

***HUMAN RESOURCE CAPABILITIES: AN INTEGRATED APPROACH FOR
SUSTAINABLE BUSINESS PERFORMANCE***

**KEMAMPUAN SUMBER DAYA MANUSIA: PENDEKATAN TERINTEGRASI
UNTUK KINERJA BISNIS BERKELANJUTAN**

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ABSTRACT

Purpose: *The digital transformation of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia has accelerated, yet challenges in tax management, human resource capabilities, and sustainable growth persist. This study examines the influence of tax management strategies and human resource capabilities on sustainable business performance through entrepreneurial growth among digital MSMEs.*
Methodology: *A quantitative approach with cross-sectional survey design was employed, collecting data from 400 MSMEs on platforms such as Tokopedia, Shopee, and TikTok Shop.*
Results and Discussion : *The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate: 1) Tax management strategies significantly affect entrepreneurial growth, 2) Human resource capabilities strongly influence entrepreneurial growth, 3) Entrepreneurial growth has the most substantial impact on sustainable business performance, 4) Tax management strategies indirectly enhance sustainable performance through entrepreneurial growth, and 5) Human resource capabilities also indirectly improve sustainability via entrepreneurial growth.*
Conclusions: *The study highlights the need for integrated policy support in tax education, digital training, and entrepreneurial development to strengthen MSME resilience.*
Limitation : *Future research should expand to non-digital MSMEs and incorporate variables such as digital innovation and environmental commitment.*
Contribution: *This article can be a future reference for our campus institution and other researchers in the future.*

Keywords: *Digital Msmes, Tax Management, Human Resources, Entrepreneurial Growth, Sustainable Performance.*

ABSTRAK

Tujuan: Transformasi digital Usaha Mikro, Kecil, dan Menengah (UMKM) di Indonesia telah mengalami percepatan, namun tantangan dalam manajemen pajak, kemampuan sumber daya manusia, dan pertumbuhan berkelanjutan masih tetap ada. Studi ini meneliti pengaruh strategi manajemen pajak dan kemampuan sumber daya manusia terhadap kinerja bisnis berkelanjutan melalui pertumbuhan kewirausahaan di antara UMKM digital. Metodologi: Pendekatan kuantitatif dengan desain survei cross-sectional digunakan, mengumpulkan data dari 400 UMKM di platform seperti Tokopedia, Shopee, dan TikTok Shop. Hasil dan Diskusi: Data dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Temuan menunjukkan: 1) Strategi manajemen pajak secara signifikan memengaruhi pertumbuhan kewirausahaan, 2) Kemampuan sumber daya manusia sangat memengaruhi pertumbuhan kewirausahaan, 3) Pertumbuhan kewirausahaan memiliki dampak paling substansial terhadap kinerja bisnis berkelanjutan 4) Strategi manajemen pajak secara tidak langsung meningkatkan kinerja berkelanjutan melalui pertumbuhan kewirausahaan, dan 5) Kapabilitas sumber daya manusia juga secara tidak langsung meningkatkan keberlanjutan melalui pertumbuhan kewirausahaan. Kesimpulan: Studi ini menyoroti perlunya dukungan kebijakan terintegrasi dalam pendidikan pajak, pelatihan digital, dan pengembangan kewirausahaan untuk memperkuat ketahanan UMKM. Keterbatasan: Penelitian selanjutnya harus diperluas ke UMKM non-digital dan memasukkan variabel seperti inovasi digital dan komitmen lingkungan. Kontribusi: Artikel ini dapat menjadi referensi di masa mendatang bagi institusi kampus kami dan peneliti lain di masa depan.

Kata kunci: *UMKM Digital, Manajemen Pajak, Sumber Daya Manusia, Pertumbuhan Kewirausahaan,*

Kinerja Berkelanjutan.

INTRODUCTION

MSMEs are the majority of business units in Indonesia ($\pm 99\%$) and contribute around 61% of Product National Gross Domestic Product (GDP) (Rp 9,580 trillion in 2023) and absorb up to 97% power Work national (DGT, 2023). In 2024–2025 there will be around 64–65 million MSMEs, however new around 24–25.5 million have connected with digital ecosystem, or around 39–40%,” shows room big For acceleration digitalization (Arita, 2025). In the digital era, the development of digital MSMEs has become catalyst main in acceleration transformation economy, especially through platforms such as Tokopedia, Shopee, and TikTokShop. However, the potential This Not yet fully maximized in a way comprehensive. According to GoodStats data , until 2023 there are Around 27 million MSMEs have gone digital, out of a total of 64 million MSMEs. This means that only around 42% of MSMEs that entered to digital ecosystem. Most of them is perpetrator business new informal small Study selling on the marketplace. Digital transformation is proven increase efficiency cost operational up to 44% and creates chance Work addition up to 30% of MSME respondents added power work in 2024 (Gusmiarti, 2024).

Number of MSMEs Joining the Digital Ecosystem in Indonesia (2020–2024*)

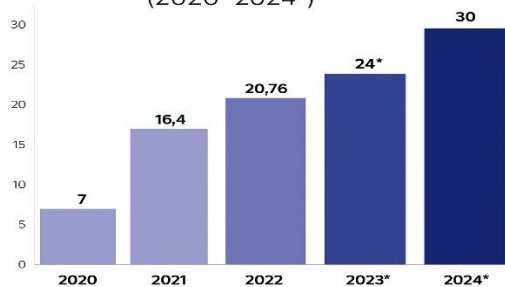


Figure 1. Number of Digital MSMEs

in Indonesia (2020–2024)

Source : (KADIN, 2025)

The Ministry of Cooperatives and SMEs is targeting the number of MSMEs that can enter the digital market to increase to 24 million units in 2023 and will increase to 30 million units in 2024. Kadin supports the government's program. initiate digital transformation of MSMEs through various programs, including the wikiwirausaha platform in line with The Coordinating Ministry for Cooperatives and SMEs which opened center service business integrated. However when transform to digitalization, of course MSMEs will face a number of challenges. Based on survey conducted by DSInnovate to 1,500 MSME owners, it was found a number of obstacles experienced by MSMEs.

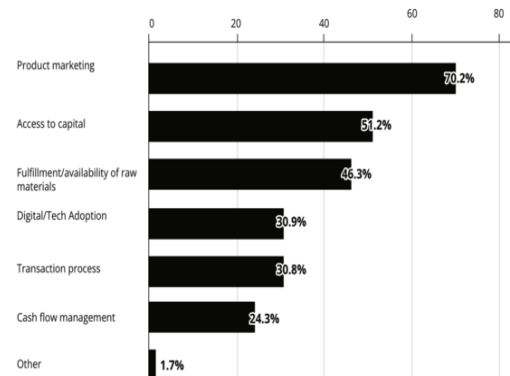


Figure 2. Challenges faced by Indonesian MSMEs

Source : MSME Empowerment Report 2022 (Mawarsari, 2023)

There are 70.2% of MSME owners who have problems moment do marketing product. Problem next is related with access capital (51.2%), fulfillment or supply material standard (46.3%), and digital adoption (30.9%).

In line with e-commerce -expansion, government apply policy digital taxation such as VAT PMSE since 2020 and PMK 37/2025 which places the marketplace

as collector Article 22 Income Tax is 0.5% of turnover gross digital transactions. However, 2024 DJP data shows more from 900,000 mandatory digital MSME tax not yet report Final PPh formally even though turnover they active reflect low level compliance tax in digital tax ecosystem so that result in potential lost state revenue. MSME actors often Afraid subject to tax If they go digital, so influence decision For No utilize online platforms full, so that the negative stigma to digital tax is an obstacle encouragement for MSMEs to switch to online platforms (Sanyang Tax Consultants, 2024). A study from East Jakarta confirms that digitalization and utilization incentive tax in a way significant increase MSME compliance (Henriette & Erasashanti, 2023). However, it is still many MSMEs are lacking literacy tax, accounting basic understanding regulations and skills use of digital platforms (Putri et al., 2025). Result : Reporting tax not appropriate time, Report finance not accurate, Opportunity incentive taxation and access to capital become limited.

Most MSME owners lack a sufficient understanding of digital taxation and lack the basic digital and accounting skills essential to comply with DGT regulations. The lack of training, consultation, and assistance complicates the tax reporting process for those unfamiliar with digital systems (JakartaX.com, 2025).

Digital MSMEs that effectively implement strategic tax management, such as utilizing automatic invoice /reporting features on e-commerce platforms and utilizing tax incentives, tend to have better financial control and have the potential to expand their business (entrepreneurial). growth). However, limited human resources are often an obstacle. Example: Shopee Live actors who received digital

training assistance from Shopee (Shopee Campus) showed significant increases in turnover and broader market engagement, but many players outside Java still face digital literacy and infrastructure access constraints (Nugraheni, 2024). From the above situation, can identified some gaps: management strategies tax Not yet become culture for digital MSMEs, even though regulations Already available, internal human resources still have minimal competence taxation and digitalization, growth entrepreneurship (turnover, expansion) occurs, but Not yet always oriented term long and sustainable, integration holistic between taxes, human resources, and innovation Not yet realized in reality become milestone performance business sustainable. Various study previously show that implementation of management strategies effective tax can increase compliance taxes and strengthen Power resilience of MSMEs against pressure fiscal, however matter This only optimal if supported by adequate human resource capabilities in matter digital literacy and accounting basic (Lestari & Wibowo, 2021; Utami et al., 2023). A study by Widyaningtyas et al. (2022) also concluded that integrated digital training influential significant to growth entrepreneurship among marketplace- based MSME actors. However thus, some big studies previously tend highlight relationship between two variables in a way partial, without integrate role between management strategies taxes, human resource capabilities, and growth entrepreneurship towards performance business sustainable. In fact, integration fourth element the become very crucial in the context of digital MSMEs facing challenge structural like limitations literacy tax, minimum mentoring administrative, and pressure to

efficiency operational term length. Based on background background and studies previously, then formulation problem in study This is : How do Tax Management Strategies influence Entrepreneurial Growth in digital MSMEs in Indonesia, How does Human Resource Capabilities influence Entrepreneurial Growth in digital MSMEs in Indonesia, How does entrepreneurial growth affect Sustainable Business Performance, Do Tax Management Strategies have a direct impact on Sustainable Business Performance through Entrepreneurial Growth, Does Human Resource Capabilities have a direct impact on Sustainable Business Performance through Entrepreneurial Growth

LITERATURE REVIEW AND HYPOTHESIS

1. Tax Management Strategies

Management strategy tax covers tactics proactive like education tax specifically for MSMEs, use digital -reporting (e -Invoice, e -- Filing), as well as utilise incentive fiscal (as for example, incentive programs Final Income Tax). Tampubolon et al. (2022) found that integration education taxes and digitalization have a big impact MSME compliance and performance financial through optimization tax effective. In Indonesia, Sumiok (2023) also showed that implementation policy inclusive tax (incentives and rates) special) have correlation positive to performance MSME finance shows tax strategy effective can become driver growth business. With Thus, a systematic and contextual tax strategy for digital MSMEs it is believed capable strengthening the financial base and opening up room investment.

2. Human Resource Capabilities

HR capabilities in the context of digital MSMEs includes literacy digital taxation, skills minimum accounting, as well as ability adaptation to marketplace technology. Dynamic Capabilities Theory from Teece et al. (1997) emphasize importance ability organization For build, integrate, and reconfigure internal competencies to be adaptive in environment dynamic Wikipedia . In context In practice, a study by Utami et al. (2023) found that that integrated digital training that enhances proven internal HR competency increase effectiveness operational and readiness reporting digital tax. Widyaningtyas et al. (2022) show that strong human resources in orientation entrepreneurship capable produce growth turnover significant through innovation products and digital marketing. With Thus, HR capability becomes element important in optimize a combination of tax and growth strategies businessman.

3. Entrepreneurial Growth

In literature, orientation entrepreneurship (entrepreneurial orientation/EO) includes innovation, proactivity, and decision-making risk. EO is proven become trigger main innovation and power competition business, which in turn support growth entrepreneurship. According to Wales (2015), EO does not always increase performance except implemented in appropriate context. Research in Indonesia shows that SMEs with culture entrepreneurship tall more capable utilise digital technology in effective, creating measurable and sustainable growth (Hanoum et al., 2025). In addition, Savitri et al (2021) in context Indonesian coast finds that

orientation entrepreneurship and adaptability own effect positive to innovation, which then increase performance business through mediation innovation products and business processes.

4. Sustainable Business Performance

Business performance sustainable refers to performance financial and non-financial (social/environmental) in term long. Nopianti et al. (2024) presents framework conceptual that emphasizes internal and external interactions For push growth sustainable business shock as well as oriented term long. In addition, a meta-analytical review by Oduro et al. (2025) recommended that innovation sustainable Good social and environment bring superiority competitive significant for SMEs with effect moderate to performance overall ($r \approx 0.39$). Findings This support view that sustainable business performance is not just financial output but also sustainability social and environmental.

5. Tax Management Strategies and Entrepreneurial Growth

Effectiveness of management strategy tax No only increase compliance, but also allows capital reinvestment into innovation and development product. Tampubolon et al. (2022) concluded that MSMEs understand and utilize system digital tax tends to own excess cash flow stable so that capable do experiment products and expansion effort. Sumiok (2023) added that incentive tax in a way direct contribute to growth business Because reduce burden costs and opening room investment. From a resource-based view perspective, optimal tax becomes source Power

strategic For accelerate entrepreneurial growth.

6. Human Resource Capabilities and Entrepreneurial Growth

capabilities have a fundamental role in realize growth entrepreneurship. Widyaningtyas et al. (2022) found that quality human resource training helping MSMEs develop orientation innovative and capable take risk in a way right. Utami et al. (2023) also reported that digital literacy and accounting base strengthen ability perpetrator business in utilize transaction data, estimate market demand, and designing product strategies new. With dynamic capabilities approach, internal capabilities become the driving force that enables MSMEs to respond market opportunities in general fast and efficient.

7. Entrepreneurial Growth and Sustainable Business Performance

Entrepreneurial growth characterized by innovation, proactivity, and market expansion is proven. strengthen performance business sustainable. The interpretive structural modeling (ISM) study by Nopianti et al. (2024) places orientation entrepreneurship as one of the main internal enablers For growth term long. Furthermore, a meta-analysis by Oduro et al. (2025) showed that successful SMEs apply innovation sustainable (part of entrepreneurial growth) has better performance stable in market competition and meet expectation stakeholders interest.

8. Tax Management Strategies and Sustainable Business Performance with Entrepreneurial Growth as Mediator

Management strategy effective tax create efficiency financial and stability cash flow, opening opportunity investment For development products and expansion. When the tax strategy the combined with growth orientation, the results No just improvement turnover term short, but rather change structural in entrepreneurship that impacts sustainability business. Findings appearance semantics from Sumiok (2023) and Tampubolon et al. (2022) show implications No direct between tax strategy and performance term long-term mediated through entrepreneurial growth confirms the mediation model growth performance tax.

9. Human Resource Capabilities and Sustainable Business Performance with Entrepreneurial Growth as Mediator

Strong HR capabilities, which include digital literacy and taxation, no only make it easier implementation of tax strategies, but also strengthens orientation innovation and growth entrepreneurship. Adaptive and creative human resources push emergence product new, efficiency operational, and responsiveness to market opportunities. Research by Widyaningtyas et al. (2022) and Utami et al. (2023) shows that HR capabilities play a role role mediation important facilitate transition from internal strategy to results sustainable performance.

Based on the above hypothesis, a

research model has made as described in Figure 3, as following:

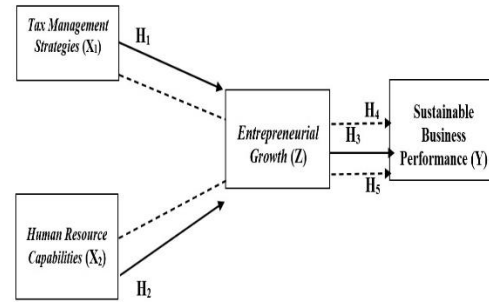


Figure 3: Framework Study

Source : Processed by the author (2025)

METHODOLOGY

Research Design

study uses a quantitative-explanatory approach with a cross-sectional survey design. The aim is to explain the influence of *Tax Management Strategies (X1)* and *Human Resource Capabilities (X2)* towards *Sustainable Business Performance (Y)* through *Entrepreneurial Growth (Z)* in digital MSMEs fostered by Tokopedia, Shopee, and TikTok Shop in Indonesia. The analytical framework is estimated using Partial Least Squares – Structural Equation Modeling (PLS-SEM) because: (1) the model is predictive -and mediative, (2) the indicators are on a reflective scale, and (3) the distribution of MSME respondent data tends to be non-normal. The testing guide follows -Hair's recommendations. et al. (2022) regarding sample size and the evaluation stage of the outer – inner model.

Instrument Measurement

Table 1. Measurement Instruments

Variables	Dimensions	Indicator	Source
Tax Management Strategies (X ₁)	1. compliance ;	use of e --Invoice, e- -Filing	Tampubolon et al., 2022
	2. tax burden efficiency	Utilization of 0.5% Final Income Tax incentive	
	3. tax planning	Routine reconciliation, tariff simulation	

Human Resource Capabilities (X₂)	1. Digital literacy	Operational capabilities of marketplace & tax applications	Widyaningtyas et al., 2022; Sutrisno et al., 2024
	2. Financial skills	Recording & reporting	
	3. Adaptive learning	Response to regulatory changes	
Entrepreneurial Growth (Z)	1. Sales growth,	Improvement turnover sale from year to year	Wales, 2015; Hanoum et al., 2025
	2. Market expansion,	Addition of area or new market segments reached	
	3. Product innovation	Development product new or improvement quality products that have been There is	
Sustainable Business Performance (Y)	1. Economic	Profitability	Nopianti et al., 2024
	2. Social	Job creation	
	3. Environmental	Waste reduction	

* Each indicator is measured on a 5- -point Likert scale (1 = strongly disagree to 5 = strongly agree).

Population and Sample

Population in study This is all over digital MSME players in Indonesia who sell through platforms such as Tokopedia, Shopee, and TikTok Shop. They are perpetrator businesses that use digital technology for operate his efforts and already combined in online marketplace system.

However Because the number of digital MSMEs is very large (reaching more from 30 million perpetrator), then researchers No Possible research all of them. Therefore that, researcher take sample, namely part small from population considered Can represent overall. Selected sample is digital MSME actors who:

1. Selling in a way active on Tokopedia, Shopee, or TikTok Shop,
2. Once follow training or mentoring program official like Digital Advance Class (Tokopedia), Shopee Campus, or TikTok UMKM Academy in 2 years final,
3. Willing fill in questionnaire in a way voluntary.

Amount samples used in study This is around 400 respondents, because amount This Already Enough represent and correspond with standard calculation in study quantitative (using

Yamane's formula). In addition, the number of this also fulfills minimum requirements for data analysis using SEM-PLS method (analysis track).

For determine amount sample, researcher use Yamane's formula (1967) with level error (*precision*) 5% and level 95% confidence. Because the population more from 30 million, then Yamane's formula is as following :

1. Tokopedia (60% of sample),
2. Shopee (30%),
3. TikTok Shop (10%).

$$\begin{aligned}
 n &= \frac{N}{1 + N(e)^2} \\
 &= \frac{30.000.000}{1 + 30.000.000(0,05)^2} \\
 &= \frac{30.000.000}{1 + 75.000} \\
 &= 399,99 \text{ dibulatkan } 400 \text{ Responden}
 \end{aligned}$$

So, the amount sample set as many as 400 respondents, because amount This considered adequate For represent population big and also has fulfil minimum requirements for SEM-PLS analysis, namely a minimum of 10 times the number of track to mediating or dependent construct (in matter this is $10 \times 6 = 60$ respondents minimum).

Next, the researcher use stratified random sampling technique, namely taking sample in a way random but proportional based on digital platform

group. Proportion shared based on Indonesia, as following :
 estimate domination users active in

Table 2. Stratified Random Sampling Technique

Platform	Proportion	Sample Calculation	Number of Respondents
Tokopedia	60%	$60\% \times 400 = 240$ respondents	240
Shopee	30%	$30\% \times 400 = 120$ respondents	120
TikTok Shop	10%	$10\% \times 400 = 40$ respondents	40
Total	100%		400

division is adjusted based on the popularity and dominance of digital MSME users on each platform based on Indonesian e-commerce data for 2023–2024.

Analysis Techniques

This research was analyzed using a Structural approach. Partial- based Equation Modeling Least Squares (SEM-PLS) version 3.0 was chosen because it can simultaneously test the relationship between latent variables. The SEM-PLS method allows researchers to simultaneously assess the validity and reliability of an instrument through the measurement model testing stage.

The analysis was carried out through two stages of model evaluation according to the Hair guidelines. et al. (2019). First, the evaluation of the measurement model (outer model) includes five main criteria: (1) *loading factor* (> 0.70) to test convergent validity, (2) AVE value (Average Variance Extracted) > 0.50 , (3) discriminant validity, (4) composite reliability (> 0.70), and (5) Cronbach's Alpha (> 0.60).

Second, an evaluation of the structural model (inner model) was

carried out which included: (1) path coefficient analysis (*path coefficient*), (2) the adjusted R- square (R^2) value to see the contribution of the independent variable to the dependent variable, (3) the Q- square (Stone-Geisser) value to measure the predictive relevance of the model, and (4) the F- square value to see the size of the partial effect. In addition, the SRMR (Standardized R^2 value is also used. Root Mean Square Residual) with a limit of <0.08 as an indicator of overall model suitability.

RESULTS AND DISCUSSION

Characteristics Respondents

This section explain profile respondents involved in research, including characteristics demographics and business digital MSME actors. This data important For give description context empirical respondents who became subject research, so that results analysis can interpreted in a way relevant with characteristics business they.

Characteristics respondents includes : types gender, age, education Lastly, length of business, platform used, and experience follow digital training. As for the distribution complete shown in Table 3 below :

Table 3. Respondent Characteristics

(n = 400)

Category	Information	Number of	Percentage (%)
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		people)	
Gender	Man	160	40.0%
	Woman	240	60.0%
Age	< 25 years	45	11.3%
	25–35 years	190	47.5%
	36–45 years	110	27.5%
	> 45 years	55	13.8%
Last education	High School/Vocational School	150	37.5%
	D3	60	15.0%
	S1	160	40.0%
	Masters/Doctoral Degree	30	7.5%
	< 1 year	40	10.0%
Length of Business	1–3 years	140	35.0%
	4–6 years	130	32.5%
	> 6 years	90	22.5%
	Sales Platform	Tokopedia	240
Shopee		120	30.0%
TikTok Shop		40	10.0%
Taking Digital Training	Yes	280	70.0%
	No	120	30.0%

Based on respondent data (n=400), characteristics demographic show domination women (60%) compared to male (40%). Majority respondents aged 25-35 years (47.5%), followed by 36-45 year old group (27.5%), showed that digital MSME actors are dominated generation productive. Education level most is S1 (40%), then SMA/SMK (37.5%), reflecting adequate digital and managerial literacy (Widyaningtyas et al., 2022). Most of business is in phase growth early-intermediate (1-6 years : 67.5%), appropriate with theory growth entrepreneurship (Wales, 2015). Tokopedia was the dominant platform (60%), followed by Shopee (30%) and TikTok Shop (10%). 70 % of respondents has follow digital training, strengthening role human resource capabilities in adaptation technology (Teece et al., 1997). Findings This in

line with Utami et al. (2023) that age productive and educational influence digital adoption of MSMEs.

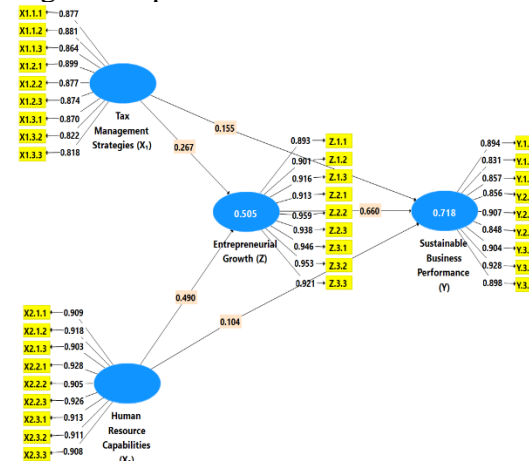


Figure 4. SEM results

Source : SmartPLS 3.0 (2025)

Based on RAM diag image track on show results calculation *loading factor* and the results obtained show that mark *loading factor* Already above 0.6, so that indicator has fulfil condition validity convergent and have required

validity based on rule of *thumb* used in accordance with what has been tested try it previously.

Validity and Reliability Test Results

Validity and reliability testing were conducted at the initial stage of the analysis using the SEM-PLS approach. The following is a summary of the test results for all indicators in the model:

Convergent validity and reliability tests aim to ensure that each indicator in a construct truly represents the latent variable being measured and demonstrates high internal consistency.

In this study, the test was conducted using *outer dimension measurements*. *loadings*, *Cronbach's value Alpha*, *Composite Reliability (CR)*, and *Average Variance Extracted (AVE)*. The criteria used refer to Hair et al. (2019), namely the outer value ideal loading is above 0.70, *Cronbach's Alpha* and CR are above 0.70, and AVE is above 0.50. If all these criteria are met, the construct is considered statistically valid and reliable enough to proceed to the structural model evaluation stage (inner model).

Table 4. Outer Loadings, Construct Reliability and Validity

Variables	Indicator	Statement	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE			
Tax Management Strategies (X ₁)	Digital Compliance	X1.1.1 I use e-Invoice and e- Filing regularly.	0.877	0.958	0.964	0.748			
		X1.1.2 I am aware of and take advantage of the 0.5% Final Income Tax incentive.	0.881						
		X1.1.3 I do tax planning for business efficiency.	0.864						
	Tax Burden Efficiency	X1.2.1 I regularly reconcile transactions for tax reporting.	0.895						
		X1.2.2 I understand the tax rate simulation for my business.	0.877						
		X1.2.3 I had no difficulty using the tax application.	0.874						
	Tax Planning	X1.3.1 I archive digital transaction evidence in an orderly manner.	0.870						
		X1.3.2 I know the reporting and payment deadlines.	0.822						
		X1.3.3 Tax strategies help my business financial stability.	0.818						
		Human Resource Capabilities (X ₂)	Digital Literacy				X2.1.1 I am able to operate the marketplace application independently.	0.905	
X2.1.2 I am used to using digital tax applications.	0.918								
X2.1.3 I understand the basics of financial recording and reporting.	0.903								
Financial Skill	X2.2.1 I can read my business profit and loss report.		0.928	0.975	0.978	0.835			
	X2.2.2 I am able to adapt to the latest tax regulations.		0.905						
	X2.2.3 I self-learned from the available digital training.		0.926						
Adaptive Learning	X2.3.1 I involved the team in understanding the digitalization process.	0.913							
	X2.3.2 I am trying to improve my internal accounting competency.	0.911							
	X2.3.3 I am used to recording business transactions in real- time.	0.908							
Sustainable Business Performance (Y)	Economic	Y.1.1 My business is able to generate profits consistently.	0.894						
		Y.1.2 I am able to create new jobs.	0.831						
		Y.1.3 I manage waste/business in an environmentally friendly manner.	0.857						
	Social	Y.2.1 Customers give good reviews of my business.	0.856	0.964	0.969	0.776			
		Y.2.2 I have long term plans for this business.	0.907						
		Y.2.3 I participate in community social activities.	0.848						
	Environmental	Y.3.1 I maintain good relationships with partners and employees.	0.904						
		Y.3.2 I consider the sustainability of raw materials.	0.928						
		Y.3.3 I ensure that my business practices remain ethical.	0.898						
Entrepreneurial Growth (Z)	Sales Growth	Z.1.1 My business turnover has increased in the last 1 year.	0.893				0.979	0.982	0.859
		Z.1.2 I have expanded my sales territory.	0.901						
		Z.1.3 I added a new product to my business catalog.	0.916						

Market Expansion	Z.2.1	Product innovation is a priority in my strategy	0.913
	Z.2.2	I tried various digital marketing channels.	0.959
	Z.2.3	I opened a branch/store account in a new marketplace.	0.938
Product Innovation	Z.3.1	I took risks in expanding the market.	0.946
	Z.3.2	I follow digital consumer trends and needs.	0.953
	Z.3.3	I adapt to market changes quickly.	0.921

Source : SmartPLS 3.0 (2025)

Table 4 above show that all over indicator own outer loadings values above 0.70, even part big approaching 0.818–0.959, which indicates correlation strong between indicator with the construct it represents. In addition, the Tax Management Strategies (X₁) variable, the value *Cronbach's Alpha* is 0.958, *Composite Reliability* of 0.964, and the value *Average Variance Extracted (AVE)* of 0.748, indicating that indicators like use of e- Invoices, e-Filing, and planning tax own strong consistency and validity in represents the tax strategy. The Human Resource Capabilities (X₂) variable records mark *Cronbach's Alpha* 0.975, *Composite Reliability* 0.978, and *AVE* 0.835, which reflects that aspect digital literacy, skills finance, and learning adaptive highly relevant and reliable in measure capabilities of digital MSME HR. For Entrepreneurial Growth (Z), the value *Cronbach's Alpha* reached 0.979, *Composite Reliability* 0.982, and *AVE* 0.859, making construct this is the strongest in matter consistency and variance explained ; indicators like

growth turnover, market expansion, and innovation product in a way consistent describe growth entrepreneurship. Meanwhile that, Sustainable Business Performance (Y) shows *Cronbach's Alpha* 0.964, *Composite Reliability* 0.969, and *AVE* 0.776, which confirms that dimensions economic, social and environmental integrated with Good in explain performance sustainable. All mark the beyond Hair et al.'s (2019) recommendation threshold is *Cronbach's Alpha* and *CR* > 0.70, and *AVE* > 0.50 so that all over construct confirmed valid and reliable For used in testing advanced structural model.

Discriminant Validity Test : Fornell-Larcker Criterion

Discriminant validity tests are used to ensure that the different constructs in a model are truly unique and differentiate from each other. One approach used is *the Fornell-Larcker test. Criterion*, which states that the square root value of *AVE (Average Variance Extracted)* of each construct must be higher than the correlation between other constructs in the model.

Table 5. Results of Discriminant Validity Test Fornell-Larcker Criterion

	Entrepreneurial Growth (Z)	Human Resource Capabilities (X ₂)	Sustainable Business Performance (Y)	Tax Management Strategies (X ₁)
Entrepreneurial Growth (Z)	0.927			
Human Resource Capabilities (X ₂)	0.687	0.914		
Sustainable Business Performance (Y)	0.829	0.672	0.881	
Tax Management Strategies (X ₁)	0.629	0.738	0.647	0.865

Based on the results in Table 5 above, it can be seen that all construct

own \sqrt{AVE} value on the diagonal of the table that is greater tall compared to

correlation between constructs outside the diagonal. For example, the Entrepreneurial Growth (Z) construct has $\sqrt{\text{AVE}}$ value of 0.927, which is more big from the correlation on Human Resource Capabilities (0.687), Sustainable Business Performance (0.829), and Tax Management Strategies (0.629). This indicates that indicator in construct Z is unique and not overlapping overlap with other constructs. Furthermore, the Human Resource Capabilities (X_2) construct has $\sqrt{\text{AVE}}$ value of 0.914, more tall from the correlation to constructs Entrepreneurial Growth (0.687), Sustainable Business Performance (0.672), and Tax Management Strategies (0.738). Although the value the correlation with Tax Management enough high, but Still be under $\sqrt{\text{AVE}}$ value, so that validity its discriminant still fulfilled. The Sustainable Business Performance (Y) construct also has an $\sqrt{\text{AVE}}$ of 0.881, which is more big from the correlation with Entrepreneurial Growth (0.829), Human Resource Capabilities (0.672), and Tax Management Strategies (0.647). This shows that performance business sustainable as construct end stand Alone in a way statistics. Likewise with Tax Management Strategies (X_1) construct which has $\sqrt{\text{AVE}}$ value of 0.865, more tall compared to the correlation towards Entrepreneurial Growth (0.629), Human Resource Capabilities (0.738), and Sustainable Business Performance (0.647). With Thus, all construct in the model has fulfil criteria validity discriminant according to Fornell and Larcker (1981). Findings This confirm that each variable — both management strategies taxes, human resource capabilities, growth entrepreneurship, as well as performance business sustainable — measured by valid, unique, and non-

recurring indicators each other overlapping overlap. The success of this test also strengthens assumptions theoretical basis used in research, such as Dynamic Capabilities theory (Teece et al., 1997), Entrepreneurial Orientation theory (Wales, 2015), and the Triple Bottom Line framework (Elkington, 1999), which emphasize independence and uniqueness each dimensions in form performance sustainable digital MSMEs.

Structural Model Evaluation (Inner Model)

Structural model evaluation is conducted to test the strength of the relationships between constructs in the model, including the significance of direct and indirect influences, as well as the model's predictive ability. This evaluation follows the procedures of Hair. et al. (2019), was carried out on four main components, namely: (1) path coefficient coefficient), (2) mediation or indirect effect effect, (3) determination value (R- square), and (4) partial effect size (f- square). This analysis is important to answer the problem formulation that has been proposed previously and to test the hypothesis developed based on the theoretical framework.

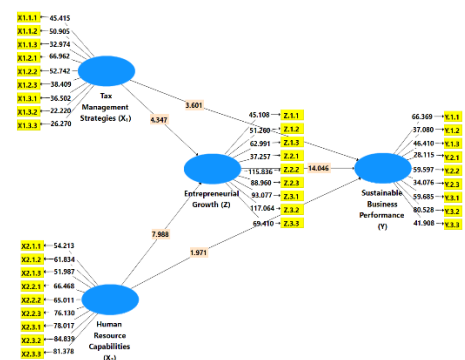


Figure 5. SEM results
Source : SmartPLS 3.0 (2025)

Path Coefficient Test Coefficients)
Analysis coefficient track used

For evaluate strength and direction influence between latent variable. Value of t- statistics used For measure significance influence between construct, with $t > 1.96$ and p-value $<$

0.05 indicating that connection significant at the level 95% confidence interval. The following test results show the parameter estimates, t-statistic values, and p- value significance :

Table 6. Path Coefficients Mean, STDEV, T- Values, P- Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Tax Management Strategies (X ₁) -> Entrepreneurial Growth (Z)	0.267	0.269	0.062	4,347	0,000
Human Resource Capabilities (X ₂) -> Entrepreneurial Growth (Z)	0.490	0.485	0.061	7,988	0,000
Entrepreneurial Growth (Z) -> Sustainable Business Performance (Y)	0.660	0.659	0.047	14,046	0,000
Tax Management Strategies (X ₁) -> Sustainable Business Performance (Y)	0.155	0.156	0.043	3,601	0,000
Human Resource Capabilities (X ₂) -> Sustainable Business Performance (Y)	0.104	0.105	0.053	1,971	0,049

Source : SmartPLS 3.0 (2025)

The results of the path coefficient test show that all relationships between variables are statistically significant ($p < 0.05$), as explained below:

- a. **Tax Impact Management Strategies (X₁) towards Entrepreneurial Growth (Z)** is significant ($t = 4.347$; $p = 0.000 < 0.05$), meaning that tax management strategies have a significant influence on entrepreneurial growth, then it shows that the management strategy tax play a role important in push growth entrepreneurship in digital MSMEs. Strategies such as utilization of e- Invoices, planning taxes and efficiency Final Income Tax 0.5% no only increase obedience, but also giving room for businessman For manage finance business in a way more efficient. **Tampubolon et al. (2022)** confirm that digital tax transformation speed up adjustment business small to system fiscal national.
- b. **The Influence of Human Resource Capabilities (X₂) on Entrepreneurship Growth (Z)** is very significant ($t = 7.988$; $p = 0.000 < 0.05$), meaning that human resources capabilities has a

significant influence on entrepreneurship growth, then it shows that HR capabilities, including digital literacy, skills financial and capabilities adaptation learning, is driver main growth digital business. Findings This consistent with Dynamic Capabilities theory by Teece et al. (1997), who stated that internal organizational capabilities in adapt, learn, and innovate is foundation growth term long.

- c. **Entrepreneurial Influence Growth (Z) on Sustainable Business Performance (Y)** has the strongest influence ($t = 14.046$; $p = 0.000 < 0.05$), meaning that entrepreneurial growth has a significant influence on sustainable business performance, then it shows that the more development entrepreneurship (marked with innovation, market expansion, and improvement sales), then the more high performance sustainability business that includes aspect economic (profit), social (field work), and environment (management waste). Research This in harmony with Wales (2015) and

Oduro et al. (2025) who emphasize that growth businessman is road main going to sustainability adaptive and resilient business.

- d. **Tax Impact Management Strategies (X₁) on Sustainable Business Performance (Y) is significant** (t = 3.601; p = 0.000 < 0.05), meaning that tax management strategies have a significant influence on sustainable business performance, then it shows that the tax strategy No only impact on compliance fiscal, but also has an impact directly to sustainability business through management burden efficient and planned taxes. Entrepreneurs who understand tax strategies can allocate source Power optimally and maintain profitability term long.
- e. **The influence of Human Resource Capabilities (X₂) on Sustainable Business Performance (Y) is also significant**, although smaller (t = 1.971; p = 0.049 < 0.05), meaning that human resources capabilities has a significant impact on sustainable business performance, thus demonstrating that human

resources with digital literacy, financial skills, and adaptive learning abilities play a role in the operationalization of sustainable strategies, for example through process efficiency, data-driven decision-making, and compliance with socio-environmental regulations. This supports the *resource-based theory. view* (Barney, 1991) and *dynamic capabilities* (Teece et al., 1997), and strengthened by the research results of Utami et (2023) who showed that human resource capabilities are an important foundation in strengthening the sustainability of digital-based MSMEs.

2. Indirect Influence Test (Specific Indirect Effects)

Analysis effect No direct aim For test whether connection between variables independent and dependent mediated by constructs intermediary, namely Entrepreneurial Growth (Z). The t- statistic value is above 1.96 and the p-value < 0.05 indicates effect mediation significant. Table 7. Specific Indirect Effects.

Table 7. Specific Indirect Effects Mean, STDEV, T- Values, P- Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Tax Management Strategies (X ₁) -> Entrepreneurial Growth (Z) -> Sustainable Business Performance (Y)	0.177	0.177	0.043	4,119	0,000
Human Resource Capabilities (X ₂) -> Entrepreneurial Growth (Z) -> Sustainable Business Performance (Y)	0.323	0.319	0.046	7,000	0,000

Source : SmartPLS 3.0 (2025)

The mediation effect analysis shows that :

- a. **Indirect Effect of Tax Management Strategies (X₁) towards Sustainable Business Performance (Y) through Entrepreneurial Growth (Z)** showed significant results (t = **4.119**; p = **0.000 < 0.05**). This indicates that

tax management strategies not only have a direct influence on sustainable performance but also have an indirect impact through entrepreneurial growth. This means that the use of appropriate tax strategies such as

incentive optimization and digital compliance encourages business growth, which then improves business sustainability. This finding is consistent with Tampubolon et al. (2022) and Wales (2015) emphasized that fiscal success supports business expansion and sustainable long-term innovation.

b. **Indirect Effect of Human Resource Capabilities (X₂) on Sustainable Business Performance (Y) through Entrepreneurial Growth (Z)** was also highly significant ($t = 7.000$; $p = 0.000 < 0.05$). This indicates that superior HR capabilities—including digital literacy, financial skills, and adaptive learning—contribute significantly to entrepreneurial growth, which in turn improves sustainable business performance. In other words, competent HR not only

strengthens the internal foundation of a business but also accelerates strategic business acceleration. This finding is reinforced by Teece et al. (1997) in a *dynamic framework capabilities*, and the empirical study of Utami et (2023) who proved that human resource quality is the key to the success of digital MSME sustainability through increased agility and innovation.

3. Value of the Determination Coefficient (R² and Adjusted R²)

The coefficient of determination (R²) is used to show how much the exogenous construct contributes to explaining the variation of the endogenous construct. According to Chin (1998), R² ≥ 0.67 = strong, 0.33–0.66 = moderate, < 0.33 = weak.

Table 8. R- Square (R²)

	R Square	R Square Adjusted
Entrepreneurial Growth (Z)	0.505	0.502
Sustainable Business Performance (Y)	0.718	0.716

Source : SmartPLS 3.0 (2025)

The finding of an R² value of 0.505 on the Entrepreneurial Growth construct indicates that the combination of Tax Management Strategies and Human Resource Capabilities is capable explains 50.5% of the variation growth entrepreneurship (category currently). Meanwhile that is, R² is **0.718** on the construct Sustainable Business Performance indicates high model power, where 71.8 % of the variation in performance sustainable

can explained by the three construct independent and mediation (category strong). This is confirm relevance framework conceptual in answer objective study.

Square Value (Partial Effect Size)

f- Square measuring the contribution of each construct to the increase in R². According to Cohen (1988), the interpretation of f² is: small (0.02), medium (0.15), large (0.35).

Table 9. f- Square

Variables Exogenous	Against the Construct	f ²
Entrepreneurial Growth (Z)	Sustainable Business Performance (Y)	0.765
Human Resource Capabilities (X₂)	Entrepreneurial Growth (Z)	0.220
Human Resource Capabilities (X₂)	Sustainable Business Performance (Y)	0.014
Tax Management Strategies (X₁)	Entrepreneurial Growth (Z)	0.066

Tax Management Strategies (X ₁)	Sustainable Business Performance (Y)	0.036
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Source : SmartPLS 3.0 (2025)

Highest f^2 value found obtained on the influence of Entrepreneurial Growth on Sustainable Business Performance of 0.765 (effect large), shows role central Z as predictor sustainability business. Human Resource Capabilities provide contribution currently to growth entrepreneurship ($f^2 = 0.220$) however its influence direct to performance business tend small ($f^2 = 0.014$). Meanwhile that, Tax Management Strategies only give contribution small to Z and Y ($f^2 = 0.066$ and 0.036). This means that the effectiveness of the tax strategy in push performance business more felt in a way No direct through Entrepreneurial Growth.

Discussion of Research Results

1. Tax Impact Management

Strategies for Entrepreneurship Growth

Research result show that *Tax Management Strategies* influential significant to *Entrepreneurial Growth* ($t = 4.347$; $p < 0.000$), which means an effective tax strategy push growth entrepreneurship in digital MSMEs in Indonesia. This reflect that utilization facility taxation like Final Income Tax 0.5%, use of e-Invoices, and planning proper tax No only increase compliance fiscal, but also provides room more fiscal Healthy for perpetrator business For do expansion and innovation. Findings This reinforced by Prasetyo and Darmawan (2021) who stated that tax literacy and strategy give impact positive to scale business micro in the digital realm. From the side theory, thing This in line with approach *strategic tax management* by Lanis & Richardson (2019),

which states that tax strategy No only function accounting, but also a tool managerial For support superiority competitive business. In addition, Tampubolon et al. (2022) also emphasized that policy compliance- based digital taxation such as e-Filing and e- Bupot can increase efficiency and sustainability of new MSMEs grow. Therefore that, tax management strategies do not only impact fiscal, but also supports room grow businessman through efficiency and certainty business.

2. The Influence of Human Resource Capabilities on Entrepreneurship Growth

Research result find that *Human Resource Capabilities* own very significant influence to *Entrepreneurial Growth* ($t = 7.988$; $p < 0.000$), indicates that quality of human resources which includes digital literacy, skills finance, and adaptation learning play a role important in support acceleration growth business. MSMEs that have capable human resources understand and apply proven digital technology more responsive in catch market opportunities and do innovation. *Dynamic Capabilities* Theory by Teece et al. (1997) which was expanded by Teece (2020) confirms that ability organization in adapt, integrate knowledge, and doing transformation is key continuity and growth entrepreneurship in the digital era. Findings This is also reinforced by the study of Utami et al. (2023) which states that digital HR capabilities significant influence readiness innovation products and market expansion. With Thus, the

ability of human resources in adopt technology and managing information play role central in trigger growth entrepreneurship in the environment a very dynamic economy such as e-commerce.

3. Entrepreneurial Influence Growth towards Sustainable Business Performance

Study this also found that *Entrepreneurial Growth* own the strongest influence to *Sustainable Business Performance* ($t = 14.046$; $p < 0.000$), indicates that improvement turnover, innovation products, and market expansion direct increase sustainability business from aspect economic, social, and environmental. This in line with Triple Bottom Line framework (Elkington, 1997) which emphasizes that growth businessman should No only profit- oriented, but also people and planet-oriented. Findings This is also supported by Wales (2015) and expanded by Oduro et al. (2025) who stated that growing entrepreneurship in a way innovative will strengthen resilience business term long in the middle market dynamics. Growing digital MSMEs in a way consistent tend more Ready face change technology and regulation, as well as more inclusive in give contribution social and environmental.

4. The Influence of Tax Management Strategies on Sustainable Business Performance through Entrepreneurial Growth

Mediation test show that *Tax Management Strategies* influential in a way No direct to *Sustainable Business Performance* through *Entrepreneurial Growth* ($t = 4.119$; $p < 0.000$). This means that the right tax strategy No only increase efficiency fiscal but also in a way significant push growth

entrepreneurs who ultimately strengthen performance sustainable. This is show role mediation growth important entrepreneurship : without growth entrepreneurship, tax strategy No will fully leading to sustainable performance. Findings This strengthen findings Pramudena & Fauziah (2020) stated that that utilization incentive tax influence continuity MSME businesses in general No direct through improvement scale enterprise. *Resource orchestration theory* from Sirmon et al. (2011) also supports view that management source Power including tax, must focused on how values the used For produce growth organization.

5. The Influence of Human Resource Capabilities on Sustainable Business Performance through Entrepreneurial Growth

The results of the analysis also show that *Human Resource Capabilities* have a significant influence on *Sustainable Business Performance* through the mediation of *Entrepreneurial Growth* ($t = 7.000$; $p < 0.000$). This indicates that the influence of HR on business sustainability does not occur directly, but rather through increased entrepreneurial capacity such as innovation, market penetration, and increased sales. HR capabilities drive digitalization, data-driven decision-making, and innovation, which strengthens the market position of MSMEs. This research *supports the knowledge-based theory*. view (Grant, 1996) that human capabilities are the main intellectual assets for creating competitive advantage and supporting business continuity. In addition, this finding is in line with the study by Mulyani et al. (2022) emphasized that digital literacy and

human resource adaptation have a significant indirect effect on the resilience of MSME businesses in the digital era.

CONCLUSION

Based on hypothesis the whole formed in study this, then conclusion study This:

1. **Tax Impact Management Strategies for Entrepreneurship Growth** : Research results show that tax management strategies have a positive and significant impact on entrepreneurial growth. This means that the more effective the tax strategies implemented by digital MSMEs (such as tax planning, fiscal burden efficiency, and utilization of tax benefits), the higher their business growth will be.
2. **The Influence of Human Resource Capabilities on Entrepreneurship Growth** : Human resource capabilities have been proven to significantly influence entrepreneurial growth. This means that human resource competencies in digital literacy, adaptive skills, and financial skills are key factors in driving the acceleration and expansion of digital MSME businesses on marketplace platforms.
3. **Entrepreneurial Influence Growth on Sustainable Business Performance** : Entrepreneurial growth has the strongest influence on sustainable business performance. MSMEs that experience entrepreneurial growth (innovation, market expansion, and productivity) tend to have higher levels of sustainability in economic, social, and environmental aspects.
4. **Indirect Effect of Tax Management Strategies for Sustainable Business**

Performance through

Entrepreneurial Growth : There is a significant indirect effect of tax strategy on sustainable performance through the mediation of entrepreneurial growth. This suggests that a sound tax strategy initially encourages entrepreneurial growth, which then impacts sustainable business performance.

5. **The Indirect Effect of Human Resource Capabilities on Sustainable Business Performance through Entrepreneurial Growth** : Human resource capabilities have also been shown to indirectly influence sustainable performance through entrepreneurial growth. This indicates that superior human resources are drivers of business growth, ultimately strengthening business resilience and sustainability.

Implications study This important for taker policies, marketplace companies, and institutions training. In the context of digital MSMEs, the role of strategic management taxes and strengthening of human resources must be made into priority in the development program business. Support training taxation digital- based, literacy managerial, and improvement human resource adaptability is necessary integrated in policy assistance to MSMEs, especially on e-commerce platforms which are becoming channel main sales. Emphasis on growth businessman as connector main between managerial input and performance output sustainable become key effective and targeted interventions.

Study This suggest that digital MSMEs are more proactive in utilize management strategies tax in a way efficient and sustainable, as well as

Keep going increase human resource capabilities, especially in context digitalization, literacy finance, and adaptation technology. Researchers furthermore recommended For expand object study to non-digital MSME sector or in the regions left behind, as well as add other variables such as digital innovation, technology adoption, or environmental commitment to test the model more comprehensive and dynamic in face global market changes.

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