

Transforming Vegetable Seed Agribusiness through Sustainable Business Models and Knowledge Management in the Digital Era

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Abstract. This study examines how Digital-Enabled Sustainable Business Models (DESBM) improve Sustainable Business Performance (SBP) through Digital Knowledge Management Capability (DKMC) in Indonesia's vegetable seed agribusiness. A cross-sectional survey of 262 stakeholders was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Results show that DESBM significantly strengthens both DKMC and SBP, while DKMC significantly improves SBP and partially mediates the DESBM–SBP relationship. The findings indicate that digital transformation produces stronger sustainability outcomes when supported by systematic knowledge acquisition, codification, localization, and utilization. The study integrates digitalization, knowledge management, and economic, social, and environmental performance within one strategic framework and provides practical guidance for sustainability-oriented agribusiness transformation.

1 Introduction

In Indonesia, demand for high-quality and sustainable seed is increasing (Prasetyo et al., 2023), while market uncertainty, environmental variability, and fragmented knowledge sharing continue to challenge seed firms (Aziz et al., 2025).

Sustainable Business Models (SBM) seek to balance economic performance with social and environmental responsibility (Goni et al., 2021). However, sustainability-oriented models do not automatically produce superior firm performance (Li & Zhou, 2026; Rashid et al., 2025). Their implementation depends on organizational capabilities and the ability to operationalize sustainability (Corà & Fazio, 2024), particularly in knowledge-intensive agribusiness (Hansson et al., 2023).

Digitalization changes how agribusiness organizations generate, share, and apply knowledge (Halloui et al., 2023). Real-time information exchange and stakeholder coordination support data-driven decisions (Ambasht, 2023; Malik, 2024). Knowledge

management can therefore link sustainable business-model design to tangible performance (Hussain et al., 2022), yet its mediating role in agribusiness remains underexplored (Kokkaew et al., 2022). This study evaluates the effects of DESBM on SBP and DKMC, the effect of DKMC on SBP, and the mediating role of DKMC using PLS-SEM. It positions digital knowledge capability as a mechanism translating sustainability-oriented digital strategy into measurable performance.

2 Literature Review and Conceptual Framework

2.1 Sustainable Business Model (SBM) in Agribusiness

SBM integrates economic viability, social responsibility, and environmental stewardship (Goni et al., 2021; Opeyemi, 2024). It is especially relevant in agribusiness because firms depend on natural resources, labor-intensive operations, and complex stakeholder networks (Shmeleva et al., 2024). Prior research conceptualizes SBM through interconnected elements including sustainability orientation, value-chain integration, core and organizational values, value creation, circular economy, stakeholder engagement, performance management, and information technology (Goni et al., 2021). These elements provide the foundation for transforming SBM into a digitally enabled strategic architecture (Goni et al., 2021).

2.2 Digital-Enabled Knowledge Management Capability

Knowledge is a strategic resource in seed production (Melash et al., 2023), supporting innovation, quality control, and adaptation to environmental variability (Feng et al., 2022). Knowledge management covers acquisition, development, localization, codification, and utilization (Nda et al., 2024). Digital technologies improve knowledge accessibility, diffusion, and organizational learning (Cheng et al., 2025), allowing dispersed and tacit knowledge to be converted into actionable insights and coordinated decisions (Wu, 2025). Digitalized knowledge management can mediate strategic orientations and performance (Idris, 2024), while helping translate sustainability principles into operational outcomes (Wang, 2022). Accordingly, DKMC is treated as the organizational capability enabling effective DESBM implementation.

2.3 Conceptual Framework and Research Model

Drawing on Sustainable Business Model literature and the knowledge-based view, the Digital-Enabled Sustainable Business Model (DESBM) integrates sustainability-oriented design with digital knowledge processes. The original SBM elements are consolidated into four dimensions: digital infrastructure, digital value creation, digital stakeholder engagement, and digital performance management. Together, these dimensions capture how firms connect systems, create economic, social, and environmental value, coordinate stakeholders, and monitor sustainability performance.

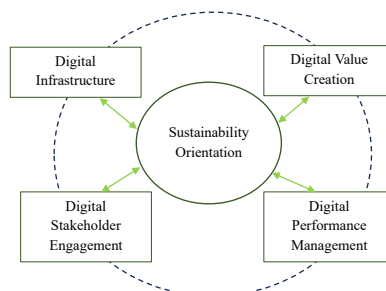


Fig. 1. Digital-enabled Sustainable Business Model (DESBM)

DKMC operationalizes the model by enabling firms to acquire, develop, localize, codify, and utilize knowledge through digital means (Khattak et al., 2025). DESBM is expected to influence Sustainable Business Performance (SBP) both directly and indirectly through DKMC. SBP combines economic, social, and environmental results, so the framework treats digitalization and knowledge management as complementary capabilities for converting sustainability-oriented business-model design into measurable outcomes.

2.4 Research Hypothesis Development

The proposed hypothesis was:

H1: DESBM has a positive and significant effect on SBP

H2: DESBM has a positive and significant effect on DKMC

H3: DKMC has a positive and significant effect on SBP

H4: DKMC mediates the relationship between DESBM and SBP

3 Methodology

3.1 Research Design

This study uses a quantitative, cross-sectional, causal-explanatory survey of stakeholders in Indonesian vegetable seed agribusiness. Primary data were collected with a structured Likert-scale questionnaire from managers and decision-makers directly involved in strategy, operations, and knowledge-management activities. PLS-SEM was applied in two stages: the measurement model assessed indicator reliability, internal consistency, convergent validity, and discriminant validity; the structural model assessed path coefficients, R^2 , effect sizes, and predictive relevance. Bootstrapping was used to test the significance of indirect effects.

3.2 Measurements of Constructs

DESBM is specified as a reflective–reflective higher-order construct (Type II HOC) represented by digital infrastructure, digital value creation, digital stakeholder engagement, and digital performance management. DKMC captures knowledge acquisition and development, localization, codification, and utilization through digital means. SBP is a multidimensional outcome encompassing economic, social, and environmental performance (Mio et al., 2022; Schmitt & Alberton, 2022; Wentzel et al., 2023).

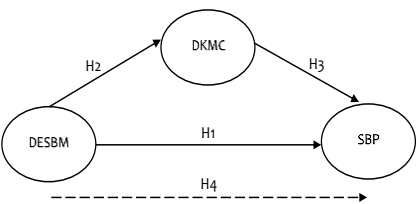


Fig. 2. Research Model of DESBM Transformation

4 Methodology

4.1 Characteristics of the Respondents

The study involved 262 respondents in managerial, supervisory, or strategic operational positions. Sample exceeded the minimum SEM requirement suggested by Cohen (1992).

Table 1. Respondents Characteristics

Profile	Category	n	%
Age group	26 – 45 years	144	54,96
	46 – 65 years	103	39,31
	>66 years	15	5,73
	Total	262	100
Gender	Male	204	77,86
	Female	58	22,14
	Total	262	100
Educational level	Basic Education	9	3,44
	Diploma/Bachelor's	176	67,18
	Master's/Doctoral	77	29,39
	Total	262	100
Position	Owner / CEO / Director	31	11,83
	Operational	101	38,55
	Research & Development (R&D)	55	20,99
	Human Resources	17	6,49
	Finance & ICT	6	2,29
	Sales & Marketing	44	16,79
	Others	8	3,05
	Total	262	100
Length of Service	< 5 years	72	27,48
	5–10 years	76	29,01
	> 10 years	114	43,51
	Total	262	100
Firm size	Large enterprises	108	41,22
	Small-Medium enterprises	154	58,78
	Total	262	100

Source: Primary Data Processed (2026).

4.2 Measurement Model Evaluation

4.2.1 Validity and Reliability

Measurement quality was assessed before structural testing using indicator loadings, Average Variance Extracted (AVE), Composite Reliability (CR), Cronbach's Alpha (CA), and discriminant validity in accordance with PLS-SEM guidance (Hair et al., 2019). All loadings exceeded 0.70 and were significant at $p < 0.001$. AVE, CR, and CA values exceeded accepted thresholds; DKMC and SBP showed R^2 values of 0.593 and 0.591, while Q^2 values of 0.531 and 0.528 indicated strong predictive relevance.

Table 2. Summary of Validity and Reliability Results

Construct	Loading Range	AVE	CR	CA	R^2	Q^2
Digital-enabled sustainable	0.784–0.889	0.844	0.908	0.865	–	–

business model (DESBM) (X)						
Digital knowledge management capability (DKMC) (Z)	0.831–0.853	0.840	0.905	0.861	0.593	0.531
Sustainable business performance (Y)	0.828–0.870	0.849	0.886	0.807	0.591	0.528

Source: Primary Data Processed (2026).

4.2.2 Measurement Model

The reflective measurement model showed strong and significant loadings at first- and higher-order levels. Digital Stakeholder Engagement (0.899) and Digital Performance Management (0.882) were the strongest DESBM dimensions, highlighting stakeholder coordination and data-driven control (Neiroukh & Çağlar, 2025; Ulker Senkulak et al., 2025). DKMC indicators were balanced, with Knowledge Utilization/Codification among the strongest elements, emphasizing the value of converting tacit knowledge into reusable organizational assets (Böttcher et al., 2024; Martínez-Peláez et al., 2023). Environmental performance showed the highest SBP loading (0.870), while social and economic dimensions remained substantial, confirming the multidimensional nature of sustainability performance (El Fallahi et al., 2023; Liu et al., 2022).

Table 3. Evaluation Results of Reflective Measurement Model

Construct	Indicator	Loading	P-value
Digital-enabled sustainable business model (DESBM) (X)	Digital Infrastructure (X1)	0.784	<0.001
	Digital Value Creation (X2)	0.818	<0.001
	Digital Stakeholder Engagement (X3)	0.899	<0.001
	Digital Performance Management (X4)	0.882	<0.001
Digital knowledge management capability (DKMC) (Z)	Knowledge Acquisition and Development (Z1)	0.836	<0.001
	Knowledge Localization (Z2)	0.831	<0.001
	Knowledge Codification (Z3)	0.839	<0.001
	Knowledge Utilization (Z4)	0.853	<0.001
Sustainable business performance (Y)	Social (Y1)	0.850	<0.001
	Economic (Y2)	0.828	<0.001
	Environment (Y3)	0.870	<0.001

Source: Primary Data Processed (2026).

4.2.3 Goodness of Fit (GoF)

Overall structural-model quality was evaluated using APC, ARS, AARS, AVIF, AFVIF, Tenenhaus GoF, SPR, RSCR, SSR, and NLBCDR (Solimun et al., 2017). The model met all fit criteria: APC, ARS, and AARS were significant; AVIF and AFVIF were within ideal limits; GoF was 0.633; and SPR, RSCR, SSR, and NLBCDR each equaled 1, indicating a statistically robust model.

Table 4. Goodness of Fit

Model Fit and Quality Indices	Fit Criteria	Result	Category
Average Path Coefficient (APC)	$p < 0.05$	0.515 ($p < 0.001$)	Fit
Average R-squared (ARS)	$p < 0.05$	0.562 ($p < 0.001$)	Fit
Average Adjusted R-squared (AARS)	$p < 0.05$	0.559 ($p < 0.001$)	Fit
Average block VIF (AVIF)	≤ 5 (ideal ≤ 3.3)	2.445	Ideal
Average full collinearity VIF (AFVIF)	≤ 5 (ideal ≤ 3.3)	2.510	Ideal
Tenenhaus GoF (GoF)	Large ≥ 0.36	0.633	Large
Sympson's paradox ratio (SPR)	≥ 0.7 (ideal = 1)	1	Ideal
R-squared contribution ratio (RSCR)	≥ 0.9 (ideal = 1)	1	Ideal
Statistical suppression ratio (SSR)	≥ 0.7	1	Ideal
Nonlinear bivariate causality direction ratio (NLBCDR)	≥ 0.7	1	Ideal

Source: Primary Data Processed (2026).

4.3 Hypothesis Testing

Hypothesis testing showed DESBM strongly increased DKMC ($\beta = 0.770$, $p < 0.01$), confirming that digitally driven sustainability strategies strengthen knowledge acquisition, codification, and utilization (Bianchi et al., 2022; Florek-Paszkowska &

Ujwary-Gil, 2025). DKMC positively influenced SBP ($\beta = 0.403$, $p < 0.01$), demonstrating the role of knowledge management in producing social, economic, and environmental outcomes (Alqatan et al., 2025; Tessema, 2025). DESBM also directly affected SBP ($\beta = 0.371$, $p < 0.01$) (Neri et al., 2023), and the significant indirect effect ($\beta = 0.311$, $p < 0.01$) confirmed partial mediation.

Table 5. Hypothesis Testing

Path	Coefficient	P-value	Type	Result
X → Z	0,770	<0.01	Highly significant	Accepted
Z → Y	0,403	<0.01	Highly significant	Accepted
X → Y	0,371	<0.01	Highly significant	Accepted
X → Z → Y (Mediating Effect)	0,311	<0.01	Highly significant	Accepted

Source: Primary Data Processed (2026).

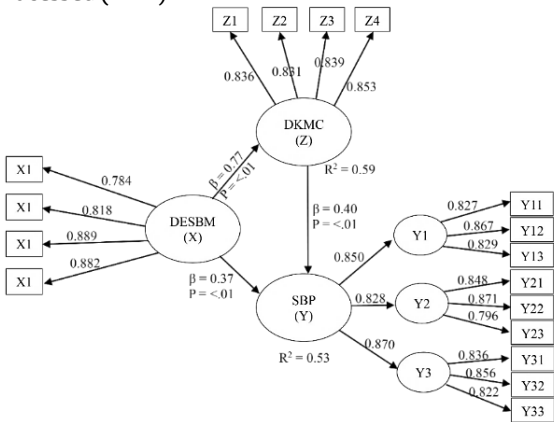


Fig. 3. Measurement Model

The measurement model confirms that digital transformation is most effective when supported by structured mechanisms for developing and organizing knowledge (Hu et al., 2025; Zhang et al., 2022). SBP remains robust across social, economic, and environmental outcomes (Fassinou Hotegni et al., 2024). DESBM explains a substantial share of DKMC variance, while DESBM and DKMC together explain more than half of sustainable-performance variance (Li et al., 2024), supporting the proposed integration of digitalization, knowledge capability, and sustainability.

5 Conclusion

This study shows that digitally enabled sustainable business transformation can improve sustainable business performance in Indonesia’s vegetable seed agribusiness. DESBM strengthens DKMC and directly enhances SBP, while DKMC also improves SBP and partially mediates the DESBM–SBP relationship. The results indicate that knowledge management amplifies rather than replaces the direct value of digital sustainability strategies by supporting learning, coordination, and innovation across the value chain. Sustainable performance is therefore strongest when digitalization is embedded in an integrated business model and supported by systematic knowledge processes. The framework contributes an agribusiness-specific explanation of how digital transformation, knowledge management, and sustainability interact and offers a practical basis for resilient long-term performance.

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