

The Impact of Platform Governance and Seller Support on Seller Performance on Marketplace Platforms in West Java

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ABSTRACT

The rapid expansion of online marketplaces has created significant opportunities for entrepreneurs and small businesses to access broader markets and improve business performance. However, the ability of sellers to achieve sustainable performance is influenced by the quality of platform management and the support mechanisms provided by marketplace operators. This study aims to examine the impact of platform governance and seller support on seller performance among online marketplace sellers in West Java. This research employed a quantitative approach using a survey method involving 125 online marketplace sellers as respondents. Data were collected using a structured questionnaire with a five-point Likert scale and analyzed using Statistical Package for the Social Sciences (SPSS) version 25. The data analysis included validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, t-test, F-test, and coefficient of determination analysis. The results indicate that both platform governance and seller support have a positive and significant effect on seller performance. Platform governance shows a significant influence, demonstrating that transparent policies, transaction security, and fair platform management contribute to improved seller outcomes. Meanwhile, seller support has a stronger positive influence, indicating that training programs, technical assistance, marketing support, and communication facilities play important roles in enhancing sellers' capabilities. Furthermore, the coefficient of determination ($R^2 = 0.520$) shows that platform governance and seller support explain 52.0% of the variation in seller performance. This study highlights that marketplace providers should develop integrated governance systems and comprehensive seller support programs to strengthen seller competitiveness and promote sustainable digital commerce development, particularly in the West Java marketplace ecosystem.

Keywords: Platform Governance, Seller Support, Seller Performance, Online Marketplace, Digital Commerce

1. INTRODUCTION

The rapid advancement of digital technology has fundamentally transformed the global business landscape, particularly through the expansion of online marketplace platforms that reshape how sellers interact with consumers and conduct business activities. Digital marketplaces have evolved beyond simple transaction channels into complex ecosystems that provide integrated business infrastructures, including market access, payment systems, logistics services, promotional tools, and data-driven business solutions. In emerging economies such as Indonesia, the growth of e-commerce has accelerated digital entrepreneurship by enabling small and medium-sized sellers to participate in broader markets with relatively lower entry barriers. Among Indonesian regions, West Java represents a strategic context for examining online marketplace dynamics due to its substantial economic contribution, large population base, and rapidly growing digital business activities. However, despite the increasing opportunities provided by marketplace platforms, maintaining sustainable seller performance remains a critical challenge as sellers must continuously adapt to competitive pressures, technological changes, and evolving platform requirements [1], [2].

Seller performance in online marketplaces is increasingly influenced by factors beyond traditional business capabilities, such as product quality, pricing strategies, and marketing effectiveness. Digital sellers operate within platform-controlled environments where visibility, customer access, transaction processes, and business growth opportunities are significantly shaped by marketplace mechanisms. Challenges such as algorithmic changes, intense seller competition, policy uncertainty, customer expectations, and technological adaptation create additional

complexities for sellers seeking sustainable performance. Consequently, the role of marketplace providers has become increasingly important because platforms are no longer merely technological intermediaries but ecosystem coordinators that influence sellers' strategic decisions and operational outcomes. Within this context, platform governance represents a fundamental mechanism through which marketplace providers establish rules, maintain ecosystem stability, and regulate interactions among sellers, consumers, and other stakeholders [3], [4].

Platform governance refers to the institutional arrangements, regulatory frameworks, policies, and control mechanisms implemented by digital platforms to manage participant behavior and ensure effective ecosystem functioning. Effective governance practices include transparent platform policies, reliable transaction systems, fair dispute resolution mechanisms, data security protection, and consistent enforcement of marketplace standards. Through well-designed governance mechanisms, platforms can reduce uncertainty, enhance seller trust, and encourage sellers to invest more resources in developing their digital businesses. Conversely, weak governance structures may generate negative outcomes, including unclear operational procedures, perceived unfairness, reduced platform commitment, and declining seller engagement. From the perspective of platform ecosystem theory, digital platforms create value not only through technological infrastructure but also through their ability to coordinate relationships and establish institutional conditions that enable participants to achieve mutual benefits. Therefore, platform governance becomes a crucial determinant in shaping sellers' capabilities and performance outcomes within digital marketplace ecosystems[5]–[7].

In addition to governance mechanisms, seller support represents another important factor influencing marketplace sellers' ability to achieve superior performance. Seller support encompasses various forms of assistance provided by marketplace operators, including training programs, technical guidance, marketing assistance, performance analytics, educational resources, and responsive communication channels. These support mechanisms are particularly valuable for small and medium-sized sellers who often face limitations in digital knowledge, technological capabilities, and managerial resources. Through effective support systems, marketplace providers can enhance sellers' ability to utilize platform features, improve operational efficiency, optimize customer engagement, and develop more competitive strategies. This relationship can be explained through the resource-based view (RBV), which argues that organizations achieve stronger performance when they possess valuable resources and capabilities. In this perspective, marketplace-provided support functions as an external strategic resource that strengthens sellers' digital competencies and enables them to respond more effectively to market changes [8]–[10].

Although research on digital marketplaces has grown substantially, existing literature has predominantly focused on consumer-oriented perspectives, including purchase intention, customer experience, technology acceptance, and platform trust. Comparatively fewer studies have examined how platform-level mechanisms influence seller performance, particularly in emerging market contexts. Previous studies have also paid limited attention to the combined effects of governance structures and seller support as complementary mechanisms that shape sellers' operational success within digital ecosystems. This limitation is particularly relevant in Indonesia, where online marketplace adoption has expanded rapidly, but regional differences in digital capability, entrepreneurial readiness, and platform engagement remain significant. West Java provides an important empirical setting because of its active digital entrepreneurship ecosystem and diverse marketplace participation. Nevertheless, empirical evidence regarding how platform governance and seller support contribute to seller performance among marketplace sellers in this region remains insufficient [11]–[14].

Therefore, this study aims to investigate the impact of platform governance and seller support on seller performance among online marketplace sellers in West Java. By adopting a quantitative research approach, this study examines the extent to which platform-driven governance mechanisms and support initiatives influence sellers' business outcomes within digital marketplace environments. This research contributes theoretically by extending the understanding of digital

platform ecosystems through integrating governance and capability development perspectives, thereby providing deeper insights into how marketplace structures influence seller success. Practically, the findings offer valuable implications for marketplace providers in designing more effective governance policies and seller development programs that enhance competitiveness and promote sustainable digital commerce growth. Accordingly, this study addresses two primary research questions: (1) Does platform governance significantly influence seller performance among online marketplace sellers in West Java? and (2) Does seller support significantly influence seller performance among online marketplace sellers in West Java?

2. LITERATURE REVIEW

2.1 Platform Governance

Platform governance has become a critical concept in digital marketplace ecosystems as platforms increasingly function not only as technological infrastructures but also as governance systems that regulate interactions, coordinate activities, and facilitate value creation among stakeholders. Through mechanisms such as platform policies, algorithmic management, transaction security, data governance, and dispute resolution, platform providers establish institutional arrangements that reduce uncertainty, enhance trust, and maintain ecosystem stability. Drawing on platform ecosystem theory, institutional theory, and transaction cost economics, effective governance enables sellers to operate within a predictable and fair environment by minimizing transaction risks, reducing information asymmetry, and encouraging long-term participation. Conversely, weak governance may create uncertainty, unfair competition, and reduced seller commitment [15], [16]. Therefore, dimensions such as policy transparency, regulatory fairness, transaction security, dispute management effectiveness, and operational consistency are expected to positively influence seller performance within online marketplace environments. Based on this perspective, the following hypothesis is proposed:

H1: Platform governance has a positive and significant impact on seller performance among online marketplace sellers in West Java.

2.2 Seller Support

Seller support refers to the assistance, resources, and services provided by online marketplace operators to enhance sellers' capabilities and improve their business outcomes. In digital marketplace ecosystems, sellers require continuous support to adapt to technological changes, competitive pressures, and evolving consumer demands. Based on the resource-based view (RBV) and absorptive capacity perspectives, platform-provided support, including training programs, technical assistance, marketing guidance, business analytics, promotional tools, and digital resources, functions as an external capability-enhancing resource that strengthens sellers' knowledge, skills, and operational effectiveness. Effective seller support enables sellers to better utilize marketplace features, improve product visibility, manage customer relationships, and develop sustainable business strategies. Previous studies suggest that strong ecosystem support increases seller satisfaction, engagement, and long-term participation by creating a collaborative relationship between platforms and sellers [17], [18]. Therefore, dimensions such as training availability, assistance responsiveness, technical support accessibility, usefulness of seller tools, and communication effectiveness are expected to positively influence seller performance. Based on this perspective, the following hypothesis is proposed:

H2: Seller support has a positive and significant impact on seller performance among online marketplace sellers in West Java.

2.3 Seller Performance in Online Marketplaces

Student engagement is a multifaceted concept that refers to the level of attention, interest, participation, and effort that students invest in their learning. It has been

Seller performance refers to the extent to which sellers achieve business objectives through their activities within online marketplace environments. In digital commerce, performance is reflected not only through financial indicators such as sales growth and revenue improvement but also through operational efficiency, customer satisfaction, market competitiveness, product visibility, and sustainable business development. Unlike traditional business settings, marketplace sellers operate within platform-controlled ecosystems where outcomes are influenced by technological infrastructure, reputation systems, consumer behavior, and competitive dynamics. Drawing on the dynamic capability perspective, sellers must continuously adapt their resources, strategies, and capabilities to respond to changing market conditions, including adjustments in pricing, marketing, product management, and customer engagement. Furthermore, social exchange theory suggests that effective platform governance and meaningful seller support can strengthen reciprocal relationships between platforms and sellers, encouraging greater commitment, engagement, and improved business outcomes. Therefore, seller performance represents an important indicator of digital marketplace success, particularly in emerging economies such as Indonesia, where online platforms provide critical opportunities for SMEs to expand their businesses and participate in the digital economy [19], [20].

3. METHODS

This study employed a quantitative research approach with an explanatory research design to examine the influence of platform governance and seller support on seller performance among online marketplace sellers in West Java, Indonesia. A quantitative approach was selected to empirically test relationships between variables through numerical measurement and statistical analysis. The research model consists of two independent variables, namely platform governance (X1) and seller support (X2), and one dependent variable, namely seller performance (Y). Data were collected using a structured questionnaire developed based on previous studies related to digital platform management, marketplace ecosystems, seller support mechanisms, and business performance. Respondents evaluated each measurement item using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was distributed online to active marketplace sellers, with respondents informed about the research objectives and assured of confidentiality and academic use of their responses.

The population of this study consisted of online marketplace sellers operating in West Java, selected due to the region's strong digital commerce ecosystem and high participation of SMEs in online platforms. Purposive sampling was applied by selecting respondents who met specific criteria, including being active marketplace sellers, having operated for at least six months, utilizing marketplace features such as seller dashboards, promotional tools, customer service facilities, or platform assistance, and conducting business activities in West Java. A total of 125 respondents participated in the study, representing sellers from various business categories. The questionnaire consisted of three sections covering demographic characteristics, perceptions of platform governance and seller support, and seller performance indicators. Incomplete responses were excluded to maintain data quality. All variables were measured using indicators adapted from previous literature and adjusted to the online marketplace context, with higher Likert scores indicating stronger perceptions of the measured constructs.

Table 1. Variable Measurement

Variable	Indicators	Measurement Scale
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Platform Governance (X1)	Transparency of platform policies, fairness of marketplace rules, transaction security, dispute resolution effectiveness, consistency of platform management	Five-point Likert Scale
Seller Support (X2)	Availability of training programs, technical assistance, seller communication channels, marketing support tools, analytical support services	Five-point Likert Scale
Seller Performance (Y)	Sales improvement, customer satisfaction, operational efficiency, business growth, competitive capability	Five-point Likert Scale

The collected data were analyzed using Statistical Package for the Social Sciences (SPSS) version 25 through several statistical procedures. First, validity testing was conducted using Pearson Product Moment correlation analysis to ensure that each questionnaire item accurately represented the intended construct, with items considered valid when the correlation coefficient met the required criteria and the significance value was below 0.05. Reliability testing was then performed using Cronbach's Alpha to evaluate internal consistency, where a construct was considered reliable if the coefficient exceeded 0.70. Before regression analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model satisfied statistical requirements. Multiple linear regression analysis was applied to examine the effects of platform governance and seller support on seller performance using the model $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$, where seller performance represents the dependent variable, platform governance and seller support represent independent variables, and e represents the error term. Hypothesis testing was performed through partial t-tests to evaluate the individual effects of each independent variable, simultaneous F-tests to assess the combined influence of independent variables, and the coefficient of determination (R^2) to measure the explanatory power of platform governance and seller support in predicting seller performance. A significance level of 0.05 was applied as the basis for decision-making in hypothesis testing.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

This study involved 125 online marketplace sellers in West Java as respondents. The demographic characteristics were analyzed to provide an overview of the respondent profile, including gender, age, education level, business category, and duration of online marketplace experience. The characteristics of respondents indicate that the sample represents diverse online sellers with different backgrounds and levels of experience in utilizing marketplace platforms.

Table 2. Respondent Demographic Profile

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	72	57.6
	Female	53	42.4
Age	18–25 years	28	22.4
	26–35 years	46	36.8
	36–45 years	34	27.2
	More than 45 years	17	13.6
Education Level	High School	31	24.8
	Diploma	19	15.2
	Bachelor's Degree	61	48.8
	Postgraduate Degree	14	11.2
Business Experience	Less than 1 year	24	19.2
	1–3 years	55	44.0
	More than 3 years	46	36.8
Main Marketplace Category	Fashion and Accessories	34	27.2
	Food and Beverage	29	23.2

	Electronics	22	17.6
	Beauty and Personal Care	21	16.8
	Others	19	15.2

Table 2 presents the demographic profile of the 125 respondents participating in this study. The majority of respondents were male (57.6%), while female respondents accounted for 42.4%. In terms of age distribution, most respondents were between 26–35 years old (36.8%), followed by those aged 36–45 years (27.2%), 18–25 years (22.4%), and more than 45 years (13.6%). Regarding educational background, the largest proportion of respondents held a bachelor's degree (48.8%), followed by high school education (24.8%), diploma qualifications (15.2%), and postgraduate degrees (11.2%). Based on business experience, most respondents had operated their marketplace businesses for 1–3 years (44.0%), followed by more than 3 years (36.8%) and less than 1 year (19.2%). In terms of marketplace categories, fashion and accessories represented the largest business sector (27.2%), followed by food and beverage (23.2%), electronics (17.6%), beauty and personal care (16.8%), and other categories (15.2%). These characteristics indicate that the respondents represent diverse online marketplace sellers with varied demographic backgrounds, business experience, and product categories.

4.2 Descriptive Statistics

Descriptive statistical analysis was conducted to examine respondents' perceptions of platform governance, seller support, and seller performance. The mean value represents the average response level, while the standard deviation indicates the variation of respondents' answers.

Table 3. Descriptive Statistics

Variables	Min	Max	Mean	Standard Deviation
Platform Governance (X1)	2.60	5.00	4.12	0.53
Seller Support (X2)	2.40	5.00	4.05	0.58
Seller Performance (Y)	2.80	5.00	4.18	0.51

Table 3 presents the descriptive statistics of the research variables, including platform governance, seller support, and seller performance. The results show that platform governance (X1) obtained a minimum value of 2.60 and a maximum value of 5.00, with a mean score of 4.12 and a standard deviation of 0.53, indicating that respondents generally perceived marketplace governance mechanisms as effective and consistent. Seller support (X2) recorded a minimum value of 2.40 and a maximum value of 5.00, with a mean of 4.05 and a standard deviation of 0.58, suggesting that sellers perceived the support provided by marketplace platforms positively, although with slightly higher response variation compared to platform governance. Meanwhile, seller performance (Y) showed a minimum value of 2.80 and a maximum value of 5.00, with a mean score of 4.18 and a standard deviation of 0.51, indicating that respondents generally experienced favorable business performance through marketplace activities.

4.3 Validity Test

The validity test was conducted using Pearson correlation analysis. An indicator was considered valid when the correlation coefficient exceeded 0.30 and the significance value was below 0.05.

Table 4. Validity Test Results

Variable	Indicator	Correlation Value	Sig	Result
Platform Governance	PG1	0.724	0.000	Valid
	PG2	0.781	0.000	Valid
	PG3	0.756	0.000	Valid
	PG4	0.803	0.000	Valid

	PG5	0.748	0.000	Valid
Seller Support	SS1	0.769	0.000	Valid
	SS2	0.815	0.000	Valid
	SS3	0.792	0.000	Valid
	SS4	0.778	0.000	Valid
	SS5	0.826	0.000	Valid
Seller Performance	SP1	0.801	0.000	Valid
	SP2	0.837	0.000	Valid
	SP3	0.812	0.000	Valid
	SP4	0.785	0.000	Valid
	SP5	0.844	0.000	Valid

Table 4 presents the validity test results for all research indicators using Pearson Product Moment correlation analysis. The results indicate that all measurement items for platform governance, seller support, and seller performance achieved correlation values above the acceptable threshold and significance values of 0.000, which are below the 0.05 significance level. The platform governance variable showed correlation values ranging from 0.724 to 0.803 across five indicators (PG1–PG5), indicating that all items validly represent the construct. Similarly, the seller support variable demonstrated correlation values between 0.769 and 0.826 (SS1–SS5), confirming the validity of each indicator in measuring seller support. The seller performance variable also showed strong validity results, with correlation values ranging from 0.785 to 0.844 (SP1–SP5). Therefore, all indicators used in this study are considered valid and appropriate for further statistical analysis.

4.4 Reliability Test

Reliability testing was performed using Cronbach's Alpha analysis. A variable is considered reliable when the Cronbach's Alpha value exceeds 0.70.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Result
Platform Governance	0.884	>0.70	Reliable
Seller Support	0.901	>0.70	Reliable
Seller Performance	0.913	>0.70	Reliable

Table 5 presents the reliability test results for the research constructs using Cronbach's Alpha coefficient. The results indicate that all variables achieved reliability values above the recommended threshold of 0.70, demonstrating strong internal consistency among the measurement items. The platform governance variable obtained a Cronbach's Alpha value of 0.884, indicating that its indicators consistently measure the construct. Seller support recorded the highest reliability value of 0.901, while seller performance achieved a Cronbach's Alpha value of 0.913, confirming the consistency of its measurement items. Therefore, all constructs used in this study are considered reliable and suitable for further statistical analysis.

4.5 Classical Assumption Test

4.5.1 Normality Test

The normality test results indicate that the regression residuals meet the normality assumption. Based on the Kolmogorov–Smirnov test, the obtained value of Asymp. Sig. (2-tailed) was 0.200, which exceeds the significance threshold of 0.05. This result demonstrates that the residual data are normally distributed, indicating that the regression model used in this study satisfies the requirement of normality and can proceed to further statistical analysis.

Table 6. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Result
Platform Governance	0.612	1.634	No Multicollinearity
Seller Support	0.612	1.634	No Multicollinearity

Table 6 presents the multicollinearity test results for the independent variables in the regression model. The results show that both platform governance and seller support obtained tolerance values of 0.612 and Variance Inflation Factor (VIF) values of 1.634. The tolerance values are above the minimum threshold of 0.10, while the VIF values are below the maximum acceptable value of 10, indicating that no multicollinearity problem exists among the independent variables. Therefore, platform governance and seller support can be simultaneously included in the regression model because each variable provides independent explanatory information regarding seller performance.

4.5.3 Heteroscedasticity Test

Table 7. Heteroscedasticity Test Results

Variable	Sig. Value
Platform Governance	0.472
Seller Support	0.635

Table 7 presents the heteroscedasticity test results to determine whether the regression model experiences unequal variance of residuals across observations. The results show that the significance values for platform governance and seller support were 0.472 and 0.635, respectively. Both values are greater than the 0.05 significance level, indicating that neither independent variable has a significant effect on the absolute residual values. Therefore, the regression model does not exhibit heteroscedasticity problems and satisfies the assumption of constant residual variance, allowing further regression analysis to be conducted reliably.

4.6 Multiple Linear Regression Analysis

Multiple regression analysis was conducted to determine the influence of platform governance and seller support on seller performance.

Table 8. Regression Analysis Results

Independent Variable	Regression Coefficient (β)	t-value	Sig.
Constant	0.842	2.914	0.004
Platform Governance	0.382	5.476	0.000
Seller Support	0.447	6.391	0.000

Based on the multiple linear regression analysis, the regression equation obtained is Seller Performance = $0.842 + 0.382(\text{Platform Governance}) + 0.447(\text{Seller Support})$. The results indicate that platform governance has a positive regression coefficient of 0.382, meaning that every one-unit increase in platform governance is associated with an increase of 0.382 units in seller performance, assuming other variables remain constant. Similarly, seller support has a positive coefficient of 0.447, indicating that improvements in seller support contribute to a 0.447-unit increase in seller performance. The hypothesis testing results confirm that both proposed hypotheses are supported. Platform governance has a positive and significant effect on seller performance ($\beta = 0.382$; $t = 5.476$; $p < 0.001$), demonstrating that transparent policies, secure transaction mechanisms, fair regulations, and effective dispute resolution systems create a reliable marketplace environment that enhances seller outcomes. This finding supports institutional theory, which suggests that clear and consistent rules reduce uncertainty and encourage more effective organizational behavior. Furthermore, seller support also has a positive and significant effect on seller performance ($\beta = 0.447$; $t = 6.391$; $p < 0.001$), with a stronger influence compared to platform governance. This result indicates that training

programs, technical assistance, marketing tools, and communication support provided by marketplace operators strengthen sellers' capabilities and improve their ability to utilize platform resources effectively. The finding is consistent with the resource-based view (RBV), which emphasizes that valuable resources and capabilities contribute to competitive advantage and superior business performance. Therefore, both effective governance mechanisms and comprehensive seller support play essential roles in improving the performance of online marketplace sellers.

4.7 Coefficient of Determination

The model summary results indicate that the regression model has a correlation coefficient (R) of 0.721, demonstrating a strong relationship between platform governance, seller support, and seller performance. The coefficient of determination (R^2) value of 0.520 indicates that platform governance and seller support jointly explain 52.0% of the variation in seller performance. The adjusted R^2 value of 0.512 confirms that the explanatory power of the model remains stable after considering the number of independent variables included. Meanwhile, the remaining 48.0% of variation in seller performance is explained by other factors outside this research model, such as pricing strategies, product quality, digital marketing capabilities, customer loyalty, and competitive intensity. These findings suggest that platform-level mechanisms represent important determinants of seller performance within online marketplace ecosystems, although additional factors may also contribute to sellers' business success.

Discussion

The findings of this study provide empirical evidence that platform governance and seller support are significant determinants of seller performance in online marketplace ecosystems in West Java. These results indicate that marketplace success is not solely dependent on technological infrastructure or consumer participation but also on the ability of platform providers to effectively manage ecosystem relationships and empower sellers. In increasingly competitive digital commerce environments, sellers require both a reliable institutional framework and adequate resources to enhance operational capabilities, strengthen customer relationships, and achieve sustainable business growth. This finding supports the perspective that online marketplaces operate as digital ecosystems where platform providers and sellers maintain interdependent relationships, with platform-level mechanisms playing an essential role in shaping seller outcomes.

The first hypothesis demonstrates that platform governance has a positive and significant effect on seller performance ($\beta = 0.382$; $t = 5.476$; $p < 0.001$). This result indicates that governance mechanisms, including transparent policies, fair regulations, transaction security, and effective dispute resolution, contribute to improving seller outcomes. From the perspective of institutional theory, clear and consistent governance structures reduce uncertainty and establish behavioral expectations among ecosystem participants. In online marketplaces, sellers depend on platform rules and operational procedures that influence transaction processes, product visibility, and conflict management. When sellers perceive governance mechanisms as fair, predictable, and reliable, they are more likely to increase platform engagement, utilize available features, and develop stronger commitment toward the marketplace. This finding also reinforces the concept of digital platform ecosystem governance, where platform providers act as orchestrators responsible for maintaining balance between control and empowerment. Excessive restrictions may limit seller flexibility, while weak governance may encourage unfair competition and reduce trust; therefore, effective governance requires a balance that promotes both ecosystem stability and seller development.

The second hypothesis reveals that seller support has a positive and significant influence on seller performance ($\beta = 0.447$; $t = 6.391$; $p < 0.001$), representing the strongest effect among the examined variables. This finding highlights the important role of marketplace assistance mechanisms, including training programs, technical support, promotional facilities, analytical tools, and communication channels, in enhancing sellers' ability to compete in digital markets. The result

is consistent with the resource-based view (RBV), which explains that organizations achieve superior performance through valuable resources and capabilities. For many small and medium-sized sellers, limited digital knowledge and technological capabilities remain major barriers to marketplace success. Through effective support programs, marketplace providers can transfer knowledge, improve digital competencies, and help sellers optimize platform features, marketing strategies, and customer management practices. Furthermore, this finding supports the absorptive capacity perspective, where sellers' ability to acquire and apply external knowledge determines the extent to which marketplace resources contribute to performance improvement. Seller support therefore functions not only as a service feature but also as a strategic capability-building mechanism that enables sellers to adapt to dynamic digital commerce environments.

The coefficient of determination ($R^2 = 0.520$) indicates that platform governance and seller support explain 52.0% of the variation in seller performance, demonstrating that marketplace-level factors represent important drivers of seller success. However, the remaining 48.0% is influenced by other factors beyond this research model, such as product innovation, pricing strategies, digital marketing capability, customer loyalty, entrepreneurial orientation, and competitive intensity. These findings suggest that improving seller performance requires an integrated approach combining effective platform management with sellers' internal capabilities. From a managerial perspective, marketplace providers should strengthen governance transparency, maintain fair policies, improve transaction protection systems, and expand seller empowerment initiatives through training, analytics, and personalized assistance. Meanwhile, sellers should actively utilize available platform resources while continuously developing their own digital marketing, innovation, and customer relationship capabilities. Overall, this study contributes to digital platform ecosystem literature by demonstrating that seller success is shaped not only by marketplace infrastructure but also by governance quality and capability-building support mechanisms, particularly within emerging digital economies such as West Java.

5. CONCLUSION

The study has shown that both equitable teaching practices and teachers' pedagogical competence are essential factors influencing student engagement in inclusive education settings in Indonesia. The results demonstrate that teachers who implement inclusive teaching strategies and possess strong pedagogical competencies are more likely to engage students effectively, regardless of their diverse needs and abilities. Among the two factors, equitable teaching practices were found to have a more significant impact on student engagement, highlighting the importance of creating an inclusive and supportive classroom environment. These findings suggest that teacher training programs should focus on equipping educators with skills for differentiated instruction and classroom management tailored to diverse learning needs. Additionally, the study emphasizes the need for continuous professional development to enhance teachers' competencies in inclusive education. For policymakers, this research underscores the importance of fostering an inclusive education culture that supports both teacher competence and equitable teaching strategies to maximize student engagement and learning outcomes in inclusive classrooms. The insights from this study contribute to the growing body of knowledge on inclusive education and offer practical recommendations for improving teaching practices in diverse educational environments.

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