Research Paper

Enhancing Export Performance: Do Energizing Team Learning and Opportunity Recognition Matter?

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Abstract

The furniture export performance study departs from an awareness decline in Export Performance (EP) and an innovation index below Singapore, Malaysia, Thailand, Vietnam, and the Philippines in 2021. Thus, this paper aims to build an empirically tested model to build EP. The critical concept is the importance of building innovation through learning and utilizing learning to transform current challenges into opportunities to address various challenges. Organizations must get an agile work team by building Energizing Team Learning (ETL). ETL is offered to strengthen Digital Technology (DT), whose use has been strategically attached to the furniture industry to achieve performance and provide various solutions to problems facilitated by Opportunity Recognition (OR). This study's theoretical gap contradicts the DT to EP research results. The direction of this paper is to develop an appropriate strategy to encourage the presence of EP through ETL, which is used to facilitate the presence of OR to create EP. This research involved 194 furniture exporters in Central Java. The analytical method used is Structural Equation Modeling with the AMOS 22 analysis tool. This study uses the perspective of Knowledge-Based View Theory and empirically proves that DT has an insignificant effect on EP, and ETL and OR managed to mediate DT to EP fully. The strategy to optimize EP is to strengthen DT in the organization, build learning agility through ETL, and apply learning contexts in capturing OR so that implementing this strategy provides empirical evidence to be an optimal strategy. Managers need to make practical implications for the contribution of knowledge built up through the talents of people placed in ETL.

Keywords: *Digital Technology; Energizing Team Learning; Opportunity Recognition; Export Performance*

INTRODUCTION

Teamwork plays an essential role as a driving force in creating breakthroughs in problem-solving ideas. It is in line with Cummings and Worley (2009) that team members with appropriate skills and experience will make teamwork activities more optimal. Teamwork is a task force formed to solve various bottleneck problems. Teamwork must be able to identify problems, find alternative solutions, and make decisions. The development of teamwork within the organization helps maximize the use of human resources and the contribution of team members in solving problems. It is due to the suitability of the skills and experience of each team member with their duties and functions, helping the team to find alternative solutions. As an effort to find alternative solutions in teamwork, it is inseparable from the existence of team learning. Team learning is the main thing in organizations because it is the basic unit of learning (Senge, 1990). Team learning will increase the capacity of team members to think, which has an impact on optimizing the discovery of innovative problem-solving. It is because team learning will add new insights not found in individual learning (Senge, 1990). However, this cannot be achieved without an energizing atmosphere that can increase team spirit at work, and a charismatic leader is needed to generate enthusiasm in the team at work (Hermawan et al., 2021). Therefore, this study offers Energizing Team Learning to increase enthusiasm in the team learning process (Hermawan et al., 2021). The existence of Energizing Team Learning will encourage the development of Opportunity Recognition. This is in line with a study (Lumpkin & Lichtenstein, 2005), which states that organizational learning will increase an organization's ability to recognize opportunities. Organizational ability in identifying opportunities depends on the learning activities carried out because building new products, which are the output

of the opportunity recognition process, requires various knowledge related to market needs, and this can be obtained from learning in teams (Mostafiz, Sambasivan, & Goh, 2021).

The study of team learning has attracted the interest of several researchers, including the health sector (du Plooy & Parker, 2020; Shoukat, Elgammal, Shah, & Shaukat, 2022), the textile sector (Hermawan, Inayah, Sartono, Suharnomo, & Aulia, 2020; Yıldıran, Önalan, & Önalan, 2022), the food sector (Indriyani, Eliyana, Sobirin, & Nathanael, 2020; Salimi, 2021), the fashion sector (Järvinen, 2020; Khurotul, Ferina, & Sukowidyanti, 2019). Studies on team learning, especially in the Energizing Team Learning concept for MSMEs in furniture exports, are still minimal. Furniture export is an exciting sector for the current study because furniture products are one of Indonesia's main export products (Perdagangan Republik Indonesia, 2022). Making furniture products one of Indonesia's main export products is inseparable from Indonesia's carrying capacity as a producer of furniture products.

Indonesia has the carrying capacity of furniture products due to various aspects such as sources of raw materials and skilled human resources. The source of raw materials for making furniture products, namely wood, has been pocketed by Indonesia, where Indonesia has a forest area of 125.76 hectares or 62.97% of Indonesia's land area (Widi, 2023). The extent of Indonesia's forests provides opportunities for the furniture export industry in terms of ease and availability of raw materials. Regarding wood, the primary raw material for making furniture, furniture exports are still dominated by wood. Based on records from the Indonesian Furniture and Handicraft Industry Association (HIMKI), the dominant contribution to furniture exports was occupied by furniture products made from wood at 56.60%, made from rattan at 6.60%, and made from metal at 3.79% (Danar, 2022). When viewed from the availability of raw wood materials, the interest in the export market, where the majority of products are made from wood, coupled with Indonesia's experience and ability to produce furniture made from wood, Indonesia has great potential in (wib, 2023)developing furniture exports (Perindustrian Republik Indonesia, 2022).

This study has a problem gap, namely the contradictory evidence gap, where several studies state that Digital Technology has an influence on Export Performance (Isayomi & Akintunde, 2021; Raharja & Rivani, 2022; Wardhani, Hastiadi, & Shihab, 2019). However, several other studies state that Digital Technology does not significantly affect Export Performance, so elaboration with other concepts is needed to encourage Digital Technology on Export Performance (Hermawan, Inayah, Samani, Hindrawati, & Sari, 2023). Business organizations that adopt digital technology without capable and competent human resources to use and utilize it will reduce export performance. In addition to the contradictory gap, there is a gap phenomenon in this study, namely the weakening of furniture exports in the first quarter of 2023, where, based on the records of the Central Statistics Agency, it fell 32.42% compared to the first quarter of 2022 (Ahdiat, 2023). In 2022, there will also be a decrease in the value of the furniture export industry compared to 2021, which is 2.3%. Regarding volume, furniture exports will also decline in 2022 to 11.9% (Islamiati, 2023), even though 90% of Indonesian furniture products are marketed abroad (wib, 2023). Indonesian products are considered less competitive than ASEAN countries. Based on data from the World Intellectual Property Organization (WIPO), Indonesia's innovation rating has been below Singapore, Malaysia, Thailand, Vietnam, and the Philippines in the last ten years (Abdini, 2022). In addition, the export value of the wood industry in Central Java decreased in 2020. The total export value of the wood industry in Central Java reached 629.19 billion rupiahs, but in the following year, 2021, it only reached 570.49 billion rupiahs (Badan Pusat Statistik, 2022). So there was a decrease of 9.33% in 2021. Central Java's export value also decreased again in October 2022. The largest decline in export value occurred in the furniture industry, reaching USD 12.82 million (Modesta, 2022). The decline in the export value of the wood industry in Central Java indicates a decline in the performance of furniture exports in Central Java, where furniture is part of the wood industry's

products. Therefore, strategic efforts are needed to implement team learning accompanied by an energizing atmosphere and the introduction of opportunities to overcome the decline in export performance by utilizing technology as an infrastructure for building knowledge.

This research offers a model for building an Energizing Team Learning for furniture export SMEs based on the presence of Digital Technology to increase Export Performance through the support of Opportunity Recognition. This study uses the perspective of the Knowledge-Based View (KBV) Theory developed by (Grant, 1996; Kogut & Zander, 1992; Nonaka, 1994). This theory is relevant because knowledge management is needed by organizations as learning material in Energizing Team Learning and is used to build wisdom in order to create Opportunity Recognition, while on the technological side, from a knowledge management point of view, it is knowledge infrastructure. Variables built in the perspective of Knowledge-Based View theory will contribute to the domain of the export furniture industry and develop policies within the managerial scope of what export furniture managers need to do in building knowledge.

The aims of this research are to build an Energizing Team learning for furniture export SMEs based on the presence of Digital Technology to increase Export Performance through the support of Opportunity Recognition. This research is exploratory research to find the best model in order to build how the furniture industry can survive and develop.

LITERATURE REVIEW

The literature review section describes the theory used, constructs that become enablers of achieving Export Performance, such as Digital Technology, Energizing Team Learning, and Opportunity Recognition, and the hypotheses developed.

Knowledge-Based View

Several streams of research during the early 1990s, including Resource-Based View (RBV), organizational learning, evolutionary economics, management technology, systems theory, and management cognition, discussed and produced a KBV. Among these streams, the RBV significantly influences the KBV (Cooper, Pereira, Vrontis, & Liu, 2023). The resources owned by the organization play an important role in realizing the organization's strategy and goals (Barney, 1991). One of the resources that an organization must have is knowledge. Knowledge of the KBV concept is considered the most critical and strategic resource. Knowledge is unique, difficult to imitate, and protected by patent and copyright regulations. KBV (Grant, 1996) reveals that organizations that can build and integrate knowledge into their members can increase their competitive advantage. Knowledge influences how to enter markets, choice of markets, and speed of internationalization, and enhances the ability of business organizations to deal with dynamic export markets. Knowledge is essential for business organizations to grow in the export market by treating knowledge as a resource (Mostafiz, Sambasivan, & Goh, 2022).

Digital Technology

Digital technology is a product or service that can view, obtain, create, disseminate, store, and receive information in digital form (Rahayu & Haningsih, 2021). Digital technology provides various benefits, such as increased development of new products, flexibility for new businesses, and improvements in the internationalization process (Proksch, Rosin, Stubner, & Pinkwart, 2021). Not only that, but digital technology has also changed organizations in doing business, such as in building relationships with international business partners and stakeholders, understanding what the current market needs, and creating customer value (Zahoor & Lew, 2023).

Energizing Team Learning

Team learning is a process where each team member can acquire, share, and elaborate on their knowledge and experience (Zhang & Wang, 2021). The knowledge and experience gained will be more optimal if there is enthusiasm for learning in the team learning process (Hermawan et al., 2021). Team learning is essential in helping organizations increase innovation and readiness to face business challenges (Pandey, Gupta, & Gupta, 2019), while innovation is an effective way to reduce the destructive impact of environmental change (Corneslis & Febriansyah, 2023). Thus, an energizing learning team is needed to optimize the sharing of knowledge and experience as an organizational effort in facing business challenges.

Opportunity Recognition

Opportunity recognition is seeking, finding, evaluating, and exploiting information to improve organizational performance (Qader et al., 2022). This information can be used to identify business ideas that have the potential to benefit the company (Indriyani et al., 2020). Furthermore, organizations need to act to explore and exploit emerging opportunities to make accurate results by utilizing adequate resources and competencies (Mostafiz et al., 2021).

Export Performance

Export performance is the success or failure of an organization in carrying out export activities with strategic planning. It is accompanied by the implementation (Negeri & Ji, 2023) or can be defined as the outcome of export activities carried out by a business organization (Malca, Peña-Vinces, & Acedo, 2020). Three indicators represent export performance, namely strategic, financial, and satisfaction. Strategy is used to measure the achievements of business organizations in implementing their knowledge and experience to achieve strategic goals. Financial refers to the volume of sales, profits, or growth business organizations achieve in carrying out export activities. At the same time, satisfaction refers to organizational achievements in meeting the expectations of business organization partners in carrying out export business transactions (Hasaballah, Genc, Bin Mohamad, & Ahmed, 2019).

Digital Technology as Determinant of Export Performance

Digital technology can help organizations improve new product development, new business flexibility, and improve the internationalization process (Proksch et al., 2021). This internationalization process can be made more accessible through digital technology by reducing transaction costs, increasing efficiency, reducing data discrepancies, and connecting international markets with language differentiation (Li & Li, 2022). Based on the description above, the hypothesis proposed is as follows:

H1: Digital Technology has a significant effect on Export Performance.

Digital Technology as Determinant of Energizing Team Learning

Digital technology as a knowledge infrastructure encourages sharing knowledge, which is a raw material for learning, especially with energizing team learning. Technology will be more active in capturing, storing, and disseminating knowledge within organizations. The existence of a team will increase the effectiveness of using technology in learning, where team leaders can consolidate human resources appropriate to their fields to work together(Hermawan, Suharnomo, Sartono, & Hindrawati, 2022). In a study (Hermawan et al., 2021), organizational technology in the context of leadership shows that technology can facilitate energizing team learning. Technology can consolidate, store, and distribute learning media such as text, images, audio, and video as essential

materials in learning. Technology provides power in learning and building social cognition in the context of energizing team learning.

H2: Digital Technology has a significant effect on Energizing Team Learning.

Digital Technology as a Determinant of Opportunity Recognition

Digital platforms allow organizations to connect with external parties such as partners, competitors, and customers (Kreuzer, Lindenthal, Oberländer, & Röglinger, 2022). Through digital technology, organizations can build social networks with various partners with different variations to increase organizational success in recognizing opportunities (Ceptureanu, Ceptureanu, Cristescu, & Dhesi, 2020). Based on the description above, the hypothesis proposed is as follows:

H3: Digital Technology has a significant effect on Opportunity Recognition.

Energizing Team Learning as a Determinant of Opportunity Recognition

Learning can enhance the opportunity recognition process. The more an organization does learn, the higher the possibility of new opportunities being obtained. Through learning, organizations will obtain information converted into knowledge so that knowledge can be realized in the market (Lumpkin & Lichtenstein, 2005). In addition, the presence of a leader in team learning will become a role model that encourages the team to explore and recognize new opportunities (Mehmood, Jian, Akram, Akram, & Tanveer, 2022). Based on the description above, the hypothesis proposed is as follows:

H4: Energizing Team Learning has a significant effect on Opportunity Recognition.

Energizing Team Learning as a Determinant of Export Performance

Organizations developing the right export strategy require learning. Through learning, organizations can acquire knowledge related to the export market. It can be used to explore export markets to improve export performance (Assadinia, Kadile, Gölgeci, & Boso, 2019). Based on the description above, the hypothesis proposed is as follows:

H5: Energizing Team Learning has a significant effect on Export Performance.

Opportunity Recognition as a Determinant of Export Performance

Business processes require organizations to be able to capture, identify, and exploit business opportunities dynamically. Opportunity recognition will help organizations capture business opportunities. It allows organizations to get popular products and innovative services and occupy the market at favorable times to increase export performance (Xie, Wang, & Lee, 2021). Based on the description above, the hypothesis proposed is as follows:

H6: Opportunity Recognition has a significant effect on Export Performance.
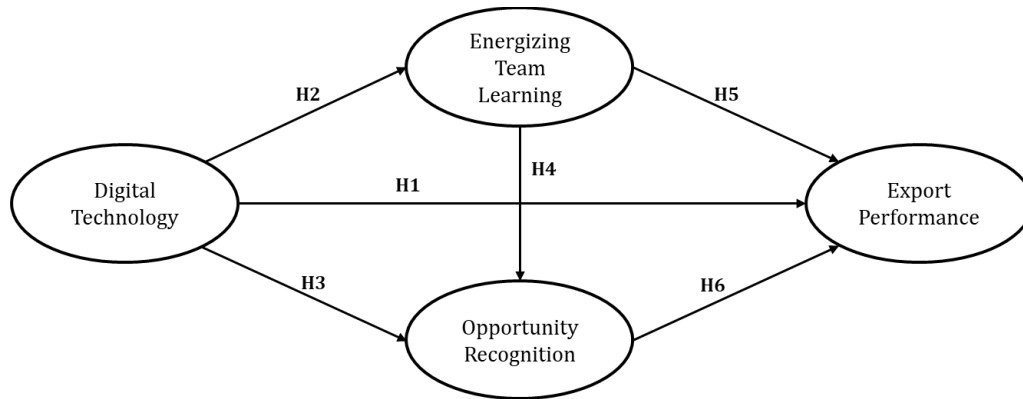
Figure 1. Empirical Model

This research refers to research (Hermawan et al., 2023). The originality of this research is the addition of Energizing Team learning and Opportunity Recognition as endogenous variables. Energizing Team learning and Opportunity Recognition are the constructs involved in the model because they are projected to have a mediating role for resources in their influence on Export Performance, where the current problem of the furniture export industry is the low innovation index, which results in less competitiveness with several countries in ASEAN and a decline in export performance. The hypothesis can be formed by creating an empirical model, as shown in Figure 1.

RESEARCH METHOD

This study uses a cross-sectional quantitative research design. The cross-sectional method is a study conducted at a certain time in which data is collected once from each respondent (Saunders, Lewis, & Thornhill, 2003). The questionnaire in this study was filled out in a hybrid manner, where some respondents filled out a self-assessment, and others filled out a non-self-assessment questionnaire. Data collection was carried out from 2022 to 2023. The sampling technique used in this study is purposive sampling, which has certain considerations with the intention that the data obtained is representative (Hair et al. 2014). The criteria for respondents in this study were top-level management of the Furniture Export Business in Central Java, which has a minimum of 5 employees and has been established for a minimum of one year. The criteria needed in determining respondents are because, with a minimum of 5 employees, the company can implement energizing team learning, which is one of the variables used in this research. Apart from that, the length of time a company is established is one year to see its business development. The sample in this study involved 202 Export Furniture Business respondents, but only 194 respondents could process data with a rate of return of 96.04%. The questionnaire in this study was distributed to 257 respondents; the questionnaire return rate was 78.59%, resulting in 202 respondents. A total of 8 data are outliers, so the final data that can be processed in the model is 194 data. The return rate reached this percentage because data collection was mostly done directly by visiting furniture business owners. Apart from that, communicate directly via WhatsApp chat, so the possibility of getting data is greater.

The analytical tool approach in this study uses the Structural Equation Model (SEM); this research uses SEM techniques because SEM techniques provide more complete information about the extent to which the research model is supported by data compared to regression techniques (Gefen et al., 2000), which is processed with Amos 22 software to analyze the relationships between variables used in the study. The number of indicators in all constructs is 14 scale items, so a sufficient sample of 105 respondents (15 * 7) is needed to use the existing sample in empirical calculations (Hair et al., 2011).

Measurement

This study uses Likert Scores 1-10 in measurement, ranging from 1 (strongly disagree) and 10 (strongly agree), where the smaller the score chosen by the respondent interprets, the more disagreement, and vice versa, the greater the score chosen by the respondent interprets the agreement with the statements in the questionnaire. The selection of scores 1-10 in this study is because it is better able to express what respondents feel adequately. A score range that is too short cannot reveal many differences in the ratings given by respondents between a large number of objects (Taherdoost, 2019). In addition, the SEM is covariant-based, so the range is important for building goodness of fit; the wider the range, the more capable of achieving goodness of fit. This study involves four variables in the model, including digital technology, energized team learning, and opportunity recognition. The measurement of each variable is taken from the elaboration of several published previous studies. These measurements were then developed into statements used as research questionnaires.

FINDINGS AND DISCUSSION

The respondent's characteristics include the respondent's education level, the gender of the respondent, and the location of the business, which can be seen in Table 1 below.

Table 1. Respondent's Characteristics

	Number	Percentage
Education		
≤ Junior High School/Equivalent	47	24.2%
High School/Equivalent	82	42.3%
Associate's Degree	10	5.2%
Bachelor's Degree	53	27.3%
Doctoral Degree	2	1%
Gender		
Male	125	64.4%
Female	69	35.6%
City		
Semarang	13	6.7%
Salatiga	3	1.5%
Jepara	99	51%
Boyolali	79	40.7%

Table 1 shows the characteristics or demographics of the respondents. The majority of respondents in this study had a high school education level/equivalent (42.3%), with the majority being male (64.4%). This shows that education is not a limitation to becoming a manager because the export furniture business is dominated by inherited family businesses. Furthermore, regarding the city where the respondents' businesses were located, the majority were in Jepara (51%). It is because Jepara is a city in Central Java that is the most significant contributor to furniture exports in Central Java and got the title of The World Carving Center.

This model examines the role of Energizing Team Learning and Opportunity Recognition as a mediator of Digital Technology on Export performance by using the Knowledge-Based View Theory. The data testing steps are validity and reliability, confirmatory factor analysis, determinant validity, and hypothesis testing. Data validity and reliability are the first steps of data testing, as shown in Table 2.

Table 2. Research Items List

| Descriptions	Loading Factor	Construct Reliability
Digital Technology (Hermawan & Suharnomo, 2021; Proksch et al., 2021)		0,734
[DT1] Awareness of the importance of appropriate technology	0.743	
[DT2] Application of digital technology to consumers	0.706	
[DT3] Technologies for building relationships with partners	0.626	
Energizing Team Learning (Hermawan et al., 2021)		0.731
[ETL1] Team members willing to share knowledge	0.649	
[ETL2] The team learns from documented market knowledge	0.762	
[ETL3] Have a strategy that builds energy in the team	0.655	
Opportunity Recognition (Qader et al., 2022)		0.782
[OR1] New product identification	0.574	
[OR2] Seek business opportunities from business partners	0.566	
[OR3] The importance of meeting with customers	0.515	
[OR4] Recognizing opportunities from technological change	0.783	
[OR5] Owned organizational structure capable of dealing with change	0.665	
	0.549	
[OR6] Able to face business challenges from experience		
Export Performance (Hasaballah et al., 2019; Imran et al., 2018)		0.714
[EP1] Export earnings experienced gains	0.683	
[EP2] Have an export strategy that creates a competitive advantage	0.696	
[EP3] Colleagues of export destination countries rarely complain	0.641	

Table 2 shows that the Loading Factor of each item scale has a score above 0.5 and Construct Reliability above 0.6 (Dash & Paul, 2021). After that, the thing that must be considered is Confirmatory Factor Analysis (CFA), which can be seen in Table 3 below.

Table 3. Summary of Goodness of Fit from CFA Construct Variables

Variable	Chi-Square	CMIN/DF ≤ 2.00	GFI ≥ 0.90	AGFI ≥ 0.90	CFI ≥ 0.95	TLI ≥ 0.95	RMSEA ≤ 0.08
DT	0.150	0.150	0.999	0.997	1.000	1.021	0.000
ETL	0.872	0.872	0.997	0,980	1.000	1.004	0.000
OR	18.113	1.811	0.971	0.939	0.969	0.954	0.065
EP	0.204	0.204	0.999	0.996	1.000	1.023	0.000

The results of the CFA test for each variable show that each variable is proven FIT, proving that the question items used have succeeded in presenting the existing variables so that the CFA in the table is feasible to continue to build the full model.

The analytical method used in this study is Structural Equation Modeling analysis from the six hypotheses formulated. It turns out that four hypotheses were accepted and two rejected. This research has confirmed the problem gap between the influence of Digital Technology on Export Performance.
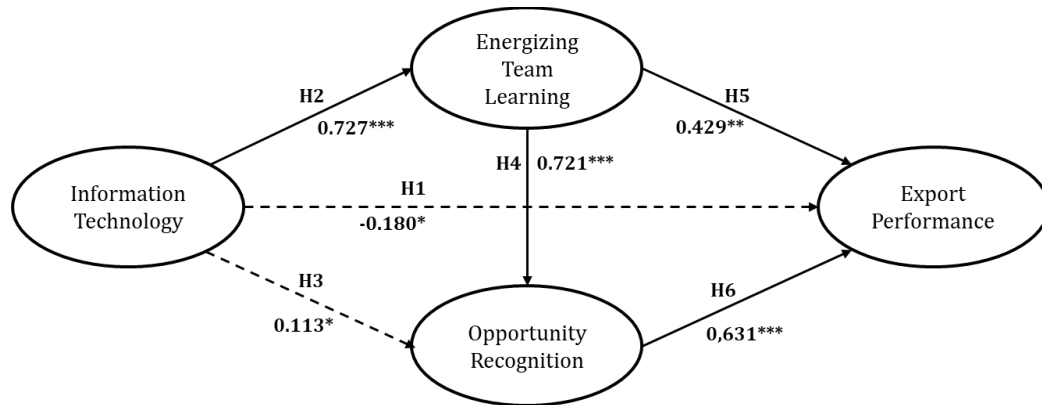
Note:
--- not significant (ns): p>0.05 (*)
— significant (s): p<0.05 (**) or p<0.001 (***)

Figure 2. Model Test Results

Table 3. Goodness of Fit for Full Model

Chi-Square	CMIN/DF ≤ 2.00	GFI ≥ 0.90	AGFI ≥ 0.90	CFI ≥ 0.95	TLI ≥ 0.95	RMSEA ≤ 0.08
101.210	1.205	0.935	0.908	0.981	0.976	0.033

Source: Amos 22 Processing Results (2022)

Based on the data processing results, it was found that CMIN, GFI, AGFI, CFI, TLI, and RMSEA as a whole indicated in the full model that they met the criteria of Goodness of Fit.

Table 4. Direct Effects, Indirect Effects, and Total Effects on Endogenous Variables

Effects on Endogenous Variables	Direct Effects	Indirect Effects	Total Effects
Effects on ETL			
H2: DT	0.727	0.000	0.727
Effects on OR			
H3: DT	0.113	0.524	0.637
H4: ETL	0.721	0.000	0.721
Effects on EP			
H1: DT	-0.180	0.714	0.533
H5: ETL	0.429	0.455	0.884
H6: OR	0.631	0.000	0.631

Source: Amos 22 Processing Results (2022)

Based on Table 4, the results of data processing show that hypothesis 1 is rejected (β=-0.180, p>0.05), hypothesis 2 is accepted (β=0.727, p<0.001), hypothesis 3 is rejected (β=0.113, p>0.05), hypothesis 4 is accepted (β=0.721, p<0.001), hypothesis 5 is accepted (β=0.429, p<0.05), and hypothesis 6 is accepted (β=0.631, p<0.001). Besides that, the results show that DT does not have a significant direct effect on EP (-0.180). This study proves that the offered variables, namely ETL and OR, can bridge the gap between DT and EP so that the offered variables fully mediate. Two paths are recommended from the results of this study, and the first path only uses ETL as a mediating variable between DT and EP with a result of 0.312 (0.727*0.429). At the same time, the second path uses two mediating variables, ETL and OR, which show better results with a result of 0.331 (0.727*0.721*0.631). So, it can be concluded that the best path to bridge the role of DT to EP

is through ETL and OR.

Based on the results of the studies that have been carried out, **Hypothesis 1 is rejected.** Digital Technology does not have a significant influence on Export Performance. Digital Technology has a role as infrastructure. In this case, Digital technology cannot be used without human resources. For digital technology to be optimally beneficial, competent resources with sufficient knowledge are needed. Therefore, digital technology cannot directly affect export performance; another concept is needed to bridge digital technology to export performance. It aligns with a study (Hermawan et al., 2023) that says digital technology cannot directly affect export performance. This study offers several variables, one of which plays a role in increasing knowledge. However, this contradicts a study (Isayomi & Akintunde, 2021) that says digital technology significantly influences export performance. Technology adoption is able to increase export performance through the ease provided by technology in accessing new market information, designing, streamlining the production process, and improving good relationships with customers.

Hypothesis 2 is accepted. Digital Technology has a significant influence on Energizing Team Learning of 0.727. Digital technology is an infrastructure that can facilitate the acquisition of knowledge and the dissemination of the acquired knowledge used as learning raw material. Learning activities can be more optimal by forming a learning team, in which the team is formed based on the potential it has to be implemented through consolidation so that the process of exchanging ideas can be more optimal, which can create ideas to find the right solutions in facing the challenges of business organizations. It aligns with a study (Deng, Duan, & Wibowo, 2023) stating that Digital Technology facilitates collaborative knowledge-sharing processes. The existence of digital technology will provide convenience in coordinating and sharing information and expertise so that it will maximize team learning activities.

Hypothesis 3 is rejected. Digital Technology does not have a significant influence on Opportunity Recognition. Digital technology will not be used optimally in identifying opportunities. It requires human resources who have knowledge and are capable of using digital technology as infrastructure in recognizing opportunities. So, we need another concept that can mediate digital technology to opportunity recognition. However, this is contrary to studies (Ceptureanu et al., 2020), which state that digital technology significantly affects opportunity recognition. The amount of information available by accessing digital technology, one of which is the use of social media, will affect organizations in recognizing opportunities. However, it requires the ability to sort the right information among the various available information to avoid mistakes in finding the right opportunities.

Hypothesis 4 is accepted. Energizing Team Learning has a significant influence on Opportunity Recognition of 0.721. Team learning that builds an energizing atmosphere will maximize the creation of new ideas and suggestions that are used as a basis for discovering business opportunities. The existence of an energizing atmosphere will encourage team members to think optimally, coupled with team members who want to share the knowledge they have so that the potential to generate business opportunities can be maximized. It aligns with a study (Mehmood et al., 2022), which states that in the learning process, a leader will influence the introduction of new opportunities. The leader acts as a role model among the team members, and organizational learning influences opportunity recognition. Leaders will direct them to explore and find new opportunities. This new opportunity can be created by having a learning team accompanied by a team leader who can influence members to release information and ideas they have.

Hypothesis 5 is accepted. Energizing Team Learning has a significant influence on Export Performance of 0.429. Team learning that creates an energizing atmosphere will maximize the learning process by sharing members' knowledge. It can optimize developing strategies to increase

export performance, such as expanding export markets, creating profits, and increasing consumer satisfaction. It aligns with the study (Escandon-Barbosa & Salas-Páramo, 2023), which states that learning significantly influences export performance. Learning is an effective long-term strategy for improving outcomes in international contexts that require more complex learning processes. This is because the knowledge gained from learning can become an intangible asset that is managed through creation, acquisition, transfer, and integration. This knowledge can be used as learning to improve export performance.

Hypothesis 6 is accepted. Opportunity Recognition has a significant influence on Export Performance of 0.631. When identifying opportunities, organizations develop their ideas to exploit existing opportunities. So that it can expand the export market, organizations that research to find new ideas in identifying business opportunities will have fresh ideas to develop and be able to achieve organizational targets. So that the export performance of the organization also increases. It aligns with the study (Mostafiz et al., 2022), which states that opportunity recognition affects export performance. When an organization knows a new effective marketing strategy and distribution channel, it will create the best way to execute the new idea and achieve the organizational target on the international market.

Energizing Team Learning can bridge the influence of Digital Technology on Export Performance. This is because digital technology functions as infrastructure and cannot directly affect export performance. Another concept is needed to bridge the influence of digital technology on export performance, namely human resources that can utilize digital technology to develop strategies that can improve export performance. It can be obtained by having team learning within the organization. The existence of energizing in team learning optimizes the role of team learning to optimize the learning process to improve export performance.

Energizing Team Learning and Opportunity can bridge the influence of Digital Technology on Export Performance. It is because Energizing Team Learning and Opportunity Recognition will be the right combination to mediate the role of digital technology in export performance. Energizing team learning as an activity to gain new knowledge that can be applied in executing opportunity identification so that in identifying opportunities, team members already have the provision, namely knowledge that can optimize opportunity recognition, which can improve the export performance of a business organization.

This research proves that Digital Technology does not have a significant effect on Export Performance; Energizing Team Learning and Opportunity Recognition together provide full mediation on the relationship between Digital Technology and Export Performance. Based on the results of testing the influence between the variables above, there are two alternative mediator paths to improve export performance, namely through energized team learning and through energized team learning and opportunity recognition. This shows that this research has succeeded in fulfilling the research objectives, where the model built in this research has been empirically tested in the context of finding strategies for building export performance.

CONCLUSIONS

Based on previous research by Yan Yin and Mohammad (2019) with the research object of SME manufacturers, which states that digital technology has no effect on increasing competitive advantages plus Hermawan et al. (2023) which states that technology cannot directly affect export performance, but another study by Isayomi and Akintunde (2021) which uses panel data states that technology can directly affect export performance and this is a gap in this study so this study examines does digital technology have an influence on export performance and offer Energizing Team Learning and Opportunity Recognition variables to bridge the influence of digital technology on export performance and this is a novelty in this study. Energizing Team learning, which is the

mediating variable offered in this research, succeeded in fully mediating the influence of Digital Technology on Export Performance. Opportunity Recognition is unable to carry out its role in bridging the influence of Digital Technology on Export Performance. These two findings contribute to the body of knowledge in the furniture industry domain from a Knowledge-Based View perspective, and this is a theoretical contribution to this research. Knowledge-Based View Theory considers knowledge to be the most critical and strategic resource. In this case, digital technology plays the role of infrastructure in gaining new knowledge; energizing team learning plays the role of a process of acquiring new knowledge, opportunity recognition as the implementation of new knowledge that has been obtained in team learning, and produces output in the form of increased export performance.

This built knowledge will solve several problems in the managerial scope of export furniture. Export furniture managers can develop strategies to increase enthusiasm in team learning as an optimizing effort in identifying opportunities to increase export performance and survive in the face of turbulence in the furniture export business. Energizing Team Learning needs to be implemented by the furniture export business unit to deal with business turbulence by always being up to date regarding the use of digital technology and market information. This can be done by forming routine group discussion forums to update the knowledge possessed so that the furniture export business unit is ready to face business competition based on the knowledge obtained. However, this learning process, in its implementation, needs to form an energizing atmosphere. This can be created through the participation of managers in the furniture export business unit so that an atmosphere is created that awakens team spirit to want to share the knowledge they have.

Opportunity Recognition needs to be implemented by the furniture export business unit so as not to get stuck and improve the ability of the furniture export business unit to identify opportunities. Identifying opportunities is important for business organizations to be able to find new ideas that have an inimitable side. This can be done by conducting market research related to new products or services so that the furniture export business unit is not only stagnant but is able to explore new markets and new products.

LIMITATION & FURTHER RESEARCH

The study's limitations were the dissemination of hybrid questionnaires between non-self-assessment and self-assessment, in which some respondents filled out the questionnaire online, and some surveyors came directly to the respondents to fill out the questionnaire. So, further research is expected to carry out similar research with entire non-self-assessment data collection. In the same theme related to resolving gaps that are able to leverage the role of Digital Technology on Export Performance through a Knowledge-Based View perspective, if, in this study, digital technology is placed as a knowledge infrastructure capability, it needs to be tested in future research on constructs related to the knowledge management process, such as knowledge sharing, knowledge acquisition, knowledge donation, and knowledge protection.

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