export commitment (EC), and dynamic capability (DC) variables match the convergent validity criteria, with outer loading values exceeding 0.7 and average variance extracted (AVE) values higher than 0.5.

For example, the DC.1 indicator exhibits a very strong connection with the dynamic capability variable, as evidenced by its outer loading value of 0.986 and AVE of 0.972. Comparably, the EC.1 indicator shows strong validity in gauging export commitment with an outer loading value of 0.991 and an AVE of 0.974.

Furthermore, the EP.1 indicator's validity as a representation of export performance is confirmed by its outer loading of 0.976 and AVE of 0.857. Despite having a somewhat lower outer loading (0.751), EP.2 is nevertheless deemed acceptable because it above the 0.7 criterion.

All things considered, these findings support the validity of each indicator utilized in this research in terms of measuring the relevant components. This guarantees that the indicators correctly represent the intended variables, allowing for the confidence to be placed in additional structural studies.

Reliability Test

A research instrument's internal consistency, or how consistently indications inside a construct yield consistent results, is referred to as reliability. Cronbach's alpha and composite reliability were the two primary metrics used in this study to assess dependability. The construct's total dependability is evaluated using composite reliability, which has a suggested value of more than 0.7 (Wang et al., 2020). Cronbach's alpha is used to evaluate the internal consistency of indicators, where values above 0.7 are considered reliable (Usman, Rohman, Ratmono, & Management, 2023).

Table 2. Composite reliability & Cronbach's alpha

Variabel	Composite reliability	Croncach' alpha	Information
DC	0,991	0,991	Reliable
EC	0,987	0,986	
EP	0,974	0,942	

Source: Output data from SmartPLS version 4.0 (Processed)

All investigated variables, including dynamic capability (DC), export commitment (EC), and export performance (EP), had composite reliability values higher than 0.7, according to the reliability test findings shown in Table 2, indicating the validity of the measuring tools used.

For example, the composite reliability score of 0.991 for dynamic capability (DC) indicates a very high level of reliability. Export Performance (EP) and Export Commitment (EC), with composite reliability scores of 0.974 and 0.987, respectively, also show good reliability.

Furthermore, all of the variables' Cronbach's alpha values are above 0.7, indicating strong internal consistency between the indicators. For instance, dynamic capability (DC) has a Cronbach's alpha value of 0.991, meaning that the indicators measure the DC construct consistently. Further supporting their dependability are the strong Cronbach's alpha values for

export performance (EP) and export commitment (EC), which are 0.986 and 0.942, respectively.

To sum up, the research tool satisfies the reliability standards, guaranteeing that the information gathered is trustworthy and steady enough for additional examination.

Inner Model (Measurement Model)

The inner model is a tool for projecting causal links between hidden variables and variables that are not directly measurable.

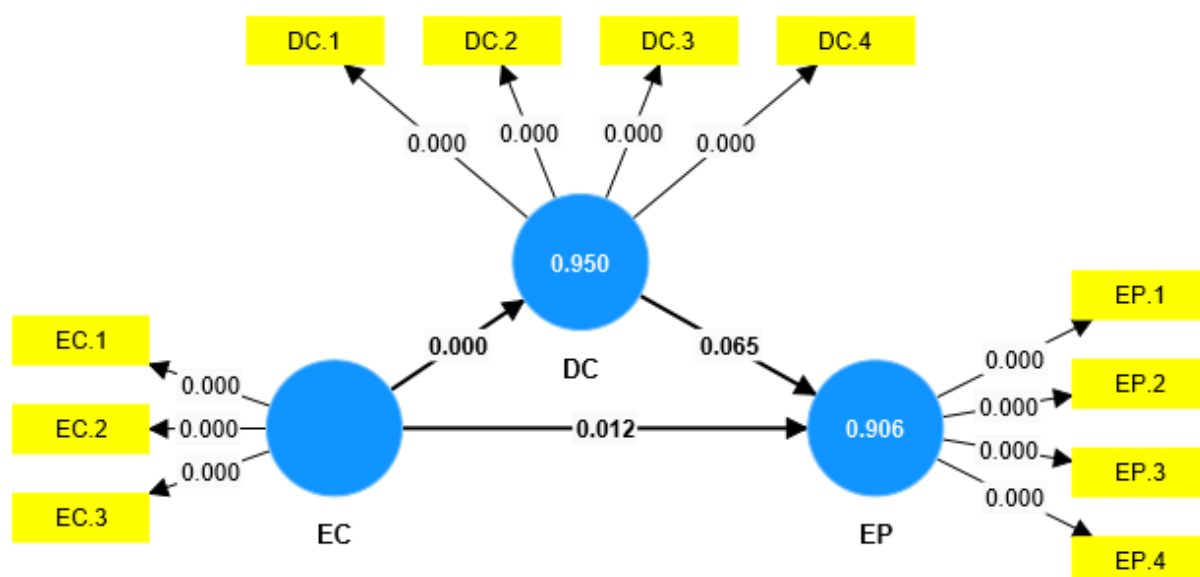


Figure 2. Structural Model

R-square

Table 3. R-square

Variabel	R-square	R-square adjusted
DC	0,950	0,950
EP	0,906	0,905

Source: Output data from SmartPLS version 4.0 (Processed)

The explanatory strength of the research model is measured by the R-square values for the export performance (EP) and dynamic capability (DC) variables, which are shown in Table 3. Dynamic capability (DC) has an R-square value of 0.950, meaning that the independent variables in the model account for 95.0% of the variability in DC. This indicates a very high level of explanatory power, indicating that the model's independent variables substantially explain the variation in dynamic capability. The modified R-square value of 0.950 shows that the model maintains this high degree of explanation even after taking the number of predictors into consideration.

With an R-square value of 0.906 for Export Performance (EP), the independent variables in the model account for 90.6% of the variability in EP. Considering that additional factors not included in this analysis account for only 9.4% of the variability, this shows that the model has good explanatory power for export performance. Even though the corrected R-square value is marginally lower at 0.905, the model fit is still quite strong.

To sum up, the research model's independent variables have significant explanatory power and successfully capture the majority of the variability in the dependent variables, as seen by the high R-square values for both dynamic capability and export performance.

Mediation Test

Table 4. Path Coeffien

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P value
DC -> EP	0,410	0,387	0,222	1,845	0,065
EC -> DC	0,975	0,975	0,013	74,523	0,000
EC -> EP	0,548	0,571	0,219	2,503	0,012

Source: Output data from SmartPLS version 4.0 (Processed)

Table 5. Specific Indirect Effects

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P value
EC -> DC -> EP	0,399	0,377	0,217	1,839	0,066

Source: Output data from SmartPLS version 4.0 (Processed)

A mediation test was conducted to determine whether dynamic capability (DC) mediates the link between export commitment (EC) and export performance (EP). The information in Tables 4 and 5 can be used to comprehend the direct and indirect interactions between these components.

Table 4 demonstrates a strong and substantial direct association between export commitment (EC) and dynamic capability (DC), with a path coefficient of 0.975, a t-statistic of 74.523, and a p-value of 0.000. This suggests that increased export commitment promotes the development of dynamic capabilities. The direct effect of EC on Export Performance (EP) is similarly substantial, showing that more export commitment improves export performance, with a path coefficient of 0.548, a t-statistic of 2.503, and a p-value of 0.012.

However, a t-statistic of 1.845, a p-value of 0.065, and a path coefficient of 0.410 indicate that the direct association between export performance (EP) and dynamic capability (DC) is not significant at the 0.05 level. Despite the fact that DC benefits EP, there is very little statistical significance in this association.

With a path coefficient of 0.399, a t-statistic of 1.839, and a p-value of 0.066, Table 5's indirect relationship between export commitment (EC) and export performance (EP) through dynamic capability (DC) is similarly shown to be marginally significant. This shows that, albeit playing a partially moderating role, dynamic capability does not play a statistically significant effect in the relationship between export commitment and export performance.

Overall, these findings show that export commitment significantly influences both dynamic capability and export performance directly, whereas dynamic capability only plays a minor mediating role in the relationship between export commitment and export performance. The results highlight the role that export commitment plays in fostering dynamic capacities, which may then impact export performance, even when the mediation effect is not very noticeable.

Hypothesis Test

P value and T statistics are used in hypothesis testing; a P value less than 0.05 is considered acceptable when utilizing the Path Coefficient in the SmartPLS version 4.0 application, which is acquired through the Bootstrapping technique.

Table 6. Hypothesis Test Results

Hypothesis	Analysis
DC -> EP	Coeffisien = 0,410
	P value = 0,065
	T statistics = 1,845
	T-tabel = 1.652
	T statistics > T-tabel
EC -> DC	Coeffisien = 0,975
	P value = 0,000
	T statistics = 74,523
	T-tabel = 1.652
	T statistics > T-tabel
EC -> EP	Coeffisien = 0,548
	P value = 0,012
	T statistics = 2,503
	T-tabel = 1.652
	T statistics > T-tabel

Source: Output data from SmartPLS version 4.0 (Processed)

Hypothesis 1: The Effect of Dynamic Capability (DC) on Export Performance (EP)

The results show that Dynamic Capability (DC) has a small but beneficial effect on Export Performance (EP). The route coefficient is 0.410, the p-value is 0.065, and the T-statistic is 1.845. The fact that DC has a beneficial impact on EP but that this effect is not statistically significant at the 5% level suggests that this hypothesis is only weakly supported. This is as a result of the T-statistic exceeding the 1.652 T-table value.

Hypothesis 2: The Effect of Export Commitment (EC) on Dynamic Capability (DC)

Export Commitment (EC) has a substantial and considerable impact on Dynamic Capability (DC), according to the investigation. With a p-value of 0.000, the route coefficient is 0.975, and the T-statistic is 74.523—much higher than the T-table value of 1.652. Based on this, it can be concluded that EC has a major impact on improving Dynamic Capability.

Hypothesis 3: The Effect of Export Commitment (EC) on Export Performance (EP)

Furthermore, the results demonstrate that Export Commitment (EC) has a significant impact on Export Performance (EP). The route coefficient, with a p-value of 0.012 and a T-statistic of 2.503, is 0.548 in relation to the T-table value of 1.652. This demonstrates that a notable improvement in export success is a result of increasing export commitment.

Discussion

This study investigates the relationships among export commitment, dynamic capabilities, and export performance in the context of international business. The research employs a quantitative methodology, analyzing survey data from 195 exporting firms through Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that export commitment significantly enhances both dynamic capabilities and export performance. Specifically, firms that exhibit a higher level of export commitment tend to develop stronger dynamic capabilities, which are crucial for adapting to market changes and leveraging new opportunities. The results indicate that the path coefficient for export commitment on dynamic capability is 0.975 (p -value = 0.000), while the direct effect of export commitment on export performance is also substantial at 0.548 (p -value = 0.012). However, while dynamic capabilities positively influence export performance (path coefficient = 0.410), this relationship is not statistically significant at conventional levels (p -value = 0.065). This suggests that although dynamic capabilities contribute to improved outcomes, their mediating role between export commitment and export performance is limited.

The theoretical framework of this study is based on the resource-based view (RBV) and dynamic capabilities theory. Export commitment reflects a firm's dedication to international operations, encompassing resource allocation and long-term strategic planning. Dynamic capabilities, as defined by (Teece et al., 1997), represent a firm's ability to adapt and reconfigure its resources in response to changing environments. The interaction between these two constructs is essential for firms aiming to excel in international markets, as a strong export commitment can lead to enhanced dynamic capabilities, thereby improving export performance (Fredrich et al., 2022).

Previous research has established a positive correlation between export commitment and dynamic capabilities, with studies indicating that firms with higher levels of commitment are better positioned to develop necessary competencies for international success (Kwon & Management, 2021; Singh & Gautam, 2022). However, contrasting findings suggest that dynamic capabilities may not always serve as significant mediators across different contexts. For example, research by (Monteiro et al., 2019) and (Hoque et al., 2022) indicates that external factors may exert a stronger influence than dynamic capabilities in certain industries or market conditions. This study addresses these gaps by examining not only the direct effects of export commitment on dynamic capabilities and performance but also the nuanced role of dynamic capabilities in this relationship.

Empirically, this research contributes valuable insights into how firms can strategically leverage their export commitment and dynamic capabilities to enhance their international competitiveness. By focusing on capability development and effective resource allocation, firms can navigate the complexities of global markets more effectively. Future research should continue to explore these dynamics across various industries and contexts to further clarify the mechanisms through which these constructs interact in driving successful international business strategies.

5. Conclusions

The conclusion of this study emphasizes several key findings regarding the relationships among export commitment, dynamic capabilities, and export performance in the context of international business. The primary finding indicates that export commitment significantly enhances both dynamic capabilities and export performance. Specifically, firms exhibiting a higher level of export commitment tend to develop stronger dynamic capabilities, which are

crucial for adapting to market changes and leveraging new opportunities. However, while dynamic capabilities positively influence export performance, this relationship is not statistically significant at conventional levels. This suggests that although dynamic capabilities contribute to improved outcomes, their mediating role between export commitment and export performance is limited.

The implications of these findings are substantial for both practitioners and policymakers. For managers in exporting firms, the results underscore the importance of fostering a strong commitment to international operations as a foundational element for enhancing dynamic capabilities, which can subsequently lead to improved export performance. This highlights the need for strategic resource allocation and long-term planning in international markets. Additionally, policymakers should consider supporting initiatives that encourage firms to enhance their export commitment, as this can lead to broader economic benefits through increased competitiveness in global markets.

However, this study also has limitations that should be acknowledged. The research relies on survey data from a specific sample of exporting firms, which may not fully represent the diversity of industries or market contexts. Furthermore, while the study explores the mediating role of dynamic capabilities, other potential mediators or contextual factors influencing these relationships were not examined in depth. Future research could address these limitations by incorporating longitudinal data or exploring additional variables that may impact the dynamics among export commitment, dynamic capabilities, and export performance.

In summary, this study contributes valuable insights into how firms can strategically leverage their export commitment to enhance dynamic capabilities and improve their export performance while also highlighting areas for further exploration in future research endeavors.

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