



# Determination of Community Value Representation to Improve Sustainable Performance of MSMEs Grape Sellers in Indonesia

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## ABSTRACT

The main objective of this study is to analyze the influence of Entrepreneurial Orientation (EO) and Digital Capability (DC) on SMEs Sustainable Performance (SP) through Competitive Advantage (CA) as an intervening variable and Community Value Representation (CVR) as a moderating variable, which is the novelty of this study among Grape entrepreneurs in Indonesia. Specifically, this research is present as an effort to fill the gap in the limited literature on the role of Community Value in maintaining the sustainable performance of Grape sellers in Indonesia who are members of the Indonesian Grape Entrepreneurs Association (ASPAI). A total of 264 grape sellers participated as respondents in this study, who are members of the Indonesian Grape Entrepreneurs Association (ASPAI), using the sample determination technique of Hair et al. The method used was the quantitative method using SEM-PLS. Based on the research findings, EO encourage the strengthening of SP significantly. DC unable to prove any influence on SP. CA gave positive effect on SP. EO and DC have a significant positive effect on CA. EO and DC have a significant indirect positive effect on SP through CA. CVR positively mediates DC to CA, but not EO to CA.

**Keywords:** Competitive Advantage, Community Value Representation, Entrepreneurial Orientation, MSMEs, Social Media Adoption, Sustainable Performance

**JEL Classifications:** I23, M54, J24

## 1. INTRODUCTION

The prospects for MSMEs grape sellers in Indonesia are very promising. With potential consumption estimated at 21,168 tons in 2021, there are great opportunities for sellers to increase production scale. In addition, innovative cultivation techniques such as planting grapes in home gardens are also becoming popular (Khan et al., 2024), allowing more people to get involved in the business without requiring large areas of land. MSMEs in Indonesia's agribusiness sector show growth that indicates potential in strengthening local economic independence. Economic development will be successful, one of which is supported by MSMEs that can provide jobs and social welfare (Sharma and Sharma, 2026). Although digital transformation is developing very rapidly, the agribusiness sector still faces serious problems

in maintaining business sustainability, though market competition that requires global economic integration, encourages the agribusiness sector to become a key force in advancing rural areas (Henrique et al., 2026). Economic growth needs collaboration between government policies, innovation and entrepreneurship skill (Siokas and Kremastioti, 2026). In supporting the circular economy transition, MSMEs face various problems, one of which is a lack of resources and lack of government support.

In developing countries, MSMEs are very important because they make a huge contribution to the balance of payments through foreign exchange acquisitions and can also establish many job creation (Bag et al., 2026). Entrepreneurial orientation, which includes innovation and a proactive attitude, has a positive impact on driving sustainable business performance (Cui et al., 2026).

In implementing business strategies, a practical managerial approach is needed consisting of risk-taking, competitiveness, innovation which are all incorporated in the entrepreneurial orientation (Elbayoumi et al., 2026). Innovation also needed to improve business performance (Binsar et al., 2026). The ability of businesses to align existing knowledge is an innovation strategy that can improve product quality and increase production efficiency (Choi et al., 2024).

Building a strong competitive advantage is a crucial factor that significantly improves the success and performance of MSMEs businesses (Galvez-albarracin et al., 2025). In facing the challenges of global competition and increasingly complex market dynamics, agribusiness MSMEs, including grape plantations, need to improve their competitive advantage in order to achieve sustainable performance (Chumsai et al., 2026). Competitive advantage guarantees market profitability and long-term survival with business strategies that include economic, social and environmental (Mahdiraji et al., 2026). Based on the Resource-Based view, in order to improve sustainable performance, the external and internal environment have a potential role in adopting and increasing innovation (Bui et al., 2026). In creating a sustainable competitive advantage, MSMEs must be able to make investments, especially in terms of innovation in improving quality and business development (Mishra, 2026).

Digital capabilities contribute to shaping business competitiveness (Murad et al., 2026). An entrepreneur must have dynamic abilities where this ability is needed in a comprehensive business management (Marnewick, 2025). Digital capabilities can increase business innovation at the scale of MSMEs (Fang and Lin, 2025). It is very important for MSMEs to have a digital contribution in terms of improving product quality (Zhang et al., 2025). This can increase a competitive business and can have a competitive advantage compared to existing competitors (Zhang et al., 2024).

Community engagement and values play a vital role in strengthening the link between digital capabilities followed by competitive advantage (Wu et al., 2026). These community values can increase competitive advantage and maintain the existence of MSMEs grape sellers in Indonesia (Huang et al., 2025). Most grape sellers in Indonesia do not understand how to survive and compete with imported grape products (Dang et al., 2025). The values of the existing community can help these MSMEs of grape sellers in expanding the market and maintaining competitiveness (Fatima et al., 2026). Thus, local grape sales can be increased and Indonesia is no longer dependent on imported grape (Jiang and Yan, 2026).

Research on grape sellers in Indonesia is currently still very limited. This lack of literature leads to a lack of strategic data related to the mapping of land potential and the socio-economic profile of local farmers (Andrista et al., 2025). In fact, a deep understanding of the challenges of cultivation in tropical climates is indispensable to increase crop productivity (Aulia et al., 2026). Without strong research support, sellers often rely only on self-taught methods that are at high risk of crop failure (Feng et al.,

2026). Therefore, active collaboration between academics and practitioners is needed so that the national unemployment industry can develop more competitive (Liu et al., 2026).

There is an inconsistency in empirical findings in the previous literature on the influence of digital capabilities on sustainable performance, where technology investment does not necessarily result in performance improvements in the absence of a clear mediation mechanism (Wang et al., 2023). Several studies show that the adoption of advanced technology is able to provide a significant competitive advantage for MSMEs (Chumsai et al., 2026). However, other research indicates the paradox of productivity, where large digital investments often fail to have a direct impact on operational efficiency (Yang et al., 2026). This gap in results is suspected to occur because many MSMEs ignore aspects of human resource readiness and the flexibility of internal structures in absorbing innovation (García-morales, 2026). Therefore, a stronger identification of intermediate variables is needed to explain how the digital transformation process can truly be converted into long-term business success (Bai et al., 2026).

It is not widely known how Community Value Representation interacts specifically in moderating the relationship between a MSME's internal resources and competitive advantage (Bravo-ortega et al., 2023). So far, the strategic management literature has focused more on the role of internal variables such as entrepreneurial orientation and technological capabilities as the main drivers of organizational performance. However, there is a theoretical gap on how the values that grow within local communities can reinforce or limit the effectiveness of these resources in creating added value. Without a clear understanding of this moderation mechanism, companies risk failing to convert their technological innovations into sustainable forms of market acceptance. Therefore, integrating the social dimension into a resource-based framework (Resource-Based View) is crucial to map competitive strategies that are more adaptive and relevant to the local context.

This research is important because there is a gap in the potential of the national grape market with the low competitiveness of local MSMEs in dealing with imported grape products. The instability of the performance of associate members (ASPAI) indicates the need for new, more effective strategies to achieve business sustainability. As a theoretical solution, this study proposes a novelty in the form of a Community Value Representation (CVR) variable that functions to moderate the relationship between digital capabilities and Entrepreneurial Orientation to competitive advantage. The concept fills an inconsistency in the literature by explaining how community values can optimize the adoption of technology to boost performance. The intent of this research is designed to analyze implication of entrepreneurial orientation and digital capabilities on sustainable performance through the mediation of competitive advantage. In addition, this study is focused on testing the effectiveness of Community Value Representation in strengthening the bargaining position of Indonesian Grape Seller Entrepreneurs.

## 2. LITERATURE REVIEW

### 2.1. Sustainable Performance

Sustainable performance (SP) in terms of organization means meeting and satisfying stakeholder demands without sacrificing future potential (Zulqarnain and Liu, 2025). This emphasizes the importance of corporate responsibility in its operations (Liang et al., 2025). According to Le et al. (2025), sustainable performance (SP) in SMEs refers to the integration of business strategies with sustainability goals, whereby companies not only focus on economic growth but also strive to minimize negative impacts on the environment and provide benefits to.

### 2.2. Entrepreneurial Orientation

According to Lazarte-aguirre (2025), Entrepreneurial Orientation (EO) drives the market through the creation of new products and product innovation, as well as the development of new products and the creation of competitive advantages in the market to attract consumers. Entrepreneurial Orientation has a definition related to psychometric aspects that can be seen from innovation, proactivity, and risk-taking. Innovation is creativity in making changes and has commercial value. Creativity will be needed to exploit existing products in creating new businesses.

### 2.3. Digital Capability

Digital Capability is the ability to utilize digital technology to update business processes. This capability can improve company performance in terms of product quality, service, and cost efficiency. Research by Khalid et al. (2025) explained that Digital Capability can accelerate infrastructure and service processes. Research by Fangand Lin (2025) suggested that Digital Capability can influence employment, marketing, and technology relationships.

### 2.4. Competitive Advantage

As conceptualized by Porter (1985), competitive advantage is the extent to which enterprise can gain financial superiority over its competitors within the same industry. To outperform rivals, businesses must constantly seek new ways to improve their products and services (Miao and Wan, 2025). The company’s approach to dominating the market includes a focus on cutting-edge innovation (Ragasa et al., 2025). When businesses continue to innovate, they will see an increase in profits (Rahman et al., 2025). The key to success in business is not to be difficult to imitate, but to offer something that is difficult for competitors to imitate (Jie et al., 2025). To achieve competitive advantage, companies need to have strategies that differ from their competitors, whether in terms of product innovation, management costs, or service differentiation (Lingcheng et al., 2025). This demonstrates the importance of innovation and the right strategy in creating superior value for customers, which can ultimately improve a company’s position in the market (Li et al., 2025).

### 2.5. Hypotheses

This study proposes the following hypotheses:

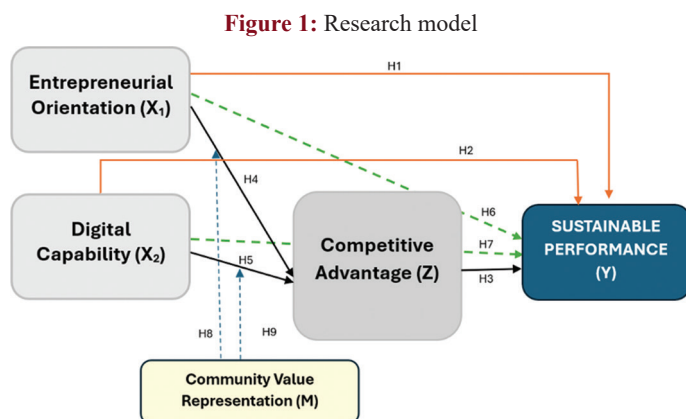
- H<sub>1</sub>: Entrepreneurial Orientation has a direct, positive, and significant effect on Sustainable Performance in grape-selling MSMEs in Indonesia.

- H<sub>2</sub>: Digital Capability has a direct, positive, and significant effect on Sustainable Performance in grape-selling MSMEs in Indonesia.
- H<sub>3</sub>: Competitive Advantage has a direct, positive, and significant effect on Sustainable Performance in grape-selling MSMEs in Indonesia.
- H<sub>4</sub>: Entrepreneurial Orientation has a direct, positive, and significant effect on Competitive Advantage in grape-selling MSMEs in Indonesia.
- H<sub>5</sub>: Digital Capability has a direct, positive, and significant effect on Competitive Advantage in grape-selling MSMEs in Indonesia.
- H<sub>6</sub>: Entrepreneurial Orientation has a positive and significant effect on Sustainable Performance through Competitive Advantage in grape-selling MSMEs in Indonesia.
- H<sub>7</sub>: Digital Capability has a positive and significant effect on Sustainable Performance through Competitive Advantage in grape-selling MSMEs in Indonesia.
- H<sub>8</sub>: Entrepreneurial Orientation has a positive and significant effect on Competitive Advantage through Community Value Representation as a moderating variable in grape-selling MSMEs in Indonesia.
- H<sub>9</sub>: Digital Capability has a positive and significant effect on Competitive Advantage through Community Value Representation as a moderating variable in grape-selling MSMEs in Indonesia.

Synthesizing the literature’s findings, the conceptual framework for this study is depicted in Figure 1.

## 3. RESEARCH METHODOLOGY

This study uses a quantitative method with an explanatory approach. Surveys were used as primary data. The researchers used a survey method to collect data from grape seller respondents who are members of ASPAI. The questionnaire used a 1-6 Likert scale. This study used the PLS SEM analysis tool. Regarding with (Hair and Alamer, 2022) have shown that the PLS-SEM decision is more logical for expanding an existing theory. The sampling technique used in this study was purposive sampling, which is a type of non-probability sampling. The specific criteria used were grape sellers who were members of the Indonesian Grape Association (ASPAI) and had been in business for at least 1 year.



### 4. RESULTS

The purpose of model measurement assessment is to test the reliability and validity of each latent construct in order to designate the items for inclusion in the study. This research is divided into five constructs, namely EO, DC, CA, SP, and CVR, with 5, 6, 7, 5, and 5 respectively. The research retained the items for the five latent constructs when evaluating the measurement model because all external loadings for each item were >0.5. Table 1 shows the five latent constructs along with the related items, external loadings, Average Variance Extracted (AVE), and Composite Reliability. Hair and Alamer (2022) argued that composite reliability is acceptable at 0.7. The composite reliability scores, as detailed in Table 1, span from 0.936 to 0.946, whereas the AVE values vary between from 0.670 to 0.807. AVE has an acceptable level of 0.5.

The following are the results of model analysis using PLS SEM (Figure 2):

This study identifies structural relationships, demonstrating hypothetical relationships between evaluating the proposed framework’s constructs via the bootstrapping resampling method in PLS-SEM, in which hypothesis testing outcomes are illustrated in Table 2.

As depicted in Table 3, the adjusted R square value for each equation is above 30 percent (0.3). From the variables is illustrated previously,

**Table 1: Reliability and validity of the instrument**

Constructs	Items	Outer loadings	AVE	Composite reliability
1 Entrepreneur Orientation (EO)	2 X1.1	3 0.751	4 0.724	5 0.936
	X1.2	0.900		
	X1.3	0.854		
	X1.4	0.844		
	X1.5	0.898		
Digital Capability (DC)	X2.1	0.861	0.777	0.945
	X2.2	0.895		
	X2.3	0.872		
	X2.4	0.905		
	X2.5	0.887		
	X2.6	0.868		
	X2.6	0.868		
Competitive Advantage (CA)	Z1	0.764	0.670	0.938
	Z2	0.758		
	Z3	0.889		
	Z4	0.710		
	Z5	0.900		
	Z6	0.897		
	Z7	0.875		
Sustainable Performance (SP)	Y1	0.913	0.807	0.946
	Y2	0.873		
	Y3	0.910		
	Y4	0.950		
	Y5	0.843		
Community Value Representation (CVR)	M1	0.928	0.780	0.939
	M2	0.918		
	M3	0.898		
	M4	0.850		
	M5	0.817		

Source: Authors’ own study

the R-squared value reveals that value or the overall influence of the independent variable on Competitive Advantage is 0.757 or 75.7% and R square or the overall value of the influence of the independent variable on Sustainable Performance is 0.508 or 50.8%.

### 5. DISCUSSION

The empirical evidence from this study grants a thorough perspective on understanding Entrepreneurial Orientation (EO), Digital Capability (DC), Competitive Advantage (CA), and Community Value Representation (CVR) in influencing SME Performance (SP) in grape-selling MSMEs. Empirical findings demonstrate dynamic direct and indirect relationships between these variables, demonstrating how the strategic and digital capacities of grape-selling MSMEs work to improve business performance.

First, the findings confirm Entrepreneurial Orientation (EO) has a direct, positive and significant influence on the performance of grape-selling MSMEs. These findings are in congruence with existing literature, states the risk-taking, innovation, and proactivity can encourage companies to seize new opportunities and improve business performance. However, EO also demonstrated a negative and significant relationship with competitive advantage, an interesting finding. This indicates that an unfocused entrepreneurial orientation or one that is not balanced with market analysis can lead to decisions that actually reduce competitive advantage. Therefore, while EO is important in building performance, its implementation must remain measurable and data-driven to avoid counterproductive effects on competitiveness.

Unlike EO, Digital Capability (DC) did not directly impact the performance of grape-selling MSMEs. These results suggest that improving digital capabilities alone is insufficient to generate significant performance improvements. Digital capabilities will only have an impact when strategically integrated into business processes and combined with other factors such as competitive advantage. These findings reinforce the view that digitalization requires organizational readiness, process adaptation, and an appropriate implementation strategy for its benefits to be reflected in company performance.

Although it does not directly impact performance, DC is proven to have a significant influence on Competitive Advantage (CA). This study shows that digital capabilities play a crucial role in building competitive advantage for MSMEs, both through increased operational efficiency, access to broader markets, and the ability to interact with customers more effectively. CA is further proven to have a strong and significant direct influence on MSME performance, making CA a key factor in determining business success.

The role of CA as a mediating variable is also confirmed in this study. CA mediates the relationship between EO and performance and also mediates the relationship between DC and performance. This indicates that competitiveness is a mechanism that transforms entrepreneurial orientation and digital capabilities into improved performance. The mediation finding in the DC–CA–SP relationship

Figure 2: Results of the research model

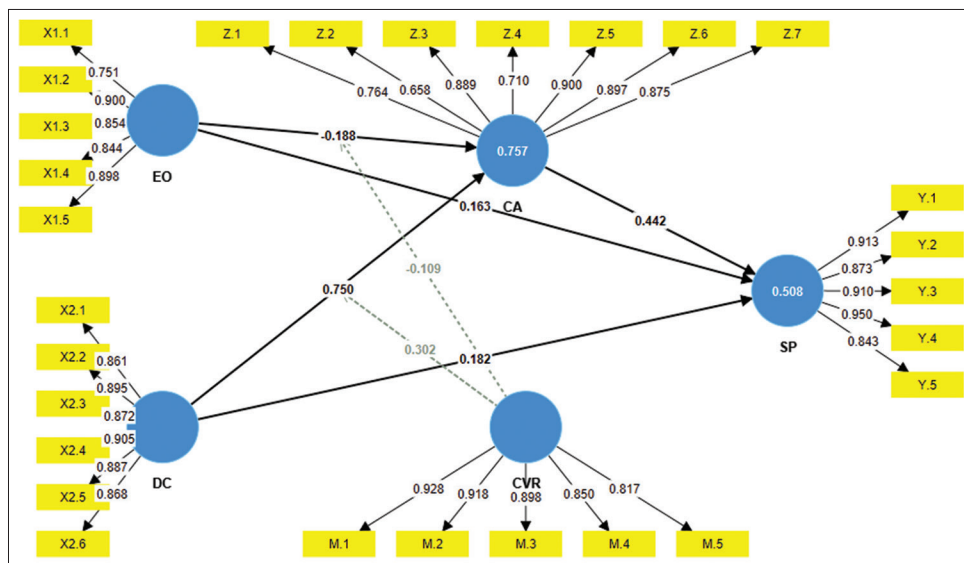


Table 2: Hypotheses testing

Hypothesis	Coefficient	Standard deviation (STDEV)	T statistics	P values	Summary of findings
EO → SP	0.163	0.076	2.132	0.034	Accepted
DC → SP	0.182	0.131	1.394	0.164	Rejected
CA → SP	0.442	0.079	5.600	0.000	Accepted
EO → CA	-0.188	0.059	3.203	0.002	Accepted
DC → CA	0.750	0.057	13.136	0.000	Accepted
EO → CA → SP	-0.083	0.027	3.084	0.002	Accepted
DC → CA → SP	0.332	0.054	6.094	0.000	Accepted
EO → CVR → CA	-0.109	0.059	1.858	0.064	Rejected
DC → CVR → CA	0.302	0.055	5.459	0.000	Accepted

Table 3: Coefficient of determination, R<sup>2</sup> and adjusted R<sup>2</sup>

Constructs	R-square	R-square adjusted
Competitive advantage	0.757	0.752
Sustainable performance	0.508	0.502

Source: Authors' own study

is crucial because it explains why DC does not have a direct impact on performance: digital capabilities only generate value if they are first successfully processed into competitive advantage.

In addition to CA, this study also tested the role of Community Value Representation (CVR) as a mediator. The results indicate that CVR is unable to mediate the relationship between EO and CA. This means that entrepreneurial orientation does not always result in a company's ability to build community value representation. EO, which focuses more on internal innovation, risk-taking, and responding to market opportunities, does not necessarily enhance community connectedness or create an image that reflects community values. This demonstrates the limitations of EO in social and relational aspects.

In contrast, CVR was shown to significantly mediate the relationship between DC and CA. This finding suggests that digital capability can strengthen competitiveness when used to build relationships and shared values with the community. In a digital context, a company's ability to leverage online platforms to foster social interactions, create narratives of benefit, and strengthen a

sense of community plays a crucial role in creating competitive advantage. Thus, CVR serves as a bridging factor in how digital capabilities translate into competitive value through relational and community contexts.

Overall, the empirical evidence gathered indicate that improving the productivity of grape-selling MSMEs is not solely determined by internal capabilities such as EO or DC, but is more influenced by strategic resources in the form of competitive advantage, as well as social value mechanisms such as community value representation. This study confirms that grape-selling MSMEs need to focus on creating competitive advantage as a center of transformation of various internal capabilities to generate a significant impact on performance. Furthermore, it is important for grape-selling MSMEs to utilize digital technology not only for operational efficiency, but also to build strong values and relationships with the community as a source of legitimacy and market support.

## 6. CONCLUSION

This study aims to understand the role of Entrepreneurial Orientation (EO), Digital Capability (DC), Competitive Advantage (CA), and Community Value Representation (CVR) in influencing SME Performance (SP) in grape-selling MSMEs. The results indicate that improving the performance of grape-selling MSMEs is not solely influenced by internal capabilities such

as entrepreneurial orientation or digital capabilities, but rather depends on the company's ability to translate these capabilities into competitive advantage. Entrepreneurial Orientation was shown to have a direct influence on the performance of grape-selling MSMEs, indicating that innovative, proactive, and risk-taking behaviors remain important drivers of business growth. However, EO also showed a negative influence on competitive advantage, indicating that entrepreneurial orientation needs to be properly directed to prevent it from reducing competitiveness.

Meanwhile, Digital Capability did not have a direct effect on performance, but it had a strong influence on competitive advantage. These findings demonstrate that new technology provides tangible benefits when implemented as a strategy to strengthen a company's competitive position. Competitive Advantage itself proved to be the most dominant variable in improving the performance of grape-selling MSMEs and acted as a mediator between EO and DC and performance. Community Value Representation did not mediate the relationship between EO and CA, but it did mediate the relationship between DC and CA. This confirms that digital capabilities are more effective when used to build shared value with the community, strengthen social relationships, and establish legitimacy in the eyes of customers.

Overall, this study concludes that competitive advantage is the primary mechanism transforming entrepreneurial orientation and digital capabilities into the performance of grape-selling MSMEs, and that community value plays a significant role in the context of digitalization.

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