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Social Commerce and Resource Capabilities as Drivers of Business Performance: An RBV–DCV Perspective from B2C Firms in Indonesia

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Abstract. This study aims to analyze the influence of social commerce and resource *capabilities* on business performance, as well as to assess the moderating role of business type in Business-to-Consumer (B2C) firms in Indonesia. This research adopts the Resource-Based View (RBV) and Dynamic Capability View (DCV) frameworks to explain how the combination of internal resources and dynamic organizational capabilities contributes to improved business performance in digital service environments. This study employs a quantitative explanatory approach using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method. Data were collected from 200 B2C business practitioners who have utilized digital platforms and social media as part of their business activities. Respondents consist of business owners, managers, and heads of operations, human resources divisions, and senior staff who understand resource management strategies and digital marketing practices. Analysis was conducted using SmartPLS 4.0 software to test direct relationships and moderating effects among variables. Common method bias was assessed through full collinearity VIF testing. The results show that social commerce ($\beta = 0.474$) and resource capabilities ($\beta = 0.489$) have significant positive effects on business performance ($R^2 = 0.61$). Furthermore, business type strengthens the relationship between social commerce and business performance ($\beta = 0.296$), indicating that B2C companies with high customer interaction intensity gain greater benefits from social commerce activities. The moderating effect of business type on the relationship between resource capabilities and business performance is relatively weaker ($\beta = 0.173$). This study highlights the importance of developing informatics capabilities, including data analytics and digital platform integration, alongside effective social engagement strategies to enhance business performance. Managers need to view digital social interactions as strategic assets that directly contribute to value creation and strengthen competitive advantage in service delivery systems. This study contributes to the integration of RBV and DCV theories in digital business contexts by demonstrating how social commerce functions simultaneously as a valuable resource (RBV) and a dynamic capability mechanism (DCV). The findings advance understanding of how resource configurations and business type characteristics jointly influence performance in B2C service systems.

Keywords: Social Commerce, Resource Capabili*ties*, Business Performance, Business Type, *Informatics*, RBV, DCV.

1. Introduction

The development of digital technology has revolutionized how companies operate and create value. The integration of social media into business activities has given rise to social commerce, a form of electronic commerce that enables social interactions and transactions to occur simultaneously (Wang & Zhang, 2012). These platforms transform customer relationships from mere transactions into ongoing collaborations, where user participation and trust serve as primary sources of competitive advantage (Han et al., 2018; Marra & Antonelli, 2018). Thus, social commerce functions as a core strategy for strengthening customer relationships and expanding market opportunities in the digital economy era by leveraging social engagement and shared value created through online interactions.

In dynamic business environments, business performance is measured not only through financial results but also through a company's ability to adapt to change and create value sustainably. Appropriate use of social media can increase organizational speed in responding to changes and strengthen internal coordination, thereby improving long-term performance (Ye et al., 2022). This underscores that the ability to strategically manage social commerce is an important resource in achieving superior performance.

The effectiveness of social commerce utilization depends on a company's resource capability. The Resource-Based View (RBV) perspective explains that sustainable competitive advantage depends on an organization's ability to manage resources that are valuable, rare, difficult to imitate, and non-substitutable (Barney et al., 2021). Companies that can combine technology, human skills, and organizational knowledge can convert digital potential into measurable performance outcomes. Studies show that the strength of social networks and marketing capabilities serve as key links between resources and improved organizational performance (Jeong et al., 2019). Therefore, the success of digital strategies is largely determined by the quality and synergy of internal capabilities.

The Dynamic Capability View (DCV) extends RBV by emphasizing an organization's ability to renew and reconfigure resources in response to environmental changes (Teece et al., 2016). The integration of RBV and DCV provides a complementary framework: RBV identifies social commerce as a valuable digital resource, while DCV explains how firms reconfigure capabilities to leverage that resource dynamically in response to market changes. In this context, social commerce functions as an adaptation mechanism that strengthens organizational agility and innovation capability. Companies that dynamically adjust their digital practices can maintain strategic relevance in rapidly changing markets (Ye et al., 2022). Thus, social commerce is not merely a technological tool but also a vehicle for organizational learning to build long-term adaptive capabilities.

However, the relationship among social commerce, resource capability, and business performance is not uniform. The business type variable has the potential to moderate this relationship by influencing how organizations utilize digital resources. In this study, business type reflects customer interaction intensity and service characteristics rather than mere sectoral classification. Business-to-Consumer (B2C) companies gain greater benefits from direct social interactions with customers, while Business-to-Business (B2B) companies rely more on managing professional relationships and internal network structures (Chang & Li, 2019). Accordingly, business type characteristics can either strengthen or weaken the influence of social commerce on performance, depending on the relationship patterns and operational models employed.

Organizational capabilities also demonstrate contextual effects on performance. Companies with mature marketing orientations can transform resources into competitive advantages more effectively than companies with less adaptive structures (Liu et al., 2015). Selective marketing capabilities suited to industry contexts have proven to enhance the strategic value of digital technology investments. From a service ecosystem perspective, social commerce is viewed as an open system that facilitates resource exchange among actors and creates synergy among companies, customers, and business partners (Han et al., 2018; Marra & Antonelli, 2018). This cross-entity collaboration forms the foundation for

successful modern digital strategies, as it enables organizations to expand their capabilities through interactions and shared value generated within the digital ecosystem.

Based on this analysis, it can be concluded that the relationship among social commerce, resource capability, and business performance is complex and highly contextual. Social commerce improves business performance only when supported by strong resource capabilities and aligned with business type characteristics. This study examines B2C firms in Indonesia, where rapid digital adoption and diverse SME characteristics provide a relevant context for testing these relationships. Therefore, this study aims to analyze the influence of social commerce and resource capability on business performance with business type as a moderating variable. Building on recent Indonesian B2C research examining live streaming commerce mechanisms (Aditi et al., 2025) and digital capability effects on SME performance (Manurung et al., 2025), this study extends understanding by examining how social commerce and resource capabilities jointly influence performance across varying business type characteristics. This research is expected to expand theoretical understanding of the integration of RBV and DCV in digital business contexts and provide strategic implications for companies in designing digital policies aligned with their operational contexts.

2. Literature Review

2.1 Social Commerce

Social commerce represents an evolution of e-commerce that integrates social elements into digital transaction activities. Platforms such as Instagram Shop, TikTok Shop, and Facebook Marketplace enable social interactions, recommendations, and product reviews to occur directly within the purchasing process. This mechanism creates added value as customers act not only as buyers but also as co-creators of value who contribute to shaping shared experiences and perceptions (Baethge et al., 2016; Han et al., 2018). From a Resource-Based View (RBV) perspective, social commerce constitutes an intangible resource that is strategically valuable and difficult to imitate (Barney et al., 2021). Research by Braojos et al. (2019) shows that integrating information technology capabilities with social interactions enhances firm performance through improved information efficiency.

Lam et al. (2019) found that investment in social commerce systems strengthens firm value, particularly in highly dynamic markets. Within the Dynamic Capability View (DCV) context, social commerce also functions as a vehicle for organizational learning. Tajvidi and Karami (2017) found that social media activities strengthen marketing capability, which subsequently impacts product innovation and business performance. Ye et al. (2022) showed that social media use can enhance organizational agility and adaptability. Ren et al. (2023) found that customer engagement on social media increases sales and customer loyalty.

In the Indonesian context, Aditi et al. (2025) demonstrated that live streaming commerce, a form of social commerce, creates value through authentic real-time interactions that enhance streaming experience and continuance intention among B2C entrepreneurs. Thus, social commerce serves as a strategic resource that strengthens customer relationships, increases market responsiveness, and supports business performance growth (Gao & Sarwar, 2022; Mazzucchelli et al., 2018).

2.2 Resource Capability

The concept of resource capability is rooted in RBV theory, which explains that a firm's internal resources can become sources of competitive advantage if they meet VRIN criteria (valuable, rare, inimitable, non-substitutable) (Barney et al., 2021). However, as business environments continually change, firms must also possess dynamic capabilities to reconfigure these resources (Teece et al., 2016). In digital business contexts, resource capabilities encompass both tangible assets (technology infrastructure, digital platforms) and intangible capabilities (data analytics, innovation capacity, and informatics competencies).

Jeong et al. (2019) found that business social networks strengthen marketing capability, which enhances firms' international performance. Yu et al. (2017) showed that operations capability positively affects productivity and performance under dynamic environmental conditions. Wamba et al. (2017) found that big data analytics capability strengthens decision-making processes and operational efficiency.

Gao and Sarwar (2022) showed that big data analytics management capability significantly influences innovation and efficiency through the mediating role of dynamic capability. Joensuu-Salo and Matalamäki (2023) found that digital capability directly improves SME performance and growth by strengthening organizational ability to adapt to market changes. Recent research by Manurung et al. (2025) confirmed that digital marketing capability and green innovation serve as parallel dynamic capabilities that enhance SME performance in Indonesian contexts, with market orientation mediating these relationships. Mongkol (2022) showed that integration among business strategy, innovation, and dynamic capability is a key factor in strengthening competitiveness and organizational performance, particularly in small and medium enterprise contexts. Resource capability thus constitutes a strategic foundation that enables firms to adapt, innovate, and achieve superior business performance.

2.3 Business Performance

Business performance is an indicator of organizational achievement encompassing financial and non-financial dimensions. RBV emphasizes that business performance depends on an organization's ability to manage internal resources efficiently, while DCV highlights the importance of flexibility and adaptive capability (Barney et al., 2021; Teece et al., 2016).

Ye et al. (2022) showed that social media use enhances dynamic capabilities such as organizational agility, leading to improved performance. Wamba et al. (2017) found that big data analytics has both direct and indirect effects on performance through the mediation of process-oriented dynamic capabilities. Gao and Sarwar (2022) showed that firms capable of managing data strategically create innovation advantages that enhance long-term performance.

Joensuu-Salo and Matalamäki (2023) found that digital capability has positive effects on firm growth. Akram et al. (2024) showed that dynamic capability plays an important role in building resilience and agility in sustainable supply chains, which strengthens organizational economic performance. These findings indicate that modern business performance is determined not only by internal efficiency but also by organizational ability to adjust and configure resources in response to dynamic external environmental changes

2.4 Business Type as a Moderating Variable

Business type serves as a moderating variable that determines the strength of relationships among key variables. In this study, business type is conceptualized not merely as sectoral classification, but as reflecting customer interaction intensity, service customization requirements, and digital integration depth. B2C firms with high customer contact frequency and relational service characteristics are theoretically expected to derive greater benefits from social commerce investments compared to firms offering standardized, low-interaction services. Liu et al. (2015) showed that B2C firms rely more on social interactions to build customer trust, while B2B firms tend to focus on efficiency and formal relationships.

Yu et al. (2017) showed that dynamic business environments strengthen the relationship between operational capabilities and performance. Joensuu-Salo and Matalamäki (2023) found that business size and complexity determine the effectiveness of digital capability on performance. Thus, business type is expected to moderate the influence of social commerce and resource capability on business performance.

2.5 Integration of Resource-Based View (RBV) and Dynamic Capability View (DCV)

RBV theory emphasizes the importance of unique resources, while DCV focuses on firms' ability to reconfigure those resources in response to change (Teece et al., 2016). The integration of both provides a holistic understanding of how firms create sustainable competitive advantage. Specifically, RBV

identifies what resources matter (valuable, rare, inimitable), while DCV explains how firms leverage these resources through sensing, seizing, and reconfiguring capabilities. In the context of this study, social commerce represents a valuable digital resource (RBV perspective), while resource capabilities reflect the firm's ability to dynamically reconfigure and deploy that resource in response to market demands (DCV perspective). This dual lens enables a more complete explanation of performance variation among B2C firms operating in digital environments.

Ye et al. (2022) found that social media utilization strengthens organizational agility and adaptability, two primary dimensions of dynamic capability. This result aligns with findings by Mongkol (2022) and Wamba et al. (2017), showing that dynamic capability serves as an important mediating mechanism between internal resources and organizational performance. The integration of RBV and DCV thus provides the theoretical foundation for explaining how social commerce and resource capability interact to shape business performance sustainably.

2.6 Hypothesis Development

2.6.1 Social Commerce and Business Performance

From RBV and DCV perspectives, firms' ability to leverage digital social technology can become a rare and difficult-to-imitate strategic resource that contributes to competitive advantage and improved business performance (Barney et al., 2021; Teece et al., 2016). Firms that successfully integrate social commerce into their operational activities can strengthen customer interactions, create trust, and expand market reach. Empirical studies show that social commerce-IT capabilities such as social media and integrated e-commerce systems increase online customer engagement and affect firm performance (Braojos et al., 2019). In the seller context, creative selling behavior supported by online social communities has also been shown to strengthen seller business performance (Chen et al., 2021).

Research found that social commerce utilization by organizations such as hotels and service businesses improves operational efficiency and financial results, especially when social interaction becomes an integral part of business processes (Halawani et al., 2022). Additionally, system quality, information, and playfulness dimensions of social platforms have been shown to influence firms' financial performance (Mazzucchelli et al., 2018). Social commerce adoption enables firms to reduce marketing costs, strengthen customer relationships, and improve business results in both large organizations and SME contexts (Fitriani et al., 2023). However, it should be noted that the effectiveness of social commerce may be contingent on firms' absorptive capacity and the alignment between digital strategies and organizational capabilities. Firms with limited digital literacy or poor platform integration may experience coordination costs that offset potential benefits. Based on these findings, higher ability to leverage social commerce is associated with greater opportunity to improve business performance.

H1: Social commerce positively affects business performance.

2.6.2 Resource Capability and Business Performance

According to RBV, resource capability constitutes the core of sustainable competitive advantage as it reflects an organization's ability to integrate, configure, and leverage owned assets to achieve strategic objectives (Barney, 1991). This capability encompasses operational, marketing, technological, and innovation abilities that collectively form organizational competitiveness (Yu et al., 2018). Consistent with DCV, firms need to continuously develop adaptive capabilities to respond to external environmental changes and maintain superior performance (Teece et al., 1997).

Information technology and data analytics capabilities have been shown to strengthen organizational performance through improved operational efficiency, agility, and ambidexterity (Ilmudeen, 2022; Wamba et al., 2017). Innovation management capability improves performance through enhanced marketing capability and organizational learning (Izadi et al., 2020), while innovative capability drives growth and sustainability in dynamic business environments (Ahmed et al., 2020).

In the SME context, digital capability has been shown to strengthen business growth through development of dynamic capabilities (Joensuu-Salo & Matalamäki, 2023), while absorptive capacity and dynamic capabilities serve as mediators between internal resources and firm performance outcomes in both innovation and export (Lu et al., 2010; Rua et al., 2019).

Nevertheless, resource capability may not universally translate into performance gains. In highly stable or regulated environments, the benefits of dynamic reconfiguration may be limited. Moreover, excessive investment in capability development without clear strategic alignment may lead to resource dispersion rather than competitive focus. Higher levels of resource capability—whether in technology, innovation, marketing, or data analytics—are thus associated with greater potential to achieve operational excellence and sustainable competitiveness.

H2: Resource capability positively affects business performance.

2.6.3 The Moderating Role of Business Type in the Social Commerce-Business Performance Relationship

In the digital business context, social commerce effectiveness in supporting organizational performance depends on core business characteristics and customer interaction patterns. Consumer-oriented businesses (Business-to-Consumer/B2C) exhibit unique dynamics as digital social interactions play important roles in building trust, strengthening emotional relationships, and influencing customer purchase decisions (Leung et al., 2022; Yang et al., 2016). However, social commerce's influence on performance may differ among business types within the B2C sector, depending on customer contact intensity and the nature of products or services offered.

In retail and food and beverage (F&B) businesses that rely on high customer engagement, social commerce serves as a primary tool for creating customer experiences and driving brand loyalty. In service businesses such as beauty, hospitality, or creative services, social media is more commonly used to build long-term relational communication and expand market reach (Rudzewicz, 2023). Business type in the B2C sector can thus moderate the relationship between social commerce and business performance as each business type has different levels of social interaction needs and customer orientation.

Previous studies show that relational capabilities in social commerce strengthen competitive advantage and positively impact business performance (Joensuu-Salo et al., 2023; Wang et al., 2023). However, this influence is stronger in businesses directly oriented toward customers and relying on high social engagement compared to businesses with low customer contact. It is worth noting that very high customer interaction intensity may also introduce complexity in managing customer expectations and service consistency, potentially creating diminishing returns beyond a certain threshold. Business type in this study is thus viewed as a moderating variable that explains variation in the strength of the relationship between social commerce and business performance among B2C business types.

H3: Business type moderates the relationship between social commerce and business performance.

2.6.4 The Moderating Role of Business Type in the Resource Capability-Business Performance Relationship

Within the RBV framework, resource capability is viewed as a strategic asset that enables organizations to create and maintain competitive advantage through efficient integration, configuration, and utilization of owned resources (Song et al., 2007). Technology, marketing, and innovation capabilities have been shown to enhance business performance, especially when firms can orchestrate these resources to support business processes and customer value sustainably (Duah et al., 2024). Yu et al. (2017) showed that operational capabilities and productivity directly contribute to improved organizational performance, with influence strength affected by environmental conditions and industry context.

In modern digitally-oriented business contexts, information technology capability and IT governance are important factors linking organizational resources with performance outcomes (Joshi et al., 2021). Strong digital capabilities enable firms to adapt to market changes and improve operational efficiency, particularly in businesses relying on intensive customer interactions. In the B2C sector, capabilities in managing customer data, analyzing consumer behavior, and building digital-based relationships have been shown to strengthen firm performance through improved loyalty and customer experience (Parente et al., 2020).

However, the strength of resource capability's influence on business performance is not universal and can vary depending on business type. Studies show that alignment between business type and resource strategy affects organizational capability effectiveness levels (Liu et al., 2021). Firms focusing on product differentiation, such as retail, culinary, and fashion businesses, tend to gain greater benefits from innovation and marketing capabilities compared to firms prioritizing cost efficiency. External factors such as market dynamics and competitive intensity also strengthen business type's moderating role by driving firms to adjust resource strategies to environmental conditions (Yu et al., 2017). Conversely, in some contexts, standardized business models with lower interaction intensity may benefit more from operational efficiency and cost capabilities than from relational or innovation capabilities.

Business type thus functions as a contextual element that strengthens or weakens the relationship between resource capability and business performance. In the B2C context, where business success depends on adaptation speed and customer interaction, business type differences determine how resource capabilities can be leveraged to generate superior performance.

H4: Business type moderates the relationship between resource capability and business performance

3. Research Methods

3.1 Research Design

This study employs a quantitative explanatory approach to test the causal relationships between social commerce and resource capability on business performance, as well as the moderating role of business type in these relationships. This approach enables empirical analysis of inter-variable relationships based on Resource-Based View (RBV) theory (Barney et al., 2021) and Dynamic Capability View (DCV) theory (Teece et al., 2016). The conceptual model explains how internal resources and organizational adaptive capabilities can influence business performance in consumer-oriented industries (Business-to-Consumer or B2C) operating digitally, conventionally, or in hybrid formats.

3.2 Population and Sampling

The research population comprises small and medium-sized enterprises (SMEs) with Business-to-Consumer (B2C) business models operating across various economic sectors in North Sumatera Province, including retail, food and beverage (F&B), tourism and hospitality, beauty services, transportation, and consumer goods trade. North Sumatera represents a strategically relevant research context as it is one of Indonesia's major economic hubs with rapidly growing digital infrastructure, diverse SME ecosystems, and high social media penetration rates among both businesses and consumers. The province's SMEs are characterized by varying levels of digital maturity—ranging from purely offline operations to fully digital businesses—making it suitable for examining how business type moderates the effects of social commerce and resource capabilities. These sectors were selected based on their direct orientation toward serving end consumers, making them relevant for testing the influence of social commerce and resource capability on business performance. This study focuses on digital and hybrid businesses that combine physical activities with online technology utilization for promotion and customer interaction.

Criteria for companies included in the population are: (1) direct relationships with consumers, (2) continuous operation for at least three years, and (3) marketing activities both offline and online. The sampling technique employed purposive sampling, as only respondents with specific characteristics were considered capable of providing relevant empirical data. A total of 320 questionnaires were distributed online through business social media, trade associations, and business communities in North Sumatera. Of these, 214 responses were received (response rate 66.9%), and 200 were valid for analysis after data completeness screening. This response rate is consistent with previous studies using similar approaches (Braojos et al., 2019; Ye et al., 2022). The final sample size is adequate for Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis according to Hair et al. (2019). Examples of B2C SMEs include culinary establishments and cafes, retail stores and fashion outlets, tourism and hospitality services, and beauty and personal care services. These sectors demonstrate active digital transformation and high dependence on online social interactions in their business activities.

3.3 Data Types and Sources

The data used consist of primary and secondary data. Primary data were obtained through questionnaires based on a 1–5 Likert scale (1 = strongly disagree, 5 = strongly agree) directed to business owners, managers, or heads of marketing departments. Data collection was conducted online using Google Forms and Qualtrics, and offline through direct surveys to reach conventional business practitioners not yet fully digital. Secondary data were obtained from company annual reports, publications from the North Sumatera Industry and Trade Office, SME association reports, and industry and e-commerce databases.

3.4 Data Collection

The research instrument was a structured questionnaire developed based on indicators from previous studies. Before distribution, content validity testing was conducted by three experts in strategic management to ensure alignment between theoretical constructs and empirical contexts. Distribution was conducted both online and offline to ensure representation of various types of B2C businesses in the North Sumatera region.

3.5 Operational Definitions and Variable Indicators

The social commerce variable (X_1) is defined as a company's ability to leverage social interactions—through digital platforms and face-to-face—to support transaction processes with consumers. Its indicators include customer engagement, customer trust, two-way communication, use of reviews and social recommendations, and customer participation in communities. The resource capability variable (X_2) refers to an organization's ability to manage internal resources and develop adaptive capabilities to achieve competitive advantage, with indicators including marketing capability, innovation, technology capability, analytics and decision-making, and human resource management.

The business performance variable (Y) is measured based on organizational achievement in financial and non-financial aspects, including sales growth, profitability, customer satisfaction, operational efficiency, and ability to adapt to market changes. The business type variable (Z) reflects business orientation toward customers, where all respondents are B2C companies with varying levels of digital adoption. Indicators include customer orientation, frequency of social contact with customers, value chain complexity, and level of digitalization in business activities.

All constructs in this study are modeled as reflective, as the indicators are viewed as manifestations (effects) of the underlying latent constructs rather than as defining components. For instance, customer engagement, trust, and two-way communication are outcomes of a firm's social commerce capability, not elements that form it. This specification aligns with established measurement theory and prior research in digital capability and performance studies (Hair et al., 2019; Jarvis et al., 2003).

3.6 Data Analysis

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) through SmartPLS 4.0 software. This method was selected for its ability to test complex relationships among latent variables and can be used when data are not normally distributed (Hair et al., 2019). The analysis comprises three main steps. First, evaluation of the measurement model (outer model) to assess convergent validity, reliability, and discriminant validity of each construct. Second, evaluation of the structural model (inner model) to assess the direction and strength of causal relationships among latent variables through testing of path coefficients, R^2, f^2, and Q^2. Third, moderation testing to assess the extent to which business type (digital, hybrid, or conventional) strengthens or weakens the relationships between social commerce and resource capability on business performance.

The PLS-SEM method provides flexibility for testing models involving moderation relationships and latent variables simultaneously. This approach is suitable for describing B2C businesses in North Sumatera, which vary in their levels of digitalization and consumer interaction dynamics.

3.7 Common Method Bias Mitigations

Given that all data were collected through self-reported questionnaires from single respondents per organization, we assessed potential common method bias (CMB) following established procedures (Podsakoff et al., 2003). First, we applied procedural remedies during data collection, including ensuring respondent anonymity, separating predictor and criterion variables in the questionnaire structure, and using clear, concise item wording to reduce ambiguity. Second, we conducted statistical tests to detect CMB. Harman's single-factor test was performed by loading all items into an exploratory factor analysis; the first factor explained 34.2% of variance, well below the 50% threshold, suggesting CMB is not a major concern. Third, we examined full collinearity variance inflation factors (VIFs) for all constructs in the structural model. All VIF values ranged from 1.002 to 1.006, substantially below the conservative threshold of 3.3 (Kock, 2015), indicating that common method bias does not threaten the validity of our findings.

4. Results

4.1 Respondent Profile

This study involved 200 Business-to-Consumer (B2C) business practitioners operating across various sectors in North Sumatra Province. All respondents utilize digital platforms or social media in their business activities for promotion, customer communication, or transactions, categorizing them as digital or hybrid enterprises. Most respondents are business owners and managers, with the remainder serving as heads of operations or human resources divisions, and supervisors or senior staff involved in strategic decision-making related to employee management, business innovation, and organizational capability development. Respondent businesses span major B2C sectors in North Sumatra: food and beverage (F&B), retail and fashion, beauty and personal care services, tourism and hospitality, and digital and creative services. These sectors actively integrate social media and social commerce into their operations, making them relevant to this study's focus on digital social interactions and resource capability management. Table 1 presents the demographic and business characteristics of the respondents.

Table 1. Respondent Profile and Business Type (N = 200)

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	112	56.0%
	Female	88	44.0%
Age	< 25 years	18	9.0%

Characteristic	Category	Frequency (n)	Percentage (%)
	25–34 years	90	45.0%
	35–44 years	66	33.0%
	≥ 45 years	26	13.0%
Position	Owner	68	34.0%
	Manager	89	44.5%
	Head of Operations/HR	25	12.5%
	Supervisor/Senior Staff	18	9.0%
Years in Operation	< 3 years	38	19.0%
	3–5 years	57	28.5%
	> 5 years	105	52.5%
Business Scale	Micro (<10 employees)	70	35.0%
	Small (10–30 employees)	83	41.5%
	Medium (>30 employees)	47	23.5%
Digitalization Level	Hybrid (offline + online)	117	58.5%
	Fully digital	83	41.5%
Main Digital Platform	Instagram	98	49.0%
	WhatsApp Business	64	32.0%
	TikTok	25	12.5%
	Facebook	13	6.5%
Sector/Business Type (B2C)	Food & Beverage (F&B)	64	32.0%
	Retail & Fashion	46	23.0%
	Beauty & Personal Care	28	14.0%
	Tourism & Hospitality	24	12.0%
	Digital & Creative Services	23	11.5%
	Daily Services	15	7.5%
Total		**200**	**100.0%**

Male respondents (56%) slightly outnumber females (44%). Most are aged 25–44 years (78%), representing young business practitioners adaptive to digital technology. Managers (44.5%) and business owners (34%) dominate the position categories, indicating decision-making authority in resource management and digital strategy. Over half (52.5%) have operated for more than five years, suggesting business stability and market adaptation. Business scale is predominantly micro and small (76.5%), consistent with North Sumatra's SME-dominated economy. All respondents utilize digital technology, with 58.5% operating hybrid models and 41.5% fully digital. Instagram (49%) is the most widely used platform, followed by WhatsApp Business (32%), TikTok (12.5%), and Facebook (6.5%), indicating visual and interactive social media as primary channels for social commerce. By sector, food

and beverage leads at 32%, followed by retail and fashion (23%), and beauty and personal care (14%). Tourism and hospitality (12%), digital and creative services (11.5%), and daily services (7.5%) complete the composition.

4.2 Measurement Model Evaluation

Figure 1 displays the model estimation using Partial Least Squares–Structural Equation Modeling (PLS-SEM), consisting of four latent constructs: Social Commerce, Resource Capability, Business Type, and Business Performance. Each construct is measured through reflective indicators adapted from previous studies.

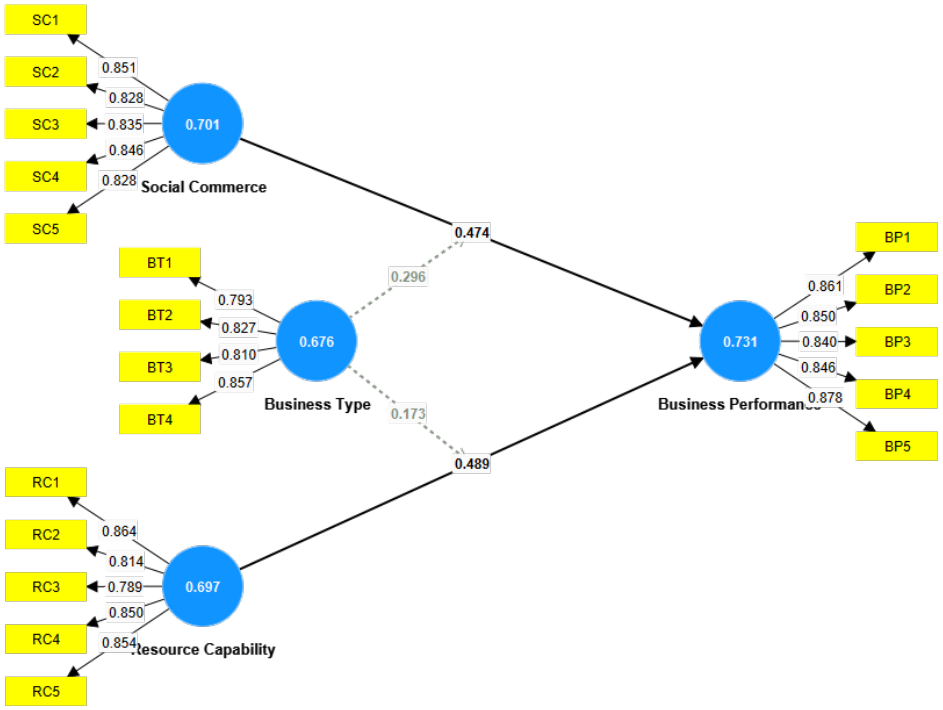

Fig. 1: PLS-SEM Algorithm

The measurement model (outer model) was evaluated for convergent validity and construct reliability using outer loadings, Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) (Hair et al., 2019). Table 2 presents these results.

Table 2. Measurement Model (Loadings/CA/CR/AVE)

Construct	Item	Loadings	CA	CR	AVE
Business Performance			0.908	0.910	0.731
	BP1	0.861			
	BP2	0.850			
	BP3	0.840			
	BP4	0.846			
	BP5	0.878			
Business Type			0.842	0.861	0.676
	BT1	0.793			

Construct	Item	Loadings	CA	CR	AVE
	BT2	0.827			
	BT3	0.810			
	BT4	0.857			
Resource Capability			0.891	0.899	0.697
	RC1	0.864			
	RC2	0.814			
	RC3	0.789			
	RC4	0.850			
	RC5	0.854			
Social Commerce			0.894	0.895	0.701
	SC1	0.851			
	SC2	0.828			
	SC3	0.835			
	SC4	0.846			
	SC5	0.828			

All indicators have outer loadings above 0.78, indicating adequate construct reflection (Hair et al., 2019). Cronbach's Alpha values range from 0.842 to 0.908, and Composite Reliability from 0.861 to 0.910, both exceeding the 0.70 threshold. Average Variance Extracted values range from 0.676 to 0.731, showing each construct explains over 67% of its indicator variance. These results confirm adequate convergent validity and construct reliability. Discriminant validity was assessed using Heterotrait-Monotrait Ratio (HTMT) and Fornell–Larcker criteria to ensure constructs represent distinct concepts (Hair et al., 2019). Table 3 presents the evaluation results.

Table 3. Discriminant Validity Evaluation

HTMT	BP	BT	RC	SC	Fornell-Larcker	BP	BT	RC	SC
BP					BP	0.855			
BT	0.124				BT	0.112	0.822		
RC	0.541	0.040			RC	0.492	-0.027	0.835	
SC	0.561	0.047	0.063		SC	0.508	0.003	0.042	0.838

All HTMT values are below 0.90, and the square root of AVE for each construct exceeds its correlations with other constructs, meeting discriminant validity requirements. The measurement model is thus suitable for structural model evaluation.

4.3 Structural Model Evaluation

Multicollinearity was evaluated using Variance Inflation Factor (VIF) to ensure independent variables contribute unique information (Hair et al., 2019). Table 4 presents the VIF values.

Table 4. Multicollinearity Evaluation (VIF Values)

Variable Relationship	VIF
Business Type → Business Performance	1.002
Resource Capability → Business Performance	1.006
Social Commerce → Business Performance	1.005
Business Type × Social Commerce → Business Performance	1.004
Business Type × Resource Capability → Business Performance	1.004

All VIF values range from 1.002 to 1.006, well below the 5.0 and conservative 3.3 thresholds, indicating no multicollinearity issues. Bootstrapping analysis was conducted to evaluate causal relationships in the structural model. Figure 2 displays the bootstrapping results showing path coefficients and significance levels.

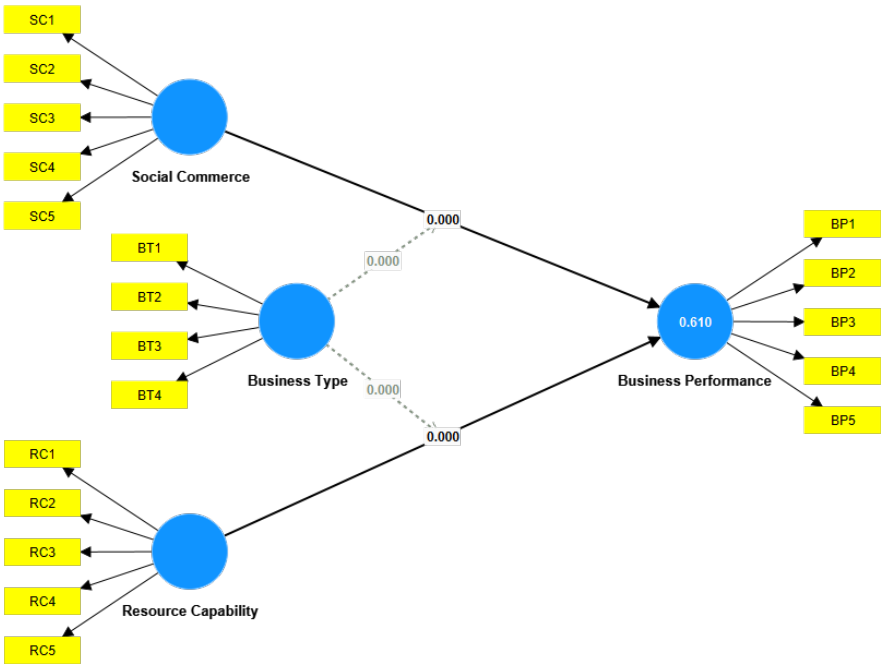

Fig. 2: Bootstrapping

4.4 Path Coefficients and Hypothesis Testing

Path coefficients, statistical significance, confidence intervals, and effect sizes were evaluated through bootstrapping. Table 5 presents the hypothesis testing results.

Table 5. Path Coefficients and Hypothesis Testing Results

Relationships	β	M	SD	t-value	95% CI [LL, UL]	f²	Remarks
RC → BP	0.489	0.489	0.037	13.252	[0.416; 0.561]	0.610	Supported
SC → BP	0.474	0.475	0.038	12.619	[0.399; 0.546]	0.574	Supported
BT × SC → BP	0.296	0.283	0.051	5.853	[0.218; 0.382]	0.220	Supported
BT × RC → BP	0.173	0.165	0.044	3.907	[0.093; 0.259]	0.079	Supported

All paths show t-values > 1.96 with confidence intervals not crossing zero, supporting all hypotheses. Resource Capability (β = 0.489, t = 13.252) and Social Commerce (β = 0.474, t = 12.619) positively influence Business Performance. Both moderation effects are significant: Business Type × Social Commerce (β = 0.296, t = 5.853) and Business Type × Resource Capability (β = 0.173, t = 3.907). Following Cohen's (1988) guidelines, effect sizes show Resource Capability ($f^2 = 0.610$) and Social Commerce ($f^2 = 0.574$) have large effects ($f^2 > 0.35$), while moderation interactions show small to medium effects ($f^2 = 0.220$ and 0.079, respectively). These effect sizes are consistent with prior research on digital capabilities and performance, where main effects tend to be stronger than moderation effects (Hair et al., 2019).

Model explanatory power and predictive relevance were assessed using R^2, Q^2, and Q^2predict. Table 6 presents these results.

Table 6. Model Explanatory and Predictive Power (R^2, Q^2, and Q^2predict)

Construct	R^2	Adjusted R^2	Q^2	Q^2predict	RMSE	MAE
Business Performance	0.610	0.604	0.436	0.592	0.642	0.515

The R^2 of 0.610 indicates the model explains 61% of Business Performance variance, which falls within the moderate to substantial range for organizational performance studies (Hair et al., 2019), suggesting our model demonstrates reasonable explanatory power. The Adjusted R^2 of 0.604 shows model stability. The Q^2 value of 0.436 (> 0) indicates adequate internal predictive relevance. The Q^2predict of 0.592 with low RMSE (0.642) and MAE (0.515) suggests adequate external predictive capability. Model fit was assessed using multiple indices. Table 7 presents the model fit summary.

Table 7. Model Fit Summary

Model Fit Index	Saturated model	Estimated model
SRMR	0.045	0.045
d_ULS	0.377	0.378
d_G	0.165	0.165
Chi-square	343.9	344.461
NFI	0.912	0.912

The SRMR of 0.045 is below the 0.08 threshold (Henseler et al., 2014), and NFI of 0.912 exceeds the 0.90 threshold, indicating acceptable model fit. The d_ULS and d_G values show consistency between saturated and estimated models.

5. Discussion

This study shows that Social Commerce and Resource Capability contribute to improved Business Performance in B2C companies in Indonesia. The results provide empirical evidence that integrating digital capabilities and internal resource management are key factors for businesses based on online social interactions. These findings demonstrate how firms in emerging digital economies can leverage social platforms not merely as marketing channels, but as strategic mechanisms for resource reconfiguration and value co-creation with customers.

The significant influence of Social Commerce on Business Performance demonstrates that customer engagement through social media, digital information quality, and trust in online transactions can enhance sales, customer loyalty, and operational efficiency. This occurs because social commerce enables firms to capture real-time customer feedback, reduce information asymmetry, and build relational capital that competitors cannot easily replicate. The finding is consistent with previous research emphasizing that social commerce strategies promote collaboration and information sharing between companies and customers, strengthening competitive advantage (Braojos et al., 2019; Lam et al., 2019; Tajvidi & Karami, 2017; Ye et al., 2022).

Within the Resource-Based View framework, this result suggests that a company's ability to leverage digital social platforms constitutes a valuable, rare, and difficult-to-imitate resource that can enhance organizational performance sustainably (Barney et al., 2021). The positive influence of Resource Capability on Business Performance supports the Dynamic Capability View that competitive advantage is determined not only by resource ownership but also by organizational ability to integrate, configure, and adapt resources to environmental changes (Teece et al., 2016). The mechanism underlying this relationship involves firms' ability to sense market opportunities through data analytics, seize them through innovation and technology deployment, and reconfigure organizational routines to maintain alignment with evolving customer demands. Strong technology, innovation, and data analytics capabilities enable companies to adapt quickly to changes in digital consumer behavior, directly impacting efficiency and profitability (Gao & Sarwar, 2022; Joensuu-Salo & Matalamäki, 2023; Wamba et al., 2017).

Findings regarding Business Type's moderating effect enhance understanding of how business model characteristics influence the effectiveness of social commerce implementation and resource capabilities. Results show that B2C orientation strengthens the relationship between Social Commerce and Business Performance, meaning businesses with direct customer contact gain greater benefits from digital social activities. This moderation occurs because high customer interaction intensity creates more touchpoints for value co-creation, enabling firms to gather richer customer insights and respond more dynamically to preferences. Intensive customer interaction through social media enables improved customer experience and faster feedback, which accelerates decision-making processes and product innovation (Liu et al., 2015; Yu et al., 2017).

The moderating effect of Business Type on the Resource Capability and Business Performance relationship is also significant but with lower intensity. This shows that in the B2C context, organizational ability to leverage internal resources remains important, but competitive advantage increasingly depends on how effectively companies build digital social interactions with customers. The weaker moderation for resource capabilities suggests that foundational competencies such as technology infrastructure and data analytics are relatively universal across business types, whereas the strategic value of social commerce is more contingent on customer interaction characteristics. These results emphasize the importance of balancing investment in internal capabilities and optimization of social media-based customer interactions.

Overall, this study strengthens the integration of RBV and DCV in explaining digital business performance. Specifically, our findings reveal that social commerce functions simultaneously as a static resource (RBV) that firms possess and as a dynamic capability (DCV) that firms continuously

reconfigure through learning and adaptation. This dual nature explains why resource capability amplifies social commerce's effects—firms need both the resource itself and the capability to leverage it effectively. Valuable resources and organizational dynamic capabilities complement each other in improving performance outcomes. This finding aligns with previous research showing that companies capable of combining digital innovation, data analytics, and customer social engagement tend to achieve superior performance (Ren et al., 2023; Ye et al., 2022).

From a managerial perspective, these results suggest that B2C business practitioners should prioritize developing digital capabilities, product innovation, and customer interaction strategies based on social commerce. Enhancing human resource capabilities in digital technology, online marketing, and data analysis is crucial for strengthening organizational capabilities to face market dynamics. Additionally, managers should ensure that company digital strategies focus not only on technology but also on creating authentic and interactive customer experiences.

From an informatics and service systems perspective, managers should invest in integrating customer data across social media platforms, transaction systems, and service delivery processes to enable real-time responsiveness and personalized service. For logistics coordination, social commerce platforms can serve as demand sensing mechanisms that improve inventory management and reduce fulfillment delays by capturing customer preferences and purchase signals earlier in the decision cycle. Firms should also develop governance structures for managing information flows between front-end social interactions and back-end operational systems, ensuring that customer insights translate into actionable service improvements.

These findings thus contribute empirically to developing the integration of RBV and DCV theories in digital service contexts, while offering practical guidance for companies in designing more adaptive, innovative, and customer-focused digital strategies that align with their business type characteristics and operational contexts.

6. Conclusions

This study concludes that Social Commerce and Resource Capability play important roles in improving Business Performance in B2C companies in Indonesia. Findings show that Social Commerce functions not only as a digital marketing channel but also as a strategic capability that creates value through trust, engagement, and digital interaction with customers. These results support the Resource-Based View by showing that digital social interaction can function as a valuable, rare, and difficult-to-imitate resource capable of enhancing company competitive advantage sustainably (Barney et al., 2021).

Resource Capabilities, which encompasss digital technology ability, innovation, marketing, and data analysis, are a strong determinant*s* of business performance improvement. Consistent with Dynamic Capability View, this study confirms that organizational ability to quickly reconfigure internal resources enables companies to remain resilient and adaptive in facing digital environment dynamics (Teece et al., 2016).

One notable finding is the moderating role of business type. Social Commerce's influence on Business Performance is stronger in B2C companies, reflecting the importance of interaction intensity and speed of response to end consumers. Conversely, while Resource Capability also positively impacts performance, its influence is relatively more stable across business models. This shows that digital capability is universal, but its strategic impact is maximized when aligned with customer orientation.

Theoretically, this study contributes by demonstrating how RBV and DCV integrate in digital service contexts. Our findings reveal that social commerce operates simultaneously as a valuable strategic resource (RBV perspective) and as a dynamic capability mechanism (DCV perspective) that firms continuously reconfigure to adapt to changing customer demands. This integration provides a more complete explanation of performance variation among B2C firms operating in emerging digital economies.

Practically, these results emphasize the importance of investing in digital capabilities and adaptive human resources. Managers should ensure digital strategies focus not only on technology but also on creating trust and authentic customer experiences. Additionally, firms should develop informatics capabilities that integrate customer data across platforms and align social commerce activities with operational systems to enhance service delivery efficiency. Collaboration among social engagement, data utilization, and innovation capability is key to building long-term competitiveness.

This study has several limitations that should be acknowledged. First, the cross-sectional research design limits our ability to establish causal relationships definitively or capture dynamic changes over time. Longitudinal studies would provide stronger evidence of how social commerce and resource capabilities evolve and influence performance trajectories. Second, all data were collected through self-reported questionnaires, which may introduce common method bias despite our statistical controls. Future research should employ multi-source data collection, including objective performance measures (e.g., actual sales data, customer retention rates) and third-party assessments of digital capabilities. Third, potential endogeneity concerns exist, as firms with better performance may have more resources to invest in social commerce and capability development. Addressing this would require instrumental variable approaches or quasi-experimental designs. Fourth, the study focuses on B2C firms in Indonesia, which may limit generalizability to other contexts with different digital infrastructure maturity or cultural characteristics.

Future research is encouraged to develop this model by incorporating additional variables such as customer experience, digital innovation capability, or environmental dynamics as mediating or moderating variables. Additionally, studies with longitudinal designs or covering broader geographic areas would provide deeper understanding of digital behavioral changes and external validity of the proposed framework. Comparative studies across emerging and developed economies would also illuminate how institutional contexts shape the effectiveness of social commerce strategies.

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