

**INTERNATIONAL JOURNAL
OF ENTREPRENEURSHIP AND
MANAGEMENT PRACTICES
(IJEMP)**www.gaexcellence.com/ijemp**BREAKING BARRIERS TO EXPORT: HOW CULTURE
INFLUENCE MALAY MSME READINESS FOR
INTERNATIONALIZATION IN MALAYSIA**Khairul Anuar Rezo^{1*}, -Fitriwati Djam'an², Siti Maryam Md Nor³, Mohd Anuar Sulaiman⁴¹Department of Business Studies, Management and Science University (MSU), Malaysia anuarezo@msu.edu.my <https://orcid.org/0000-0003-2422-4212>²Department of Economics, Faculty of Economics and Business, University of Hasanuddin, Indonesia fitriwati.djaman18@gmail.com <https://orcid.org/0000-0002-0742-8339>³Department of Management and Law, Management and Science University (MSU), Malaysia sitimaryam_mdnor@msu.edu.my <https://orcid.org/0000-0002-7289-0474>⁴Department of Business Studies, Management and Science University (MSU), Malaysia mohd_anuar@msu.edu.my <https://orcid.org/0000-0001-5053-5829>

*Corresponding Author

Article Info:**Article history:**

Received date: 15.07.2026

Revised date: 30.07.2026

Accepted date: 17.08.2026

Published date: 15.09.2026

To cite this document:

Rezo, K. A., Djam'an, F., Md Nor, S. M., & Sulaiman, M. A. (2026). Breaking Barriers to Export: How Culture Influence Malay Msme Readiness for Internationalization in Malaysia. *International Journal of Entrepreneurship and Management Practices*, 9(35), 394-405.

Abstract:

This conceptual paper explores the role of Malay cultural values on internationalization readiness among Micro, Small and Medium Enterprise (MSME) entrepreneurs in Malaysia. In spite of decades of government support and various export promotion programs, there is a paradoxically low prevalence of Malay MSMEs in the international market relative to the similar Chinese Malaysian MSMEs. A continued gap in export figures indicates that mainstream internationalization theories, primarily based in Western secular cultures, may be inadequate to the Malay entrepreneurs. In line with the Resource Based View and Uppsala model, this paper proposes an integrated framework of the Malay cultural values (collectivism, uncertainty avoidance, kinship trust, and Islamic-derived values viz. halal orientation and work ethics) to three internationalization readiness dimensions: resource readiness, psychological readiness, and network readiness. Six testable propositions are developed. The paper posits that cultural factors act as not only a barrier but a potential strategic asset, especially to the markets with cultural affinities to Malaysia. Practical implications follow from this argument including recommendations for the culturally congruent mentorship programs, export promotion strategies, and policy interventions by agencies for Malaysian export promotion.

DOI: 10.35631/IJEMP.935021

Keyword:

Culture, Export Barriers, Internationalization Readiness, Malay Entrepreneurs, MSEMES



© The authors (2026). This is an Open Access article distributed under the terms of the Creative Commons Attribution (CC BY NC) (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits non-commercial re-use, distribution, and reproduction in any medium, provided the original work is properly cited. For commercial re-use, please contact ijemp@gaexcellence.com.

Introduction

Malaysia has become a trading nation, with Micro, Small and Medium Enterprises (MSMEs), accounting for 97.4 percent of all businesses and making up 38.2 percent of the country's Gross Domestic Product (GDP) (Department of Statistics Malaysia, 2022). While making a significant domestic contribution, the rate of internationalization among the Malaysian MSMEs is still low, estimated to be < 10 percent. In fact, empirical evidence focusing on specific sectors also illustrates this underperformance. For example, textile SMEs in Malaysia were found to have only a moderate level of market orientation and competitive advantage despite the sector having significant export potential at the regional level (Udriyah, Tham, & Azam, 2019). This finding suggests that low levels of internationalization are not a phenomenon limited to one MSME subsector but are a challenge that is also experienced by various other MSME subsectors. In fact, Bumiputera (mostly Malay) MSME entrepreneurs even show a lower level of export participation than Chinese Malaysian MSMEs, a gap that has remained unchanged through several iterations of national industrial master plans (SME Corporation Malaysia, 2021).

The continuing existence of this export (participation) gap brings up a fundamental question: Why are there specific barriers to internationalization for Malay MSME entrepreneurs? Mainstream internationalization theories such as the Uppsala model's incremental internationalization (Johanson & Vahlne, 1977) or the Resource-Based View's emphasis for tangible assets (Barney, 1991) may fail to address the complexities of such a vast arena as the Malay MSMEs. These theories were developed primarily in the Western, secular and individualistic milieu. They seldom consider the question how the cultural values (strong in-group collectivism, high levels of uncertainty avoidance, and trust-based kinship networks, etc.) influence an entrepreneur who perceives the readiness of their business to operate across borders.

This gap is becoming more apparent as the field of study becomes more unbalanced. A recent bibliometric mapping of 336 studies on SME internationalization indexed in Scopus for the period 1980 to 2023 found that the emerging market perspective, which is culturally based, has received less attention than the resource-based frameworks that are more developed in Western contexts (Hettiarachchi, Md Yusoff, & Azam, 2026). This situation reinforces the need to introduce a culturally based conceptual model, as proposed in this study.

This conceptual paper takes the following research question: How do the Malay cultural values affect the readiness for internationalization among the Malay MSMEs in Malaysia? There are two-fold objectives: the first is to integrate and synthesize the fragmented literature in the areas of international business and cross-cultural psychology; the second is to present an integrated conceptual framework which pinpoints the barriers and enablers built into the Malay culture. The re-orientation of culture from a constraint to strategic resource makes this paper a novel perspective towards breaking barriers of export for the Malay MSMEs. The paper is organized as follows. The following section is a review of the selected literature on internationalization readiness and the cultural dimensions in Malaysia. The conceptual framework is introduced, followed by six testable propositions. The methodology section presents a sequential mixed-method design for the empirical validation in the future. Finally, the theoretical and practical implications in terms of breaking barriers to export are discussed.

Literature Review

Understanding Internationalization Readiness of MSMEs

Internationalization readiness indicates the extent to which an MSME is equipped with the attitudinal, strategic, and operational requirements to begin or grow cross-border activities (Oura, Zilber, & Lopes, 2016). Compared to huge MNEs, MSMEs handle liability of smallness (scarcity of resources) and liability of foreignness (inadequacy of knowledge about foreign markets). Readiness has been conceptualized along three dimensions that have special significance in explaining barriers to export:

First, resource readiness concerns financial capital, export knowledge, international network, and technological capabilities. Malay MSMEs may experience restricted access to export financing and international supply chain linkages (Abdul Rahim & Mohd Noor, 2019).

Second, psychological readiness targets managerial commitment, tolerance of risk, proactiveness, and self-efficacy in cross-cultural settings. The influence of culture on this dimension is mostly related to orientation toward uncertainty and risk.

Third, network readiness covers ties with foreign distributors, digital export platforms and diaspora communities. Within the ethnicity of Malay entrepreneurs, social network is likely to determine the dimension as either kinship-based or arm's-length considerably (Paul, Parthasarathy, & Gupta, 2017). It is crucial for explaining barriers to export for Malay MSMEs to understand the three dimensions from a cultural perspective.

Malay Cultural Values as Barriers and Enablers

Malay culture as in the larger Austronesian and Islamic heritage, possesses several cultural orientations concerning values that is significant to internationalization. From Hofstede's cultural dimensions, Malaysia is rated high in collectivism (close in-group loyalty) and uncertainty avoidance (opting for structured situation) (Hofstede, Hofstede, & Minkov, 2010). Collectivism is an ingrained Malay cultural value. Gotong-royong (mutual assistance) concept stresses concerted effort within kinship and community networks rather than arm's-length market transactions (Abdullah & Lim, 2013). This can be both a barrier and an enabler; (i) as a barrier: excessive levels of in-group socialization may forestall the willingness of entrepreneurs to turn to non-kin foreign partners, limiting market diversification efforts, (ii) as

an enablers: high in-group trust can promote quick formation of partnership within co-ethnic diaspora networks, where trusted entry point to foreign markets can be initially established. This dual function is consistent with recent qualitative evidence from family firms in Malaysia, which suggests that collectivism values are not simply a passive cultural background, but are instead actively translated into functional business mechanisms, such as structured role division, seniority-based mediation, and mutual support, to manage relationship tensions (Mosbah, Alharbi, & Zamri, 2026). These findings provide empirical support for the argument that collectivism can be intentionally operationalized as a strategic resource, rather than simply accepted as a constraint to be overcome.

Uncertainty avoidance is a notable Malay cultural feature. Malay entrepreneurs are more inclined to fit in structured and highly predictable business environment. Cultural disposition shows as careful deliberation before taking decisions which can slow down internationalization progress. Proper handling of uncertainty avoidance, however, leads to high quality market research and more sustainable export strategy (Syed Mustafa, 2018).

Kinship trust stands as a distinctive Malay cultural resource. Business relationships are cultivated on personal trust based on family and community network ties instead of formal contract based. This cultural tendency produces major influence on network readiness. Strong kinship networks, for example, may ease entrepreneurs' access to starting export opportunities from trusted intermediaries but may fail in shifting into arm's-length relationship that is necessary on diverse international markets.

Understanding of Islamic-informed cultural values is encoded in Malay identity, as Malay ethnicity in Malaysia is constitutionally categorized as Muslim. To focus this paper to culture rather than religion per se, this study needs to consider a fact that the sense of Malay cultural values is influenced by Islamic tradition. These concepts, halal (permissibility) orientation and amanah (trustworthiness), are cultural as much as religious. These values can turn into strategic assets when targeting markets with cultural affinity to Malaysia, particularly Organization of Islamic Cooperation (OIC) countries (Wilson & Liu, 2011; Hashim, & Abdullah, 2024).

Theoretical Underpinning: Breaking Barriers Through Cultural Reframing

This paper gives a complementary theoretical lens. RBV (Resource Based View) suggests that firm-specific resources that are valuable, rare, inimitable, and non-substitute (VRin) enable competitive advantage (Barney, 249, 1991). Culturally specific resources such as trust-based kinship network and halal cultural orientation are VRin resources for an MSME, particularly which targeting markets with cultural affinity to Malaysia. What appears as barriers to export from Western viewpoint may actually be strategic assets, which need to be properly leveraged.

Uppsala model in its latest network version (Johanson & Vahlne, 2009) focuses on business network relationships as the most prominent way to cut down psychic distance. Cultural collectivism of Malay and cultural affinity to Asian and Middle Eastern markets can even paradoxically decrease the psychic distance and accelerate internationalization, contrary of the model's original incremental assumption.

The breaking barriers to export for Malay MSMEs thus needs the capacity to understand that culture-related factors as not only a constraint that have to be overcome, but a possible enabler that altered the resources endowments (RBV) and the network pathways (Uppsala).

Conceptual Framework

Based on the literature synthesis, Figure 1 presents the proposed conceptual framework for understanding how Malay culture influences MSME internationalization readiness.

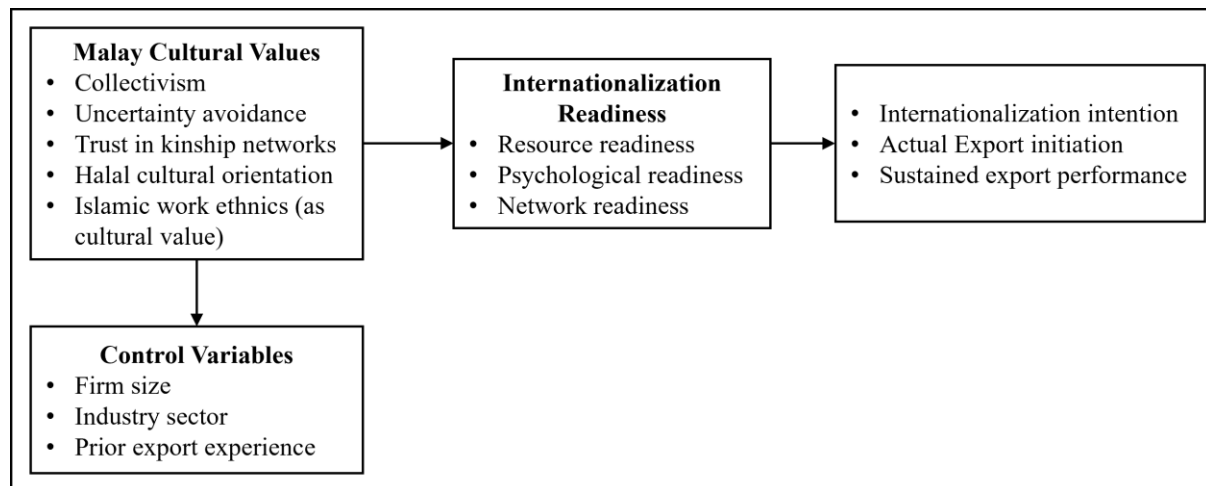


Figure 1: Conceptual Framework Linking Malay Culture to Export Readiness

Key Propositions for Breaking Barriers

From Figure 1, the proposition can be explained in six propositions which are:

Proposition 1: Malay collectivism shows positive association with network readiness (break network barriers via trusted connections) but negative association with psychological readiness (in-group focus creates psychological barriers).

Proposition 2- Uncertainty Avoidance among Malay MSME entrepreneurs has negative association with psychological readiness for internationalization, which serves as a significant psychological barrier that needs culturally sensitive interventions.

Proposition 3: Halal cultural orientation has positive association with resource readiness when targeting markets with cultural affinity to Malaysia (e.g., OIC countries) but no significant association when targeting culturally distant markets.

Proposition 4: Islamic work ethics (cultural value) shows an upside-down U-shaped relationship with psychological readiness: moderate level breaks down psychological barriers through commitment and diligence, but extremely high level create new barriers through over-avoidance of risk.

Proposition 5- Trust in kinship network moderates' relationship between network readiness and actual export initiation, such that this effect is more significant when dealing with kinship-based than non-kinship foreign partners, which breaks network barriers when leveraged appropriately.

Proposition 6- The interaction between collectivism and uncertainty avoidance has a unique cultural profile that either escalates or deflates the overall internationalization readiness based on market cultural distance.

Methodology

This conceptual paper does not offer primary data products. To provide guidance on future empirical testing of the proposed framework for breaking export barriers through cultural understanding, we recommend a sequential explanatory mixed-method design.

Phase 1: Quantitative Survey

A stratified random sample of 1000 Malay MSMEs owners will be selected from the SME Corporation Malaysia database. The survey instrument will include the validated scales: Malay cultural values – adapted from Hofstede's Values SurveyModule; halal cultural orientation (AbdulAziz & Chok, 2013), and internationalization readiness (Oura et. al., 2016). The six proposed propositions will be tested through structural equation modeling (SEM).

Phase 2: Qualitative Interviews

After completing the quantitative phase, semi-structured interview will be conducted via 20-25 purposively selected Malay MSMEs owners (stratified by high vs. low readiness scores). Specific interview questions would probe the cultural consideration negotiation during real or attempted export transaction and what specific cultural barriers that are most difficult to break that entrepreneurs perceive. Data will be analyzed via thematic analysis using NVivo.

Expected Results

As this is a conceptual paper, in order to explore expected results, we present it based on the proposed framework and the existent fragmented evidence presented.

We are expected to observe for partial support for all six proposed propositions. The highest positive relationship are expected for Proposition 1a (collectivism- network readiness) and Proposition 2 (uncertainty avoidance-reduced psychological readiness), and Proposition 3 (halal cultural orientation and resource readiness in culturally affine markets). The highest barrier expected would be demonstrated through proposition 2 (uncertainty avoidance-reduced psychological readiness).

In terms of specific barrier to export, we expect psychology barriers (Uncertainty Avoidance) most difficult to break; needs tailored mentorship from successful Malay exporter from the same culture while network barrier (over reliance on kin) can be broken by strategically leveraging kinship ties for initial entry while building gradually towards different partners ex-kin networks. Besides that, resource barrier of halal cultural orientation can be turned into enablers when positioning into a right market.

These results are expected if confirmed in the future through empirical research. This would be indicative that the Malay's cultural factors are not in uniform constricted but contain strategic enablers, if leveraged properly, can break existing export barriers.

Discussion

This conceptual paper contributes to the literature by adding new relevant theoretical framework to the international entrepreneurship study, compared to the existing body of

literature. The paper contributes the most with three implications as discussed in the section below: Theoretical Contributions, Results Interpretations and Practical Implications.

Theoretical Contributions

First, it advances the RBV and Uppsala model by specifying to the cultural bounded resources and network mechanisms that rarely being discussed in mainstream internationalization study. By doing so, it provides theoretical basis for understanding the behaviour of why the Western-centric models of Ie may not be able to predict export behaviour among the Malay entrepreneurs.

Second, it gives a cultural explanation to the persistent Malay MSMEs export gap, which move beyond structural explanation (lack of capital, skills), while moving toward socio-cognitive factors of their cultures. This is crucial, as policy interventions based solely on structural factors haven't been able to close the gap in past few decades.

Third, it provides testable framework for the future to use and adapt to other collectivist cultural contexts in Asia, such as Indonesia, Brunei or Thailand, as such, contributes to comparative study on international entrepreneurship.

Breaking Cultural Barrier: Key Insight

A key insight it brings from this framework is that the cultural trait that might be considered as barrier when perceived from western viewpoint, when investigated further might be turned into an enabler if properly understood. For example, collectivism that only becomes a barrier only when it prevents the non- kin network, breaking the barrier require exposing Malay entrepreneurs into successful models for hybrid networking (kin+ non- kin partnership).

Uncertainty that become a barrier is when it led to inaction complete. breaking the barrier is by providing structured, low risk initial entry export (online digital export for example has guarantee). While kinship trust that become a barrier occurs when it replaces the formal contracting. breaking the barrier is by intuitionism the education on how to integrate the kinship trust in the formal agreement.

Practical Implication to Breaking Barriers for Export

The cultural framework that leads to the practical implications that can be acted upon by policymakers MITI, MARA, and SME Corporation, Malaysia are as follows: (i) psychology Barriers: the training needs addressing on the uncertainty avoidance via mentorship from well successful Malay export who been navigating the psyche distance, not just pure technicalities in export. P2P via existing koperasi (cooperative structure) are more trust legitimacy for Malay entrepreneur than generic trade chamber, (ii) network barrier: the organization of trade mission need be via cultural-based trusted entity as intermediaries such as koperasi and community business association. Digital platform of export needs to be built with community verification to break the perceived risk in export and (iii) resource barrier which export readiness training need to account for the halal cultural orientation as a potential asset and not as baggage to comply in line with the findings of previous studies which prove that the level of information technology (IT) infrastructure development can influence the extent to which trade integration successfully facilitates cross-border entrepreneurial activities (Abdeljaber et al., 2021).

marketing training should reposition the halal certification as premium branding for target market.

Limitations and Future Research

There are limitations for this conceptual paper. It is not considering generational difference as it found by Che Omar and Lee (2025) that the Gen Z was 18 years old entrepreneurs are more pragmatic in cultural orientation, compared with older generations. Also, the framework assumes that there is a MONOLITH "MALAY" cultural, but there are possibility regional differences (Kelantan vs. Selangor's) that is worth to be include in future empirical research. Future empirical research should consider and deal with these cultural contingencies. Comparative study of cross country with Indonesian MSMEs or even Bruneian MSMEs would increase the generalizability of this framework.

Conclusion

This study aimed to investigate the influence of the culture as cultural values on the internationalization readiness among Malay MSME entrepreneurs in Malaysia. The major finding is that culture is one of the factors that create both barriers and enablers to readiness of export. The results show that cultural factor (collectivism, uncertainty avoidance, kinship trust, halal cultural orientation, and islamic-informed work ethics) has significant but complex association to the readiness in export. Collectivism can be a barrier (over reliance on kin network in export) and also an enabler (reliable entry into diaspora market). Uncertainty avoidance significantly shows the psychological barrier that in need of targeted intervention. halal cultural orientation can be changed from perceived burden into as a strategical asset in market that have cultural affinity.

Significantly, these cultural factors are not in uniform constricted, to break barriers to export for Malay's MSMEs need to realize that a cultural identity doesn't need to be a liability, kinship network can be activated as an entry into region market, halal orientation can be restated as an advantage in branding, Uncertainty avoidance can be directed into comprehensive market research and not inaction. Implication of this study is twofold, from the theoretical perspective, it gives contribution in the growing body of literature in MSME internationalization, that show the measurable role for culture that often neglect in western-centric model. From practical perspective it provides best practices for Malaysian policymaker and entrepreneurs to design an export promotion programme that break barriers with working with not against local culture.

Breaking barriers to export for Malay MSMEs is not about re- identifying the culture to adopt the Western business practice, instead than doing it strategically by leverage the cultural identity as a source of competitive advantage into the right market. When Malay's entrepreneur realizes their collectivism, kinship and halal cultural orientation are not barrier but a bridge to the market with the affinities the exports gap would start to be reduced.

-
- Acknowledgements:** The authors would like to express their sincere gratitude to Universiti Malaysia Kelantan and Universiti Sains Islam Malaysia for providing the necessary resources and supports throughout the course of this research. Special appreciation is extended to colleagues and peers who contributed valuable insights and constructive feedback, which greatly enhance the quality of this paper.
- Funding Statement:** This research received financial support from Management and Science University (MSU). The funding body had no role in the design of the study, data collection, analysis, interpretation of results, or the decision to publish this manuscript.
- Conflict of Interest Statement:** The authors declare that there is no conflict of interest regarding the publication of this paper. All authors have contributed to this work and approved the final version of the manuscript for submission to GAE Journal.
- Ethics Statement:** This study did not involve any human participants, animals, or sensitive data that required ethical approval. This a conceptual paper based on published literature. The authors confirm that the research was conducted in accordance with accepted academic integrity and ethical publishing standards.
- Author Contribution Statement:** All authors contributed significantly to the development of this manuscript. Khairul Anuar Rezo was responsible for the conceptualization, methodology, and overall supervision of the study. Siti Maryam Md Nor contributed to the literature review, drafting, and critical revision of the manuscript. All authors read and approved the final version of the manuscript prior to submission.
-

References

- Abdeljaber, O., Al-Masaeed, S., Azam, S. M. F., Ab Yajid, M. S., ALSoud, A. R., & Johar, M. G. M. (2021). The role of trade integration and cross-border entrepreneurship in international relations: A moderating role of IT infrastructure. *Croatian International Relations Review*, 27(87), 63-94. <https://doi.org/10.2478/CIRR-2021-0003>
- Abdul Aziz, Y., & Chok, N. V. (2013). The role of Halal awareness, Halal certification, and marketing components in determining Halal purchase intention among non-Muslims in Malaysia. *Journal of International Food & Agribusiness Marketing*, 25(1), 1-23. <https://doi.org/10.1080/08974438.2013.752999>
- Abdul Rahim, N., & Mohd Noor, S. (2019). Barriers to internationalisation among Malaysian SMEs: A systematic review. *Asian Journal of Business Research*, 9(2), 78-96. <https://doi.org/10.14707/ajbr.190058>
- Abdullah, A., & Lim, L. (2013). Cultural values and entrepreneurial intentions among Malay undergraduates. *International Journal of Entrepreneurship and Small Business*, 20(3), 332-348. <https://doi.org/10.1504/IJESB.2013.056892>
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. <https://doi.org/10.1177/014920639101700108>
- Che Omar, C. M. Z., & Lee, H. S. (2025). Generational shifts in Islamic work ethics among Gen Z Malay entrepreneurs: Implications for export readiness. *Asian Journal of Business Research*, 15(1), 45-67. <https://doi.org/10.14707/ajbr.250145>
- Department of Statistics Malaysia. (2022). Economic census 2022: Profile of MSMEs. Department of Statistics Malaysia.
- Hashim, F., & Abdullah, N. (2024). Digital halal supply chains and SME export performance in Southeast Asia: The moderating role of Islamic financial inclusion. *Journal of Islamic Marketing*, 15(3), 712-734. <https://doi.org/10.1108/JIMA-06-2023-0189>
- Hettiarachchi, H. A. B. W., Md Yusoff, S. K., & Azam, S. M. F. (2026). Mapping the intellectual landscape: A bibliometric analysis of SME internationalization research. *International Journal of Research and Innovation in Social Science*, 10(1), 749-771. <https://doi.org/10.47772/IJRISS.2026.10100066>
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
- Johanson, J., & Vahlne, J. E. (1977). The internationalization process of the firm: A model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies*, 8(1), 23-32. <https://doi.org/10.1057/palgrave.jibs.8490676>
- Johanson, J., & Vahlne, J. E. (2009). The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership. *Journal of International Business Studies*, 40(9), 1411-1431. <https://doi.org/10.1057/jibs.2009.24>
- Mohd Zain, M. Z., & Zainol, F. A. (2020). Islamic work ethics and entrepreneurial intention: The mediating role of attitude. *Asian Journal of Business Research*, 10(2), 45-62. <https://doi.org/10.14707/ajbr.200078>
- Mosbah, A., Alharbi, J. A., & Zamri, N.-S. B. (2026). How culture shapes conflict management in small firms? A "collectivism" perspective on Indian family firms in Malaysia. *Multidisciplinary Science Journal*, 8(12), Article 2026804. <https://doi.org/10.31893/multiscience.2026804>
- Oura, M. M., Zilber, S. N., & Lopes, E. L. (2016). Innovation capacity, international experience and export performance of SMEs in Brazil. *International Business Review*, 25(4), 921-

- Paul, J., Parthasarathy, S., & Gupta, P. (2017). Exporting challenges of SMEs: A review and future research agenda. *Journal of World Business*, 52(3), 327-342. <https://doi.org/10.1016/j.jwb.2017.01.003>
- Rahman, A. B., Ismail, S., & Yusof, M. (2023). Beyond halal certification: Religiosity as a strategic resource for Muslim entrepreneur internationalisation. *International Journal of Entrepreneurial Behavior & Research*, 29(5), 1122-1145. <https://doi.org/10.1108/IJEBR-08-2022-0711>
- SME Corporation Malaysia. (2021). SME annual report 2020/2021. SME Corporation Malaysia.
- Syed Mustafa, S. (2018). Malu and segan as cultural barriers to entrepreneurial negotiation among Malay entrepreneurs. *Gadjah Mada International Journal of Business*, 20(2), 189-210. <https://doi.org/10.22146/gamaijb.24053>
- Udriyah, U., Tham, J., & Azam, S. M. F. (2019). The effects of market orientation and innovation on competitive advantage and business performance of textile SMEs. *Management Science Letters*, 9(9), 1419-1428. <https://doi.org/10.5267/j.msl.2019.5.009>
- Wilson, J. A., & Liu, J. (2011). The challenges of Islamic branding: Navigating emotions and halal. *Journal of Islamic Marketing*, 2(1), 28-42. <https://doi.org/10.1108/17590831111115222>

Appendix

The Instruments Survey for Future Empirical Testing

Cultural Values scale (adapted from Hofstede et al., 2010):

CV1: I prefer to work with people I know personally (collectivism)

CV2: I feel uncomfortable entering market I know nothing (uncertainty avoidance)

CV3: I trust business partner recommended from family member (kinship trust)

CV4 : Halal certification is important with business identity (Halal cultural orientation)

Internationalization readiness Scale (adapted from Oura et al., 2016)

RR1: My business has sufficient financial resources for export (resource readiness)

PR1: I am willing to take calculated risks in foreign market (Psychological readiness)

NR1: I have contacts with foreign distributors (Network readiness)