



Systematic Review

Organisational Performance and Strategic Utilisation of Social Commerce: A Systematic Literature Review

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Abstract

Social commerce has become a significant strategy for organisations intending to strengthen their competitive advantage in the digital economy. Despite this, prior research primarily addressed the consumer perspective, resulting in limited insight into organisational perceptions and utilisation of social commerce. This study seeks to identify research trends and examine factors influencing social commerce adoption from an organisational standpoint. A systematic literature review (SLR) was conducted in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, analysing 3793 articles sourced from Scopus, Web of Science, and ScienceDirect, published between 2017 and 2025. The findings indicate a consistent increase in social commerce research over the past decade, with a minor decline in the most recent year. The majority of studies employ quantitative methodologies and utilise theoretical frameworks such as the Technology–Organisation–Environment (TOE) framework, Technology Acceptance Model (TAM), Unified Theory of Acceptance and Use of Technology (UTAUT), and UTAUT2. Key determinants of social commerce utilisation identified include relative advantage, compatibility, complexity, top management support, organisational readiness, organisational structure, customer pressure, bandwagon effect, and competitive pressure. These results show the technology, organisation and environment elements shaping organisational utilisation on social commerce and provide guidance for policymakers as well as organisations in formulating effective implementation strategies.

Keywords: social commerce; TOE framework; organisational perspective; systematic literature review; competitive advantage; digital platforms



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1. Introduction

The advent of Web 2.0 and the widespread use of social media have significantly transformed organisations' activities. The Malaysia Digital Economy Corporation (MDEC) Business Digital Adoption Index (BDAI) pilot survey indicates that organisations currently lag in digital usage, such as social commerce, risking their long-term competitiveness and resilience [1]. Based on the survey, only 55% of organisations in Malaysia use social media to support their operations. For organisations, the importance of social media lies in its ability to enhance customer engagement and expand the marketing reach.

Although Malaysia is used as an illustrative context to demonstrate the growing importance of social commerce utilisation among organisations, this study is not limited to Malaysia. The systematic literature review examines international studies on the utilisation

of social commerce from an organisational perspective, analysing articles retrieved from the Scopus, Web of Science, and ScienceDirect databases across different countries and organisational contexts.

In 2005, Yahoo! introduced features that allowed users to share content and interact during shopping, marking the early use of the term “social commerce” [2]. Social commerce refers to the use of social media platforms to support buying and selling through social interaction [3]. Unlike traditional e-commerce, which centres on static websites and transactions, social commerce integrates commercial activities into interactive platforms such as Facebook, Instagram, and TikTok [4]. This shift reflects a move from transactional models to more engaging, community-driven commerce.

Social commerce facilitates two-way communication between organisations and consumers, providing real-time feedback and fostering community-driven trust [5]. These features enable organisations to build stronger relationships with their target audiences and respond rapidly to market demands. Social commerce also supports viral marketing through social sharing and peer influence, which are essential for visibility and brand awareness [6]. As an emerging trend, social commerce has introduced an innovative channel for interaction between organisations and their customers, with a strong emphasis on collaborative online shopping that is facilitated by information exchange [7]. Social commerce equips organisations to engage and build relationships with current or former customers through a low-cost, interactive platform [8]. In addition, the use of social commerce among organisations can increase competitive advantage through customer relationships [9].

A significant number of studies have focused on consumer behaviour [10], purchasing decisions [11], and individual user engagement on social media platforms [12]. Although previous studies have examined the organisational benefits of social commerce, including customer engagement, brand visibility, marketing efficiency, and business performance [13–15], they primarily emphasise outcome-based perspectives rather than investigating the determinants of organisational utilisation decisions. Existing literature remains fragmented regarding how technology, organisation, and environmental factors shape social commerce utilisation at the organisational level, particularly from a strategic and implementation perspective [15–19]. Consequently, this narrow focus limits a comprehensive understanding of the factors influencing organisations to utilise social commerce as part of their business strategies. The limited availability of empirical studies at the organisational level highlights the need for a more systematic investigation of this area.

Therefore, it is necessary to conduct a systematic investigation to identify theories, models, methodological approaches, and determinants influencing the utilisation of social commerce from an organisational perspective. While organisational utilisation of social commerce has gained increasing scholarly attention, existing studies remain theoretically fragmented and context-specific, limiting the development of an integrated understanding of the determinants shaping organisational social commerce utilisation. To identify the current state of research and address inconsistencies in the literature, this study systematically synthesises empirical findings from previous studies. This review also updates prior evaluations by examining recent developments in social commerce research across various organisational contexts.

To fulfil the aim of this study, the following research questions (RQ) are presented:

RQ1: How have theoretical perspectives, methodological approaches, and contextual emphases evolved within organisational social commerce research?

RQ2: What determinants consistently influence organisational social commerce utilisation across different contexts?

2. Literature Review

This section provides a brief conceptual overview of social commerce and its organisational utilisation to establish the theoretical background of the study. Detailed synthesis and critical evaluation of the reviewed studies are subsequently integrated within the Section 4 (Results), while the critical evaluation and interpretation of the finding are discussed in Section 5 (Discussion) in accordance with systematic literature review reporting practices.

2.1. Overview of Social Commerce

Social commerce has emerged as a significant extension of electronic commerce through the integration of social media technologies, interactive communication, and user-generated content into online commercial activities. Unlike conventional e-commerce, which primarily focuses on transactional efficiency through static digital interfaces, social commerce incorporates social interaction, collaboration, and community participation within commercial environments [3,4]. The development of Web 2.0 technologies has substantially transformed digital commerce by enabling organisations and consumers to engage through interactive platforms such as Facebook, Instagram, TikTok, and YouTube.

Existing literature generally conceptualises social commerce as commercial activities facilitated through social interaction, digital networking, and information exchange within social media environments [20,21]. The increasing utilisation of social media platforms for commercial purposes has enabled organisations to strengthen customer engagement, enhance brand visibility, and facilitate trust-building through continuous interaction [5]. Features such as electronic word-of-mouth (eWOM), online reviews, recommendations, referrals, and live-streaming functions have become important mechanisms influencing user perceptions and behavioural responses within social commerce environments [22–24].

Compared with traditional e-commerce platforms, social commerce enables two-way communication between organisations and consumers, allowing organisations to receive immediate feedback, foster online communities, and improve customer relationships. These interactive characteristics also support information sharing, customer participation, and viral marketing activities, which contribute to greater market visibility and customer engagement. Consequently, social commerce has become increasingly important within digital business environments due to its ability to integrate commercial transactions with social interaction and collaborative communication processes.

Although social commerce research has expanded substantially over the past decade, organisational-level utilisation and strategic implementation remain comparatively under-explored within existing literature.

2.2. Organisational-Level Social Commerce Research

Organisational-level social commerce research remains comparatively fragmented and theoretically underdeveloped. Existing studies primarily examine the role of social commerce in enhancing marketing effectiveness, customer engagement, operational efficiency, and organisational performance [13–15]. Social commerce platforms are frequently characterised as cost-effective digital tools that enable organisations to strengthen customer relationships, improve communication efficiency, and expand market reach [25].

Prior research suggests that organisations increasingly utilise social commerce to improve brand visibility, facilitate direct interaction with consumers, and enhance customer retention [9]. The accelerated digital transformation during the COVID-19 pandemic further intensified organisational reliance on social commerce platforms for promotional activities, customer communication, and online transactions [26]. These developments demonstrate the growing strategic relevance of social commerce within contemporary organisational environments.

Nevertheless, empirical findings concerning the determinants influencing organisational social commerce utilisation remain inconsistent across prior studies. Several studies identify relative advantage, compatibility, organisational readiness, and top management support as significant predictors of social commerce utilisation [27,28]. Organisations are generally more likely to utilise social commerce when they perceive strategic benefits such as reduced marketing costs, improved customer engagement, enhanced communication efficiency, and stronger competitive positioning [29–31].

In contrast, other studies report non-significant relationships between these determinants and organisational utilisation behaviour [32,33]. For instance, some organisations may no longer perceive social commerce as technologically innovative due to increasing platform familiarity and widespread accessibility. Similarly, organisational readiness has produced inconsistent findings across prior studies. While some researchers argue that financial and technological preparedness facilitate social commerce utilisation [34,35], others suggest that the relatively low implementation costs associated with social media platforms reduce the importance of organisational readiness [36,37].

Environmental determinants also demonstrate considerable contextual variation. Competitive pressure and customer expectations frequently encourage organisations to utilise social commerce to maintain market relevance and industry competitiveness [38,39]. However, the significance of these environmental pressures varies across industries, organisational structures, and levels of digital maturity [40,41]. These inconsistencies suggest that organisational social commerce utilisation cannot be sufficiently explained through isolated technological or organisational determinants alone.

The inconsistencies identified across previous studies further indicate that determinant significance is highly dependent upon contextual conditions, including organisational size, industry structure, digital capability, market competitiveness, and national technological environments. Organisations operating within highly digitalised environments may prioritise strategic integration and customer engagement capabilities, whereas organisations within developing digital ecosystems may focus more heavily on technological accessibility and organisational readiness. Consequently, organisational social commerce utilisation should be interpreted as a dynamic organisational capability rather than a purely technological adoption decision.

Overall, organisational social commerce literature remains conceptually fragmented because prior studies frequently focus on isolated determinants or limited contextual settings without sufficiently integrating technological, organisational, and environmental explanations. This fragmentation restricts broader theoretical understanding regarding how organisations strategically utilise social commerce within dynamic and evolving digital environments.

3. Research Methodology

This study adopts the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework to guide the systematic literature review (SLR). The PRISMA approach is complemented by a structured methodology designed to systematically identify, evaluate, and extract the most relevant information from existing literature to address the research objectives. To ensure methodological rigour and transparency, quality criteria were carefully reviewed so that the SLR contains sufficient procedural details to enable replication of the study [42]. The overall development process of the review is subsequently outlined, including the stages of the systematic search process, the application of inclusion and exclusion criteria, and the final selection of relevant studies.

This study contributes to the literature in several ways. First, it offers a methodological contribution by employing the PRISMA framework to conduct a systematic review of social

commerce utilisation, an approach that remains relatively underutilised in the existing literature. Specifically, this study adopts the PRISMA guidelines [43] and the associated flow diagram to enhance transparency, methodological rigour, and accuracy in the literature review process. PRISMA was selected over other systematic review protocols due to its comprehensive methodological structure and its proven applicability across diverse academic disciplines, including medicine, tourism, management, and education [44–47]. The widespread adoption of PRISMA also promotes consistency and comparability across systematic reviews.

Second, this study aims to synthesise the existing literature on social commerce implementation by identifying and analysing the key factors reported across prior studies. Through this synthesis, the study seeks to determine the most frequently reported critical success factors influencing social commerce implementation.

In this study, critical success factors (CSFs) refer to the technological, organisational, and environmental determinants that consistently influence successful social commerce utilisation and implementation within organisations. The concept of CSFs has been widely applied in business management, process management, and technology implementation research to identify the conditions necessary for achieving organisational objectives and effective digital transformation. Within the context of this review, CSFs represent the most frequently reported determinants contributing to organisational social commerce utilisation across the reviewed studies.

Identification stage: This stage consisted of identifying the strategy to develop the search in the databases. An initial review was carried out to explore the topic of study and determine whether it had bibliographic production and whether there was research aimed at addressing some of the needs, which would serve as a basis for proposing the questions to be answered in the review. Several relevant publications were selected for this study using a systematic review technique, which includes three main parts. The first step uses thesauruses, dictionaries, encyclopaedias and previous research to identify keywords and search for related terms. After selecting all relevant terms, search strings were generated for the Scopus, Web of Science, and ScienceDirect databases (see Table 1).

Table 1. The search strategy.

Database	Search Statement
Scopus	TITLE-ABS-KEY (("social commerce" AND organisations AND (factors OR determinants OR drivers)))
WoS	("social commerce" AND organisations AND (factors OR determinants OR drivers))
ScienceDirect	("social commerce" AND organisations AND (factors OR determinants OR drivers))

Scopus and Web of Science were selected because they are internationally recognised multidisciplinary databases containing high-quality peer-reviewed publications. ScienceDirect was additionally included due to its strong coverage of business, management, and technology-related journals relevant to social commerce research.

In the initial phase of the systematic review, the ongoing research project identified articles from selected databases. The search string used returned a total of 3793 articles retrieved from three major databases, namely Scopus, Web of Science, and ScienceDirect. Specifically, the retrieved records consisted of 772 articles from Scopus, 1262 articles from Web of Science, and 1759 articles from ScienceDirect. Before selecting articles, 89 duplicate records were removed.

Screening stage: Following the retrieval of data in the identification phase, a screening procedure was implemented to remove duplicates. This review limited the screening process to articles published between 2017 and 2025. This timeline was chosen because the number of published studies was sufficient to conduct a representative review. The authors decided to review empirical research papers since they offer primary data. Notably, to avoid confusion, only those written in English were considered. Given the SLR objective related to social commerce and the organisation’s perspective, selecting business research studies as one criterion was expected to increase the likelihood of acquiring more articles on social commerce and organisations. Review papers were excluded because the study aimed to synthesise primary empirical evidence regarding organisational social commerce utilisation rather than secondary interpretations of prior findings.

A total of 3322 articles were excluded from the review at this stage because they did not meet the inclusion criteria. This resulted in 382 remaining articles for evaluation in the subsequent stage. The large number of excluded articles resulted from the strict screening criteria applied in this review. Many retrieved articles focused primarily on consumer behaviour, purchase intention, customer engagement, or individual social media usage rather than organisational-level social commerce utilisation. Additional exclusions involved non-English publications, conceptual papers, literature reviews, conference abstracts, duplicate records, and studies without full-text accessibility. As shown in Table 2, only articles that satisfied all inclusion criteria are retained. This rigorous filtering process ensured that only empirical studies directly aligned with the organisational perspective of social commerce were retained for further analysis.

Table 2. Inclusion and exclusion criteria.

Inclusion	Exclusion
1. Articles were written in English.	1. The article was not written in English
2. Empirical study and journal articles, proceedings	2. Article review, literature review, book chapter
3. Published between 2017 and 2025	3. Published before 2017
4. Themes focused on social commerce from the organisation’s perspective	4. The article’s theme was not focused on social commerce from the organisation’s perspective
5. The article should be available as full text	5. The article had not provided the full text

Eligibility stage: The authors manually checked the remaining articles to determine, by reading the title, abstract, or the entire paper, whether each paper met the established inclusion criteria. In total, 382 were included during the title screening stage. Then, 305 articles were removed at this stage because they did not focus on social commerce from an organisational perspective, did not focus on factors or key determinants, or were review papers. The final number of articles for the quality appraisal stage was 77 (see Figure 1).

Included stage: The included stage involved conducting a quality assessment to ensure that only relevant and high-quality studies were retained for the final review. Quality assessment (QA) criteria were applied to ensure the inclusion of valuable articles. A checklist of questions, adopted from previous studies [48], was used to assess eligibility. The checklist covered various aspects of the research, including a thorough discussion of the research objective, a clear articulation of the research problem or questions, a description of the data and methodology, and confirmation that the research results corresponded to the research questions. Articles meeting all these criteria were included in the final review. Modifications were made in accordance with the needs of this SLR, and the questions are detailed below:

QA.01: Is the topic addressed in the article related to social commerce utilisation in an organisation?

QA.02: Does the article clearly describe the research objectives or content?

QA.03: Does the article clearly describe the methodology?

QA.04: Has the article revealed the research result?

The screening and quality assessment procedures were conducted systematically using predefined inclusion, exclusion, and quality assessment criteria to minimise selection bias and improve methodological consistency. During the screening process, potentially ambiguous articles were carefully reviewed and discussed with the supervisory team to improve consistency in article selection and evaluation. The structured screening process also enhanced the transparency and replicability of the review procedure.

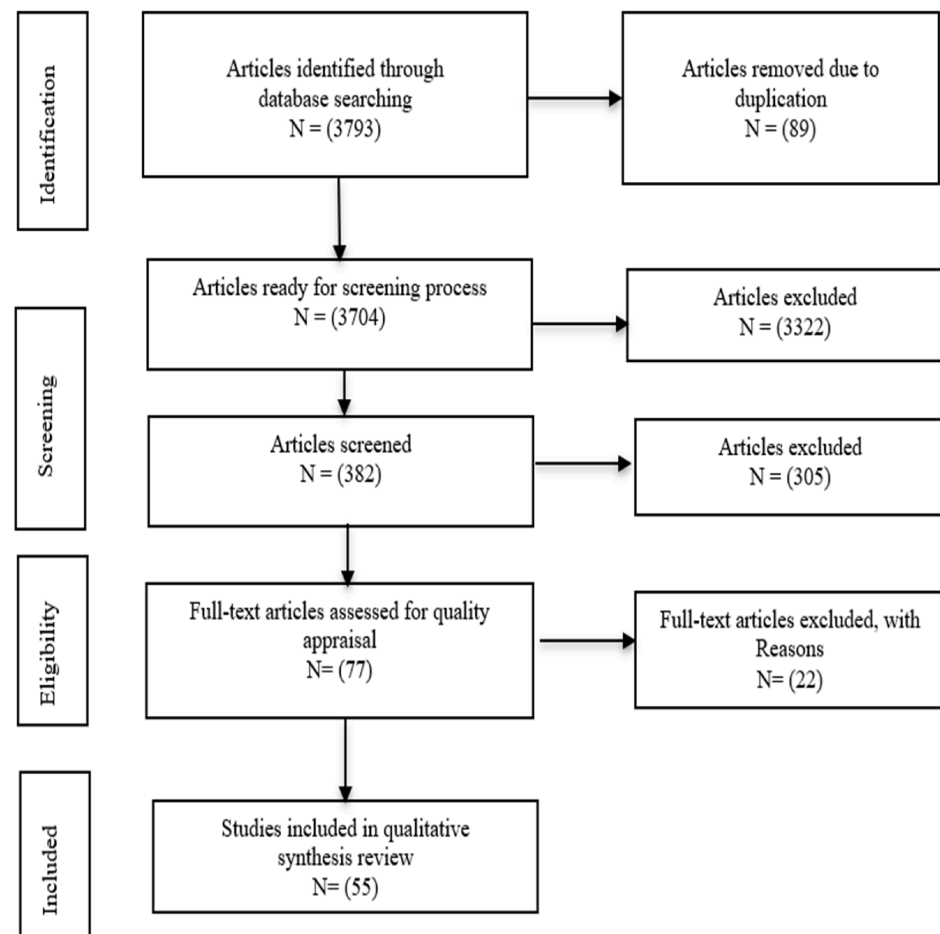


Figure 1. PRISMA flow diagram for the systematic literature review (SLR).

Although formal inter-rater reliability statistics were not conducted, the screening and quality assessment procedures involved multiple rounds of supervisory discussion and systematic evaluation to improve consistency and minimise selection bias. Potentially ambiguous studies were carefully reviewed and discussed before final inclusion decisions were made. This collaborative review process enhanced methodological transparency and strengthened consistency throughout the article selection procedure.

The quality assessment criteria were intentionally designed to evaluate methodological clarity, relevance, and reporting adequacy across diverse empirical studies within organisational social commerce research rather than functioning as a highly restrictive exclusion mechanism. Given the methodological diversity identified across the reviewed studies, broader quality indicators were considered appropriate to ensure comprehensive synthesis while maintaining consistency in evaluating methodological transparency and research relevance.

The selected quality assessment criteria were considered appropriate because the primary objective of this review was to synthesise organisational social commerce determinants and research patterns rather than to conduct statistical meta-analysis requiring stricter methodological bias assessment procedures.

To ensure the reliability and methodological rigour of the selected studies, a QA procedure was conducted using four predefined evaluation questions. These questions were designed to assess the relevance, methodological soundness, and contribution of each publication included in the review. In total, 77 articles were evaluated using this checklist.

Each study was assessed based on the responses to the four QA questions using a three-level scoring system, where yes = 1, partially = 0.5, and no = 0 [49]. Based on this scoring approach, the total quality score for each article ranged from 0 (very poor quality) to 4 (very good quality). The cumulative scores were then converted into percentage values to classify the overall quality of each study.

Following the classification criteria proposed by [49], the evaluated articles were categorised into five quality levels: very poor ($\leq 20\%$), poor ($\leq 40\%$), fair ($\geq 50\%$), good ($\geq 80\%$), and very good (100%). The detailed quality indicators used to evaluate each selected publication are presented in Table 3.

Table 3. Quality assessment scores of the selected articles.

ID	Author	QA.01	QA.02	QA.03	QA.04	Total Score
1	[50]	1	0.5	1	0	2.5
2	[51]	1	0	1	0	2
3	[52]	0.5	1	1	0	2.5
4	[53]	1	1	1	1	4
5	[54]	0.5	0	0.5	0.5	1.5
6	[55]	1	1	1	1	4
7	[56]	1	1	1	1	4
8	[57]	1	1	1	1	4
9	[58]	1	1	1	1	4
10	[59]	1	1	1	1	4
11	[60]	1	1	1	1	4
12	[61]	1	1	1	1	4
13	[62]	0.5	1	0	0.5	2.5
14	[63]	1	1	1	1	4
15	[64]	1	1	1	1	4
16	[65]	1	1	1	1	4
17	[23]	1	1	1	1	4
18	[66]	0.5	0	1	1	2.5
19	[67]	0.5	1	1	0	2.5
20	[68]	1	1	1	1	4
21	[69]	1	1	1	1	4
22	[70]	1	1	1	1	4
23	[71]	1	1	1	1	4
24	[72]	0	0	1	1	2
25	[73]	0	1	1	0	2
26	[74]	0.5	1	1	0	2.5
27	[75]	0	0	1	0	1
28	[76]	0	1	1	0	2
29	[77]	1	1	1	1	4
30	[78]	0	0	1	1	2

Table 3. Cont.

ID	Author	QA.01	QA.02	QA.03	QA.04	Total Score
31	[40]	1	1	1	1	4
32	[79]	1	1	1	1	4
33	[38]	1	1	1	1	4
34	[80]	1	1	1	1	4
35	[81]	1	1	1	1	4
36	[41]	0	1	1	0	2
37	[82]	0	1	1	0.5	2.5
38	[83]	1	1	1	1	4
39	[39]	1	1	1	1	4
40	[32]	1	1	1	1	4
41	[84]	1	1	1	1	4
42	[33]	1	1	1	1	4
43	[17]	1	1	1	1	4
44	[36]	1	0	1	0	2
45	[85]	0	0	1	0.5	1.5
46	[18]	1	1	1	1	4
47	[86]	1	1	1	1	4
48	[87]	0.5	0.5	0.5	0.5	2
49	[88]	1	1	0	0.5	2.5
50	[89]	1	1	1	1	4
51	[90]	1	1	1	1	4
52	[91]	1	1	1	1	4
53	[92]	1	1	0	0	2
54	[11]	1	1	1	1	4
55	[93]	1	1	1	1	4
56	[94]	1	1	1	1	4
57	[34]	1	1	1	1	4
58	[95]	1	1	1	1	4
59	[96]	1	1	1	1	4
60	[97]	1	1	1	1	4
61	[98]	1	1	1	1	4
62	[35]	0.5	0.5	0.5	0.5	2
63	[99]	1	1	1	1	4
64	[100]	1	1	1	1	4
65	[101]	1	1	1	1	4
66	[102]	1	1	1	1	4
67	[103]	1	1	1	1	4
68	[104]	1	1	1	1	4
69	[105]	1	1	1	1	4
70	[106]	1	1	1	1	4
71	[107]	1	1	1	1	4
72	[108]	1	1	1	1	4
73	[109]	1	1	1	0.5	3.5
74	[110]	1	1	1	1	4
75	[111]	1	1	1	1	4
76	[112]	0.5	0.5	0.5	1	2.5
77	[113]	1	1	1	1	4

The results of the quality assessment indicate that all selected studies met the acceptable quality threshold for inclusion in the review. As presented in Table 4, among the evaluated articles, 55 articles (71.43%) were classified as very good quality, 19 articles (24.68%) were categorised as good quality, and only 3 articles (3.9%) were rated as poor quality. As noted earlier, a total of 77 articles were initially identified, but after applying

the quality assessment criteria and screening procedures, 55 articles were retained as the final set of publications for the systematic literature review.

Table 4. Quality assessment criteria categories.

Quality Indicator	Very Poor (<1)	Poor (1–<2)	Good (2–<3)	Very Good (3–4)	Total
Number of articles	0	3	19	55	77
Percentage (%)	0%	3.9%	24.68%	71.43%	100%

This quality evaluation process ensured that the analysis was based on methodologically sound and relevant studies, thereby enhancing the credibility and robustness of the findings presented in this review.

4. Results

This systematic literature review (SLR) analysed 55 empirical studies published between 2017 and 2025 to examine the determinants influencing organisational social commerce utilisation. Beyond presenting descriptive patterns, this section critically synthesises the reviewed literature by identifying dominant theoretical trends, methodological patterns, contextual variations, and recurring determinants shaping organisational social commerce utilisation across different organisational settings.

The findings indicate that organisational social commerce research remains an emerging but rapidly expanding field. Although social commerce itself has been widely examined in the prior literature, much of the existing scholarship continues to focus primarily on consumer behaviour, purchase intention, trust, and user engagement rather than organisational utilisation and strategic implementation. Consequently, the reviewed studies demonstrate increasing scholarly attempts to extend social commerce research towards organisational and strategic perspectives.

4.1. How Have Theoretical Perspectives, Methodological Approaches, and Contextual Emphases Evolved Within Organisational Social Commerce Research? (RQ1)

4.1.1. Year of Publication

The selected studies included in this review covered publications between 2017 and 2025. Figure 2 demonstrates a clear increase in organisational social commerce research over time, particularly after 2021. Between 2017 and 2020, publication activity remained relatively limited, suggesting that organisational social commerce utilisation had not yet emerged as a major research focus. However, publication frequency increased substantially between 2022 and 2025, with 2024 recording the highest number of publications.

This increasing publication trend reflects broader developments in organisational digital transformation and platform-based business strategies. The acceleration of digitalisation during the COVID-19 pandemic appears to have significantly increased scholarly interest in organisational utilisation of social commerce platforms. During this period, organisations increasingly relied on digital platforms for customer engagement, marketing communication, online transactions, and operational continuity. As a result, social commerce became increasingly recognised not merely as a marketing tool but as a strategic organisational capability.

The growing research interest also suggests a gradual shift within the literature from consumer-oriented perspectives towards organisational and strategic analyses. Nevertheless, despite this increase in publications, the literature remains fragmented across theoretical perspectives, methodological approaches, and contextual settings.

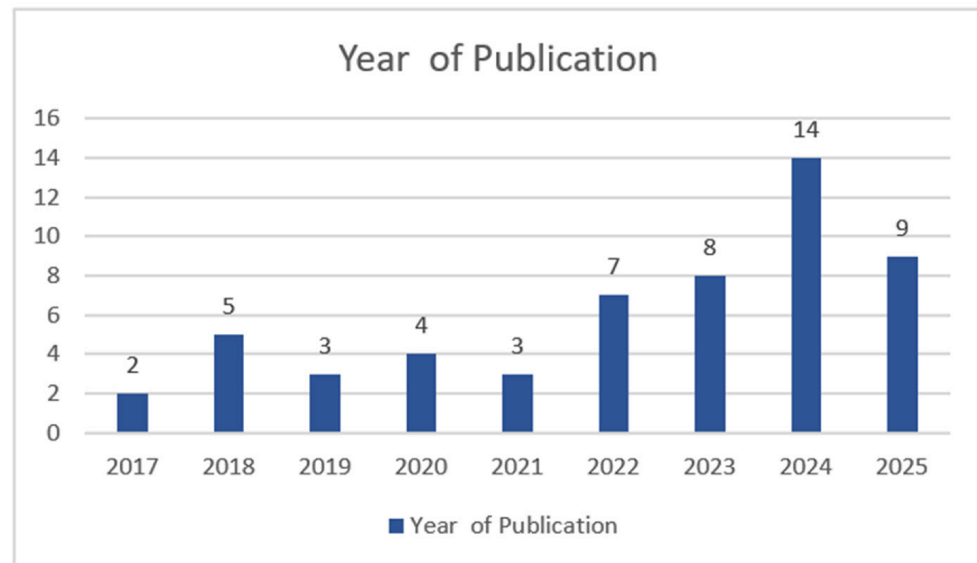


Figure 2. Year of publication for social commerce research.

The increasing scholarly attention towards organisational social commerce research also reflects broader shifts in organisational digital transformation priorities. As organisations increasingly integrate platform-based business strategies into operational and marketing activities, social commerce is no longer viewed solely as a communication tool but as a strategic organisational capability contributing to competitiveness, customer engagement, and digital resilience. This shift may explain the growing transition from consumer-oriented social commerce research towards more organisational and strategic perspectives.

4.1.2. Research Methodology Used

Figure 3 reveals a strong methodological dominance of quantitative approaches within organisational social commerce research. Of the 55 reviewed articles, 46 studies (84%) utilised quantitative research designs, while only three studies (5%) employed qualitative approaches and six studies (11%) adopted mixed-method designs integrating both quantitative and qualitative evidence.

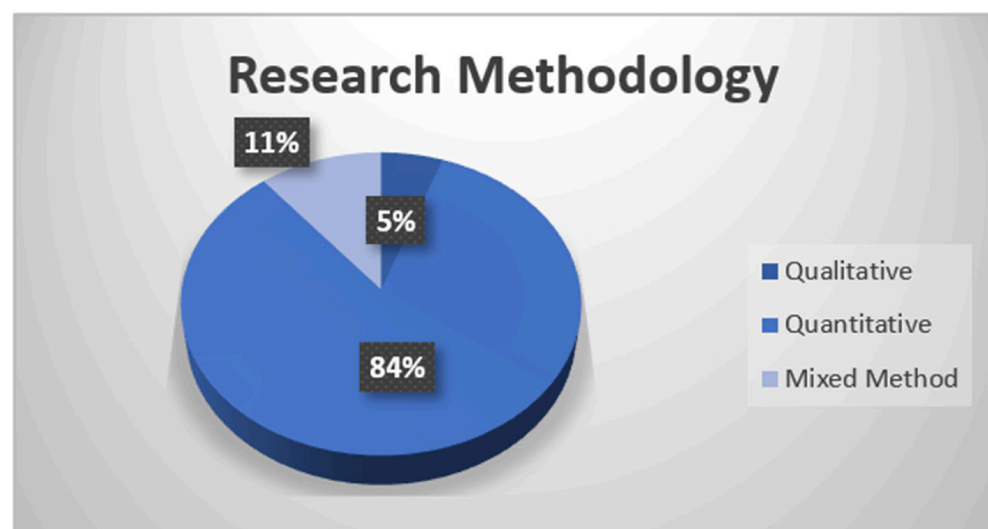


Figure 3. The methodology of previous research.

This methodological concentration suggests that existing research has primarily prioritised measurable relationships between determinants and utilisation outcomes, frequently relying on survey-based designs and statistical modelling techniques. Quantitative approaches have enabled researchers to examine the statistical significance of technological, organisational, and environmental determinants influencing social commerce utilisation. However, the dominance of cross-sectional quantitative methods may also explain the fragmented and sometimes contradictory findings observed across prior studies.

Only a limited number of studies adopted qualitative approaches, typically through interviews or case studies examining organisational experiences and implementation processes. Specifically, qualitative studies accounted for only 5% of the reviewed literature, indicating limited exploration of contextual complexity and organisational processes underlying social commerce utilisation. Similarly, mixed-method studies represented only 11% of the reviewed articles, suggesting that relatively few researchers attempted to integrate statistical findings with deeper contextual insights.

This methodological imbalance indicates that organisational social commerce research remains limited in its ability to capture contextual complexity, organisational adaptation processes, managerial decision-making, and evolving digital transformation dynamics. The dominance of quantitative methodologies also reflects the strong influence of technology utilisation theories such as TAM, UTAUT, and TOE, which are frequently operationalised through survey-based statistical analysis. Nevertheless, the findings suggest a need for greater methodological diversification, particularly through longitudinal, qualitative, and mixed method approaches capable of providing a richer understanding of organisational social commerce utilisation across different organisational and environmental contexts.

The strong dominance of quantitative approaches also reflects the influence of technology adoption theories such as TOE, TAM, and UTAUT, which are frequently operationalised through survey-based statistical analysis. While these approaches provide valuable explanatory power regarding determinant relationships, they may not sufficiently capture evolving organisational processes, managerial interpretation, or strategic adaptation mechanisms underlying organisational social commerce utilisation.

The limited number of qualitative studies further restricts understanding regarding how organisations continuously adapt social commerce strategies within changing digital environments. Consequently, future organisational social commerce research would benefit from greater methodological diversification capable of capturing contextual complexity, organisational learning processes, and long-term strategic transformation.

4.1.3. Theoretical Lenses

An analysis in Figure 4 reveals that the Technology-Organisation-Environment (TOE) framework is the most dominant theory used in 27 articles applied to organisational-level studies in social commerce research. This framework's popularity can be attributed to its inclusive perspective, which captures the influence of technological, organisational, and environmental factors on the utilisation and implementation of technology within organisations. The Unified Theory of Acceptance and Use of Technology (UTAUT) and the Technology Acceptance Model (TAM) were used in four articles each. Other theories, such as the Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) and the Technology-Organisation-Environment-Individual (TOEI) model, were used in two articles, respectively. The remaining articles apply a combination of theories, such as TOE and Dynamic Capabilities Theory (DCT) [107], identified in the reviewed articles. The integration of multiple theories in social commerce studies reflects the multidimensional nature of technology utilisation within organisations. Researchers frequently combine frameworks such as TOE, TAM, DOI, RBV, and Dynamic Capabilities Theory to provide

complementary explanations of technological adoption, organisational capability, strategic adaptation, and environmental influence. For example, TOE is often integrated with TAM to explain both organisational-level and individual-level acceptance factors, while RBV and Dynamic Capabilities Theory help explain how internal organisational resources and capabilities contribute to competitive advantage through social commerce utilisation.

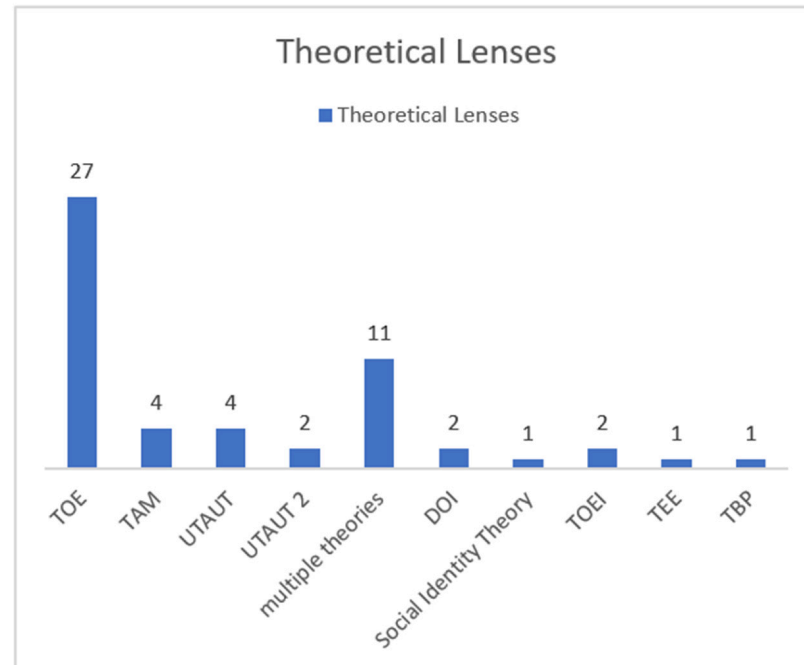


Figure 4. Theory used from previous research.

This distribution highlights a strong focus on implementation models, while indicating an opportunity for future research to incorporate strategic and behavioural theories to provide a more comprehensive understanding of social commerce in organisational contexts. Figure 4 below summarises the theory used based on the article reviewed.

The dominance of the TOE framework suggests that organisational social commerce research continues to prioritise adoption-oriented explanations focusing on technological capability, organisational readiness, and environmental influence. However, this heavy reliance on TOE may also contribute to theoretical fragmentation because many studies primarily examine direct determinants of utilisation without sufficiently explaining strategic integration, organisational adaptation, or long-term competitive outcomes.

The increasing integration of TOE with complementary theories such as TAM, DOI, RBV, and Dynamic Capabilities Theory reflects growing recognition that organisational social commerce utilisation represents a multidimensional phenomenon extending beyond technological adoption alone. While TOE explains external and organisational conditions influencing utilisation decisions, RBV and Dynamic Capabilities Theory provide stronger explanations regarding how organisations transform technological resources into strategic capabilities and competitive advantage. This theoretical integration demonstrates a gradual shift from purely adoption-focused perspectives towards broader strategic and capability-oriented interpretations of organisational social commerce utilisation.

Figure 4 presents the primary theoretical frameworks adopted in the reviewed studies, whereas Table 5 includes all theories identified in the selected articles, including studies employing multiple theoretical integrations. Thus, the frequency of theories reported in Table 5 may be higher than those presented in Figure 4.

Table 5. Summary of Theories Used in Previous Studies.

Theory	Name of Theory/Framework	Description	Authors Using the Theory
TOE	Technology–Organisation–Environment	This framework provides a framework for organisations to explore how technological, organisational, and environmental factors influence technology utilisation in organisations.	[32–36,38,39,41,53,57,59,62,64,70–72,78,79,86,90–98,100–102,104,106,109,112]
UTAUT	Unified Theory of Acceptance and Use of Technology	This theory has been used to predict organisations’ intentions and actual use of organisational technologies.	[55,60,61,81,100]
UTAUT2	Unified Theory of Acceptance and Use of Technology 2	This theory is an extension of UTAUT that includes additional factors and is useful in organisations for studying user behaviour regarding new internal or customer-facing technologies.	[17,66]
DOI	Diffusion of Innovations Theory	This theory concentrates on how innovations spread within an organisation over time and helps assess organisational readiness for innovation.	[56,57,80,103,107]
TAM	Technology Acceptance Model	This model indicates how perceptions of usefulness and ease of use influence organisations’ acceptance of new technologies.	[23,58,65,80,84,86,92,100,110]
TBP	Theory of Planned Behaviour	This theory suggests organisational decision-making by analysing intention-based behaviours of employees and managers. It is useful for studying sustainability, compliance, or innovation initiatives.	[84,108]
RBV	Resource-Based View Theory	This theory is applied to examine how internal organisational resources and capabilities can lead to competitive advantage.	[79,80]
TOEI	Technology–Organisation–Environment–Innovation Framework	The framework indicates the integration of innovation elements into TOE and how innovation orientation interacts with TOE dimensions in technology utilisation.	[38,111]
SOR	Stimulus–Organism–Response Model	The model is applied to study how external factors (stimuli) affect internal states (organism) and result in behavioural outcomes (response) in organisations, such as user satisfaction or system use.	[92]
TEE	Technology–Environment–Entrepreneurship Framework	This framework describes how entrepreneurial orientation helps navigate environmental and technological challenges.	[87]
DCT	Dynamic Capabilities Theory	This theory explains how organisations adapt, integrate, and reconfigure resources in response to changes. It is widely used to study digital transformation, innovation, and market responsiveness.	[105]

4.2. What Determinants Consistently Influence Organisational Social Commerce Utilisation Across Different Contexts?

4.2.1. Determinants Influencing Organisational Social Commerce Utilisation

The analysis identified three dominant categories of determinants influencing organisational social commerce utilisation, namely technological, organisational, and environmental factors. These categories align strongly with the TOE framework, although the findings also reveal substantial contextual variation and theoretical overlap across studies.

Importantly, the identified determinants should not be interpreted as isolated variables operating independently. Rather, the findings suggest that organisational social commerce utilisation emerges through complex interactions among technological conditions, organisational capabilities, and environmental pressures.

Technology Factor

The utilisation of social commerce for organisational performance is influenced by the technology factor, one of the three components of the TOE. The assessment of the factors from the articles revealed that relative advantage (29 articles), compatibility (26 articles), and complexity (11 articles) were the most popular technology factors (refer to Table 6). Relative advantage refers to the extent to which a new technology is perceived as offering superior benefits compared to existing ones [59]. Eid and colleagues [30] stated that representatives of organisations, such as managers or business owners, usually use social commerce when they observe that its benefits outweigh the risks. Organisations are more likely to utilise social commerce if they believe it will offer greater benefits than existing brick-and-mortar methods [30]. Social commerce usage will provide organisations with various benefits, including cost reduction, improved customer service and relationships, gaining a competitive advantage, entering new markets, generating more revenue, and enhancing brand visibility, awareness, and reputation [20,31,57].

Table 6. Technology factors that impact social commerce usage in organisations.

No.	Item	Brief Description	References	Frequency
1	Relative Advantage	Relative advantage refers to the extent to which a new technology is perceived as offering superior benefits compared to the existing one.	[17,32–34,36,38,39,41,53,57,59,62,64,70–72,78,79,86,91,92,94,97,98,100–102,105].	29
2	Compatibility	Compatibility refers to the extent to which a technology aligns with an organisation's existing values, experiences, and operational needs, making it a key enabler of utilisation.	[32–34,38,39,41,53,56,57,59,64,72,78,86,91,94,97,98,100–103,105].	24
3	Complexity	Complexity pertains to the degree of difficulty associated with understanding and utilising a new technology, with higher complexity often serving as a barrier to utilisation.	[33,34,38,53,57,78,90,92,98,100,101,105]	11
4	Interactivity	Interactivity is communication that occurs to elicit consumer responses.	[32,36,41,53,56,70,90,101–103].	10
5	Security concerns	Researchers consider security issues, risks, viruses, hacking, and data interception to be the most important concerns in conducting business through social commerce.	[35,86,94,95,112]	5

Table 6. Cont.

No.	Item	Brief Description	References	Frequency
6	Perceived Ease of Use	PEOU refer to the comments given by users who are believed to be valuable in terms of user-friendly operation and system functionality.	[58,65,66,80,84,86,92,106,108,109]	10
7	Perceived usefulness	Perceived usefulness concerns the degree to which an organisation's business owner considers that the technology utilisation at the organisation will improve their organisation's performance.	[35,58,65,66,80,84,86,92,95,106,108,109,112]	10
8	Cost Effectiveness	Cost effectiveness is the financial advantage for an organisation that can be gained from the utilisation of an innovation.	[32,33,38,41,56,58,59,72,90,97,100,102,103]	13
9	Trust	Trust refers to an organisation's belief about the quality of the obtained information in terms of reliability, credibility, and accuracy.	[53,80,90,101,103,109]	6
10	Observability	Observability is the extent to which the results of the application of an innovation can be seen.	[36,53,57,98,100,101]	6
11	Attitude	An attitude toward a new technology refers to a decision maker's internal evaluation (positive belief or negative belief) of the new technology.	[60,69,84,87,104,108,109]	7

Compatibility refers to the extent to which a technology aligns with an organisation's existing values, experiences, and operational needs, making it a key enabler of utilisation. Ref. [82] stated that technology, such as social commerce, will be readily accepted within the organisation if it aligns with the organisation's principal values, meets its needs, and fits its culture. Furthermore, by integrating social commerce activities into their operations in line with objectives, policies, and values, organisations can reach their target audiences efficiently and effectively by instantly sharing information about their offerings [114]. Furthermore, if business owners perceive that social commerce can be smoothly incorporated into existing technological systems, working practices, and cultural backgrounds, the likelihood of using social commerce will be significantly increased [115].

Complexity describes the extent to which a particular technology is challenging to understand and implement [78]. Regardless of the advantages social commerce technology may offer, business owners or employees will not use it if they find it difficult to use because the social commerce equipment is closely tied to how complicated users perceive it to be [94]. Further, having multiple social commerce platforms (e.g., TikTok, Shopee) for actively promoting products and services can be challenging for organisations to navigate [116].

The findings indicate that technology determinants do not operate uniformly across all organisational contexts. While relative advantage and compatibility are frequently identified as significant predictors of organisational social commerce utilisation, several studies report non-significant relationships due to increasing technological familiarity and platform accessibility. As social commerce platforms become increasingly standardised and easier to implement, organisations may no longer perceive basic technological functionality as a sufficient source of competitive differentiation. Consequently, strategic utilisation capability may become more important than technological accessibility alone.

Organisation Factors

During data extraction, we identified organisational factors as the emerging factor affecting social commerce usage. The assessment of the factors from the articles revealed that top management support (28 articles), organisational readiness (seven articles), and organisational structure (five articles) were the most influential organisational factors (refer to Table 7). Top management support refers to the extent of support provided by top managers for leveraging technology to achieve the organisation's objectives [117]. The support from top management ensures that the organisation leverages appropriate resources, creating a competitive advantage and helping overcome internal barriers to the easy utilisation of social commerce [110]. Studies showing positive effects of top management support typically involve organisations where managers are technologically aware and recognise the strategic value of social commerce [97]. On the other hand, a mixed-methods study of 195 online organisations in Malaysia found that top management negatively affects the utilisation of social commerce [39]. For instance, top management hinders the utilisation of social commerce due to a lack of digital awareness, resistance to change, platform complexity, and misalignment with organisational strategy [108].

Table 7. Organisational factors that impact social commerce usage in organisations.

No.	Item	Brief Description	References	Frequency
1	Top Management Support	Top management support refers to the extent of support provided by top managers for leveraging technology to achieve the organisation's objectives.	[32–35,38,39,41,53,57,59,64,70,72,78,79,86,90,91,93,97,98,100–102,105]	24
2	Organisational readiness	Organisational readiness was defined as managers' evaluation of the capability of their organisations to embrace an innovation based on financial, technical and infrastructural resources.	[35,36,79,86,94,100]	6
3	Organisational Structure	The organisational structure is related to the characteristics of the company itself, including its size, number of employees, degree of formalisation or decentralisation of operations, and management concerns.	[38,53,71,101,105]	5
4	Innovativeness	The owner's innovativeness represents the ability of the business owner to take risks, accept and implement new ideas into their organisation.	[53,78,87,95,101]	5

Organisational readiness refers to the owner's evaluation of their organisation's capabilities to utilise technology, based on the availability of resources [38]. Research by [95] discovered that innovative organisations are more likely to utilise commerce (mobile commerce) to achieve their organisational goals, although they need to overcome risks. In addition, organisational readiness relates to an organisation's accessibility, which is determined by its financial readiness to fund technology implementation and the readiness of its human resources to support it [118]. Ref. [99] stated that when organisational readiness is high, organisations are more likely to utilise social commerce technology.

Organisational structure refers to the total number of employees working in an organisation [119]. According to research by [116], organisational structure can confer advantages depending on the organisation's economic conditions. As social commerce grants organisations profitable opportunities to access these essential external resources, researchers argue that small-scale organisations can yield much stronger social commerce usage and

performance relationships than large-scale organisations [120]. Meanwhile, the ease of use and free access to social platforms enable small-scale organisations to conduct their business activities smoothly, alleviating concerns about the heavy burdens imposed by escalating operational costs [121].

The inconsistent findings relating to organisational determinants further suggest that managerial capability and organisational culture significantly influence social commerce utilisation outcomes. Studies reporting strong effects of top management support frequently involve organisations where leaders recognise social commerce as a strategic organisational capability rather than merely a promotional tool. In contrast, organisations with limited digital awareness or resistance to organisational change may experience weaker implementation effectiveness despite technological availability. These findings indicate that organisational readiness extends beyond financial and technological resources to include strategic vision, managerial commitment, and organisational adaptability.

Environment Factors

According to our analysis, environmental factors are among those that affect social commerce usage among organisations. The assessment of the factors from the articles revealed that competitive pressure (26 articles), customer pressure (15 articles), and bandwagon effect (11 articles) were the key determinants of environmental factors (see Table 8). Competitive pressure is the degree of pressure from competitors within the same industry as felt by the organisation [73]. Likewise, [95] highlighted that organisations would come under pressure to utilise m-commerce to compete when competitors began utilising similar technologies. A survey of 400 organisations in Malaysia revealed that when other organisations utilise any technology, such as social commerce, organisations will feel pressure to use a similar technology to gain a competitive advantage [76]. Organisations can gain significant strategic advantages by early utilisation of social commerce technology, which enables them to compete effectively in a globalised marketplace [117].

Table 8. Environmental factors that impact social commerce usage in organisations.

No.	Item	Brief Description	References	Frequency
1	Competitive Pressure	Competitive pressure is the degree of pressure from competitors within the same industry as felt by the organisation.	[33,34,36,38,39,41,53,57,64,71,72,78,79,86,87,90–95,98,100–102,105,106,112]	26
2	Customer pressure	Customer pressure refers to the demands utilised by customers, such as capturing information and interacting with brands on social commerce platforms.	[34,36,38,39,41,53,64,72,78,86,87,94,95,101]	15
3	Bandwagon effect	It is a psychological phrase that suggests organisations may act in a certain way such as using social commerce simply because their rivals or peers are doing the same thing.	[38,57,72,87,90–92,95,98,100,102]	11
4	Government Support	Government support refers to the governmental financial and non-financial support programmes aimed at relieving the resource constraints on organisations for enhancing their development in implementing social commerce.	[17,79,93,94,100,104–107]	8
5	Business Partner Pressure	The higher the pressure from trading partners, the greater the intention of SMEs to utilise social commerce.	[35,86,97,112]	4

Customer pressure refers to the demands customers make, such as capturing information and interacting with brands on social commerce platforms [115]. Based on survey findings, it is concluded that customer pressure positively affects social commerce usage in organisations [32]. Studies reporting a significant effect of customer pressure often involve organisations serving highly digitally active customers who expect interaction, information sharing, and engagement through social commerce platforms [95,98,111]. An organisation, of course, aims to meet consumer desires and needs. When technology is one-way, organisations can effectively meet customer expectations and needs; organisations are encouraged to use social commerce [81].

The Bandwagon effect is a psychological phenomenon that suggests organisations may act in a certain way simply because their competitors or similar businesses use the same technology, such as social commerce [117]. The bandwagon effect is the phenomenon in which a person or organisation decides to be influenced by the decisions of the majority [122]. However, researchers also note that the bandwagon effect does not significantly affect the use of commerce among millennial organisations [93,104]. This is due to the bandwagon effect's minimal influence on the environmental dimension, suggesting that competitors' popularity of commerce use is not a key factor driving organisations to social commerce.

Environmental determinants also appear highly context-dependent across organisational settings. Competitive pressure and customer expectations tend to exert a stronger influence within industries characterised by rapid digital transformation and high customer interaction intensity. However, several studies suggest that external pressure alone may not guarantee successful utilisation if organisations lack sufficient digital capability or strategic alignment. These findings demonstrate that environmental influence interacts closely with internal organisational capability, reinforcing the multidimensional nature of organisational social commerce utilisation.

4.2.2. Thematic Synthesis

Beyond identifying individual determinants, the findings reveal several broader thematic patterns within organisational social commerce research.

First, organisational social commerce utilisation appears increasingly shaped by the interaction between technological accessibility and strategic capability. As social commerce platforms become more accessible and technologically simplified, competitive differentiation may depend less on basic platform utilisation and more on organisations' abilities to strategically integrate social commerce into broader organisational objectives.

Second, the findings suggest that contextual conditions significantly influence determinant relationships. Several contradictory findings across studies may be explained by differences in organisational digital maturity, industry characteristics, national digital ecosystems, and environmental competitiveness. Consequently, determinant significance cannot be generalised uniformly across all organisational contexts.

Third, the findings indicate that organisational social commerce utilisation extends beyond technological adoption alone. Increasingly, social commerce represents a broader organisational transformation process involving managerial capability, organisational culture, customer responsiveness, and strategic adaptation.

The review highlights substantial methodological and theoretical fragmentation within existing literature. The dominance of quantitative cross-sectional research limits understanding of dynamic organisational processes, while theoretical applications remain dispersed across multiple frameworks without sufficient analytical integration.

The findings collectively demonstrate that organisational social commerce utilisation represents a dynamic and context-dependent organisational capability rather than a purely

technological adoption decision. The interaction between technological accessibility, organisational capability, managerial support, and environmental responsiveness appears to shape utilisation effectiveness across different organisational settings.

The inconsistencies identified across previous studies may largely be explained by differences in organisational digital maturity, industry structure, and national technological environments. Studies conducted within developing economies frequently emphasise technological readiness, infrastructure accessibility, and external competitive pressure as dominant determinants. In contrast, studies from developed economies increasingly focus on strategic integration, customer engagement capability, and organisational innovation as drivers of long-term organisational performance.

Similarly, organisational size influences determinant significance. Smaller organisations often benefit from operational flexibility, rapid decision-making, and lower implementation complexity, whereas larger organisations possess greater technological resources, specialised expertise, and formalised digital strategies. These contextual differences explain why determinant relationships vary substantially across prior studies.

The review further suggests that future organisational social commerce research should move beyond static adoption-oriented models towards more dynamic and capability-driven explanations. Greater theoretical integration and methodological diversification are required to better explain how organisations strategically utilise social commerce within evolving digital business environments.

4.2.3. Conceptual Framework

The conceptual framework developed from this review illustrates that organisational social commerce utilisation is influenced through the dynamic interaction of technological, organisational, and environmental determinants. Rather than functioning independently, these determinants collectively shape organisational capability, strategic adaptation, and social commerce implementation processes. The proposed conceptual framework derived from literature synthesis is presented in Figure 5.

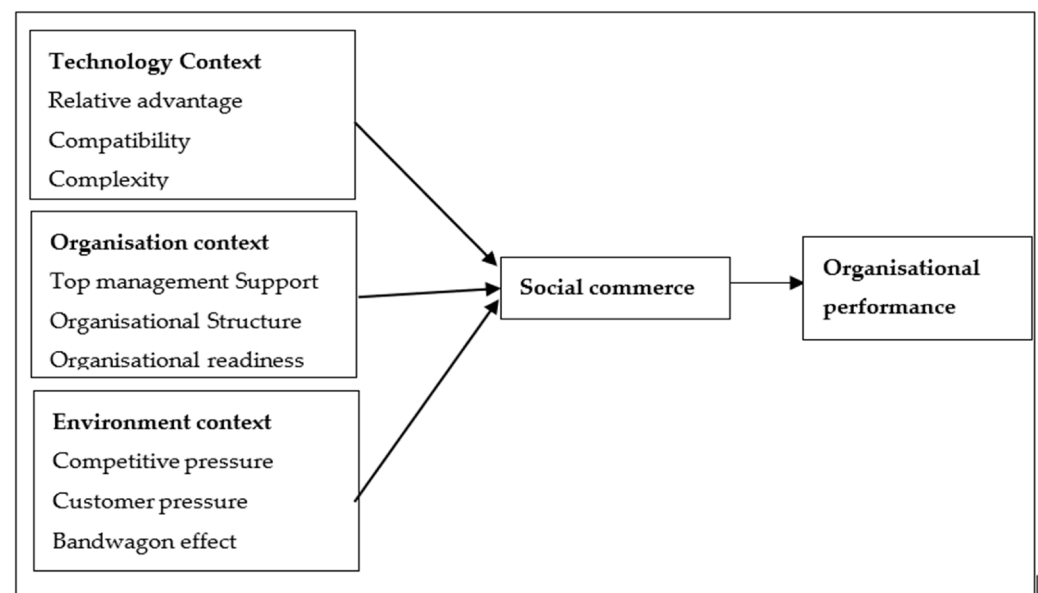


Figure 5. The conceptual framework of the study.

Technological factors such as relative advantage, compatibility, and complexity influence organisations' perceptions regarding the feasibility and strategic value of social commerce utilisation. Organisational factors, including top management support, organisa-

tional readiness, and organisational structure, determine the organisation's capability to integrate and manage social commerce activities effectively. Environmental factors such as competitive pressure, customer expectations, and government support further shape organisational motivation and strategic responsiveness within digital business environments.

The framework further proposes that organisational social commerce utilisation represents a continuous strategic process rather than a single adoption decision. The interaction among TOE determinants may strengthen or weaken organisational capability depending on contextual conditions such as organisational size, industry characteristics, and levels of digital maturity. Consequently, the framework provides a more integrative explanation of how organisations strategically utilise social commerce to enhance organisational performance and competitive advantage.

5. Discussion

This systematic literature review synthesised empirical studies published between 2017 and 2025 to examine the determinants influencing organisational social commerce utilisation. The findings demonstrate that organisational social commerce research has expanded considerably in recent years, particularly following the acceleration of digital transformation during and after the COVID-19 pandemic. However, despite the increasing volume of publications, the literature remains conceptually fragmented, theoretically dispersed, and methodologically dominated by quantitative approaches. The review therefore contributes by integrating fragmented findings and providing a more analytical understanding of how technological, organisational, and environmental conditions collectively shape organisational social commerce utilisation.

The findings indicate that research on organisational social commerce utilisation increased substantially from 2022 onwards. This trend reflects the growing strategic importance of digital platforms within contemporary business environments, particularly as organisations increasingly utilise social commerce to maintain market visibility, strengthen customer relationships, and improve operational flexibility. The rapid transition towards digital business models during the COVID-19 pandemic appears to have accelerated scholarly interest in organisational digital transformation and platform-based commercial strategies [122–125]. Nevertheless, despite this growing interest, organisational social commerce research remains considerably less developed than consumer-oriented research streams.

One of the most significant findings of this review is the continued dominance of consumer-focused perspectives within the broader social commerce literature. Existing scholarship has largely concentrated on behavioural constructs such as purchase intention, trust, engagement, and user satisfaction, often grounded in individual-level theories such as TAM, UTAUT, and SOR theory. In contrast, organisational-level research remains comparatively fragmented and frequently focuses on isolated determinants without sufficiently integrating strategic, organisational, and environmental explanations. This imbalance suggests that organisational social commerce utilisation has not yet achieved the same level of theoretical maturity as consumer-level research.

The review further reveals that the Technology–Organisation–Environment (TOE) framework remains the dominant theoretical lens in organisational social commerce research. The widespread application of TOE suggests that researchers increasingly recognise that organisational technology utilisation cannot be adequately explained through technological characteristics alone. Instead, organisational decisions regarding social commerce utilisation emerge through the interaction of technological capabilities, organisational readiness, and environmental pressures. Compared with previous SLR studies that identified TAM or DOI as dominant perspectives [101,126], the stronger prominence of TOE in this

review may indicate a gradual shift from individual behavioural explanations towards more organisational and strategic perspectives.

However, the findings also demonstrate that existing theoretical applications remain fragmented. While TOE explains the multidimensional determinants influencing organisational utilisation, it provides comparatively limited explanation regarding how organisations transform social commerce utilisation into sustained competitive advantage. In contrast, the Resource-Based View (RBV) theory emphasises internal organisational resources and capabilities, whereas Institutional Theory explains the influence of external pressures such as competitive intensity, customer expectations, and industry norms. Nevertheless, prior studies frequently utilise these theories independently rather than integrating them analytically. Consequently, the current understanding of organisational social commerce utilisation remains theoretically dispersed.

The findings related to technological determinants demonstrate both consistency and contradiction across prior studies. Relative advantage emerged as one of the most frequently identified determinants influencing organisational social commerce utilisation. Organisations are generally more likely to utilise social commerce when they perceive clear strategic and operational benefits, including reduced marketing costs, enhanced customer interaction, improved brand visibility, and expanded market reach [23,30,31,57]. These findings align with the DOI theory, which suggests that organisations are more likely to adopt innovations perceived as beneficial relative to existing practices.

Nevertheless, several studies reported non-significant relationships between relative advantage and social commerce utilisation [36,84]. This inconsistency may reflect contextual differences in organisational digital maturity and technological familiarity. In digitally mature environments, organisations may no longer perceive social commerce as a novel technological advantage because platform utilisation has become increasingly normalised within business operations. Consequently, relative advantage may become less influential once social commerce utilisation reaches a certain level of institutionalisation within industries.

Compatibility also emerged as a significant determinant across many studies, indicating that organisations are more likely to utilise social commerce when the technology aligns with existing organisational values, operational processes, and strategic objectives. Social commerce platforms are often perceived as highly accessible and relatively easy to integrate into existing marketing and communication activities [34,84,93]. However, contradictory findings also exist, particularly among organisations operating within more formalised or structurally rigid environments [32,85]. These inconsistencies suggest that compatibility is not solely a technological issue but may also depend on organisational culture, managerial orientation, and operational flexibility.

Similarly, the findings concerning complexity demonstrate important contextual variations. While complexity has traditionally been regarded as a barrier to technological utilisation, several studies suggest that its influence may be diminishing due to increasing familiarity with social media technologies and the accessibility of digital platforms [79]. Nevertheless, complexity continues to affect organisations attempting to utilise more advanced social commerce functionalities, including advertising analytics, algorithmic targeting, performance measurement systems, and integrated platform management tools. This finding suggests that technological complexity may operate differently depending on the sophistication of social commerce utilisation rather than basic platform adoption alone.

Within the organisational dimension, top management support consistently emerged as one of the strongest determinants influencing social commerce utilisation. Leadership commitment appears critical in facilitating organisational digital transformation through resource allocation, strategic direction, employee support, and investment in technological

infrastructure [103,110,127]. Organisations with digitally aware and innovation-oriented leadership are more likely to utilise social commerce strategically and integrate digital platforms into broader organisational objectives.

However, contradictory findings concerning top management support also indicate that managerial attitudes towards social commerce are not universally positive. Some studies report that organisational leaders may resist social commerce utilisation due to concerns regarding platform complexity, lack of digital expertise, uncertainty regarding returns on investment, or misalignment with organisational strategy [39,108]. These inconsistencies suggest that managerial support may be influenced by organisational culture, digital capability, and perceived strategic value rather than technological availability alone.

The findings concerning organisational readiness also demonstrate mixed empirical evidence. While several studies identify financial capability, technological infrastructure, and skilled human resources as important facilitators of social commerce utilisation [95,99], other studies suggest that organisational readiness may be less significant because social media platforms generally require lower implementation costs compared with more complex enterprise technologies [36,127]. This contradiction indicates that social commerce utilisation may no longer depend primarily on financial readiness, particularly among smaller organisations operating within resource-constrained environments.

The review further highlights the importance of organisational structure in shaping social commerce utilisation. Smaller organisations frequently demonstrate greater flexibility, faster decision-making, and reduced bureaucratic constraints, enabling quicker adaptation to digital technologies [128]. However, larger organisations may possess stronger technological infrastructure and greater financial capability to support advanced digital integration. These findings suggest that organisational size alone does not determine social commerce utilisation effectiveness. Instead, organisational agility and strategic orientation may play more important roles.

Environmental determinants also emerged as important drivers influencing organisational social commerce utilisation. Competitive pressure was consistently identified as a significant factor encouraging organisations to utilise social commerce to maintain competitiveness, retain customers, and strengthen market positioning [34,79]. This finding aligns with Institutional Theory, which suggests that organisations are frequently influenced by mimetic and competitive pressures arising from broader industry environments.

Nevertheless, the significance of competitive pressure appears to vary across organisational contexts. In industries where social commerce utilisation is already widespread, organisations may perceive stronger pressure to conform to prevailing digital practices. Conversely, in less digitally mature sectors, competitive pressure may be weaker because social commerce utilisation has not yet become institutionalised as an industry norm [36,82]. These contextual variations indicate that environmental determinants are strongly influenced by broader digital ecosystems and industry maturity levels.

Customer pressure similarly emerged as an important environmental determinant, reflecting increasing expectations for organisations to engage with consumers through digital platforms [32,80]. Customers increasingly expect real-time communication, interactive engagement, personalised content, and digital responsiveness from organisations. Consequently, organisations may utilise social commerce not only to improve marketing performance but also to maintain customer satisfaction and relational continuity.

However, customer pressure may also vary according to market characteristics, customer digital literacy, and industry-specific expectations. In highly digitalised consumer markets, customer expectations regarding social commerce interaction may be significantly stronger than in more traditional sectors. These variations suggest that environmental pressures cannot be generalised uniformly across organisational contexts.

The findings regarding bandwagon effects further demonstrate important theoretical tensions within organisational social commerce research. Several studies indicate that organisations utilise social commerce because competitors or industry peers have already implemented similar technologies [117,122]. However, other studies report that bandwagon effects do not significantly influence organisational utilisation behaviour [92,104]. This inconsistency suggests that imitation alone may not sufficiently sustain long-term strategic utilisation unless organisations also perceive tangible operational or competitive benefits from social commerce implementation.

Collectively, these findings demonstrate that organisational social commerce utilisation cannot be adequately explained through isolated determinants or single theoretical perspectives. Instead, utilisation decisions emerge through the dynamic interaction between technological conditions, organisational capabilities, and environmental pressures. The findings therefore reinforce the relevance of integrative theoretical approaches, particularly the TOE framework, while simultaneously highlighting the need for greater theoretical integration with perspectives such as RBV and Institutional Theory.

Importantly, the review also identifies several methodological limitations within existing literature. Most prior studies employ quantitative cross-sectional survey designs, limiting a deeper understanding of organisational processes, strategic adaptation, and longitudinal digital transformation dynamics. Comparatively few studies utilise qualitative or mixed method approaches capable of capturing contextual complexity and organisational decision-making processes in greater depth. This methodological concentration may partially explain the fragmented and inconsistent findings observed across prior studies.

From a practical perspective, the findings suggest that organisations seeking to utilise social commerce effectively should not focus solely on technological implementation. Instead, successful utilisation requires alignment between technological capabilities, managerial commitment, organisational readiness, and external environmental responsiveness. Organisations must therefore develop not only digital infrastructure but also strategic capabilities, adaptive organisational cultures, and continuous market responsiveness to maximise the benefits of social commerce utilisation.

In summary, the findings further demonstrate that social commerce utilisation cannot be explained through a single dimension alone. Instead, organisational utilisation decisions emerge from the interaction between technological capabilities, organisational preparedness, and environmental pressures. This reinforces the relevance of integrative theoretical approaches, particularly the TOE framework, in explaining organisational digital transformation and strategic technology utilisation within dynamic business environments. The results also suggest that the relative importance of TOE dimensions may vary depending on organisational context, digital maturity, industry characteristics, and market conditions, particularly within developing economies where resource constraints and competitive dynamics significantly shape technology utilisation decisions.

6. Conclusions

This study provides a comprehensive synthesis of the existing literature on organisational social commerce utilisation by systematically identifying the technological, organisational, and environmental determinants influencing implementation decisions across diverse organisational contexts.

The findings indicate that organisational social commerce research has expanded considerably in recent years, particularly following accelerated digital transformation and increasing reliance on digital platforms. The review identified technological, organisational, and environmental determinants as the dominant factors influencing social commerce utilisation, with relative advantage, compatibility, complexity, top management support,

organisational readiness, competitive pressure, and customer pressure emerging as the most frequently examined determinants.

The findings further demonstrate that organisational social commerce utilisation is multidimensional and cannot be explained through isolated determinants alone. Although the Technology–Organisation–Environment (TOE) framework remains the dominant theoretical perspective, prior studies frequently integrate complementary theories such as TAM, DOI, RBV, and Institutional Theory to explain behavioural, strategic, and environmental dimensions of utilisation. This study contributes by providing a more integrated synthesis of fragmented organisational social commerce literature and highlighting theoretical inconsistencies, contextual variations, and methodological limitations across prior studies.

From a practical perspective, the findings suggest that organisations should move beyond basic platform adoption and focus on strategic integration, organisational adaptability, leadership support, and customer responsiveness to maximise the benefits of social commerce utilisation.

This review contributes to organisational social commerce literature by demonstrating that organisational utilisation is not determined by isolated technological factors alone, but rather emerges through the interaction of technological capability, organisational readiness, strategic adaptation, and environmental influence. The findings further reveal that contextual conditions, including organisational size, digital maturity, and industry characteristics, significantly shape determinant relationships across different organisational settings.

The review also highlights the need for greater methodological diversification within future organisational social commerce research. Existing studies remain heavily dominated by quantitative adoption-oriented perspectives, limiting understanding of dynamic organisational processes and long-term strategic capability development. Consequently, future research should adopt more longitudinal, qualitative, and mixed method approaches to better explain how organisations strategically utilise social commerce within evolving digital environments.

Several limitations should be acknowledged. First, the review focused only on studies published between 2017 and 2025 and included publications indexed in Scopus, Web of Science, and ScienceDirect databases. Second, the findings are heavily influenced by the dominance of quantitative cross-sectional studies, limiting a deeper understanding of organisational processes and long-term digital transformation dynamics. Third, the strong dominance of the TOE framework indicates limited theoretical diversification within existing literature.

Future research should therefore adopt more qualitative, mixed-method, and longitudinal approaches to better understand organisational adaptation and strategic utilisation processes. Future studies should also conduct cross-country and cross-industry comparisons and pursue greater theoretical integration by combining frameworks such as TOE, RBV, Institutional Theory, and Dynamic Capabilities Theory. Additionally, future research should examine more complex relationships, including mediating and moderating mechanisms influencing organisational social commerce utilisation.

Additionally, the factors identified in this study were not explicitly categorised as antecedents, mediators, or outcomes within social commerce utilisation models. Future research may address this gap by examining the causal relationships among these variables and exploring their mediating or moderating roles. Furthermore, since most existing studies utilise quantitative research approaches, future studies may benefit from employing mixed method designs to provide richer insights into the organisational processes and mechanisms underlying social commerce utilisation.

In conclusion, this study contributes to the growing body of organisational social commerce literature by consolidating fragmented empirical findings into a comprehensive

synthesis framework that explains how technological, organisational, and environmental conditions collectively influence social commerce utilisation. The findings provide important theoretical and practical implications for future digital transformation strategies, particularly among organisations operating in dynamic and resource-constrained environments.

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Abbreviations

The following abbreviations are used in this manuscript:

BDAI	Business Digital Adoption Index
TOE	Technology–Organisation–Environment
RQ	research questions
PRISMA	Preferred Reporting Items for Systematic Reviews and Meta-Analyses
QA	Quality Assessment
SLR	Systematic Literature Review
SOR	Stimulus-organism-response
TAM	Technology acceptance model
UTAUT	Unified theory of acceptance and use of technology
DOI	Diffusion of Innovation
TBP	Theory of Planned Behaviour
TOEI	Technology–Organisation–Environment–Innovation Framework
TEE	Technology–Environment–Entrepreneurship Framework
DCT	Dynamic Capabilities Theory
RBV	Resource-Based View Theory

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