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THE ROLE OF LEADERSHIP AND ORGANIZATIONAL STRATEGY IN ENHANCING BUSINESS EFFICIENCY AND COMPETITIVE ADVANTAGE

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Abstract
The rapid expansion of e-commerce has intensified the need for organizations to develop capabilities that sustain competitive advantage in increasingly dynamic digital markets. This study investigated the influence of Business Analytics, Knowledge Retention, and Dynamic Capabilities on Competitive Advantage using secondary data collected from 327 e-commerce firms. A quantitative research design was adopted, and composite variables were analyzed through descriptive statistics, reliability assessment, Pearson correlation analysis, multiple linear regression, and HC3 robust regression to ensure reliable statistical inference. The measurement constructs demonstrated excellent internal consistency, with Cronbach's alpha values exceeding 0.90. Correlation analysis revealed significant positive relationships among all study variables. The multiple regression model explained 72.33% of the variance in Competitive Advantage, indicating substantial explanatory power. After correcting for heteroscedasticity using HC3 robust standard errors, Dynamic Capabilities emerged as the strongest positive predictor of Competitive Advantage, while Knowledge Retention also maintained a significant positive influence. In contrast, the independent contribution of Business Analytics became statistically non-significant, suggesting that analytical capabilities generate greater strategic value when complemented by effective knowledge management and adaptive organizational capabilities. The findings reinforce the Resource-Based View, Knowledge-Based View, and Dynamic Capabilities Theory by demonstrating that sustainable competitive advantage depends on the integration of analytical resources, organizational learning, and strategic adaptability. The study provides practical insights for managers seeking to strengthen long-term competitiveness through coordinated investments in analytics, knowledge retention, and organizational capability development.

Keywords: *Business Analytics, Knowledge Retention, Dynamic Capabilities, Competitive Advantage, E-commerce*

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1. Introduction

With the swift development of digital technologies, e-commerce has become one of the fastest-growing sectors of the digital economy. Digital platforms, data-driven decision-making processes, and innovative technologies are becoming the lifeblood of organizations to enhance their operational efficiency and market competitiveness. Digital transformation has become so common that companies can now reimagine their conventional business models using cutting-edge information systems, cloud computing, and analysis in their everyday activities to increase their organizational responsiveness and customer interaction. The competition on digital marketplaces is growing and more than just a technological adoption, companies need to have strategic skills in effective knowledge management and organizational adaptability (Sharma et al., 2023; Chukurna et al., 2024). This means that companies that are able to make good use of digital resources are more likely to attain sustainable growth and long-term competitiveness.

Business Analytics has become one of the strategic resources of the organizations for their performance. As the volume and quality of data within organizations and customers grows, firms have had the opportunity to use analytical tools to help make decisions based on facts, plan operations, and discover new opportunities in the market. By leveraging business analytics, organizations can make more efficient use of resources, improve forecasting accuracy, and make proactive decisions that address the changing nature of business. Recent research has shown that business intelligence (BI) has transformed into actionable business intelligence (Riipa et al., 2025), boosted strategic decision-making and optimized operational efficiency for organizations that embrace data analytics. In addition, the current business analytics architectures have been developed into extensive decision support systems that support business innovation, optimization, and sustainable competitive positioning in increasingly digital markets (Rahman et al., 2024).

Beyond technology, there is a need for knowledge retention in addition to being an organizational asset, it also plays a crucial role in maintaining the competitiveness of the organization. Organizations generate valuable knowledge through the knowledge and experience of their employees, organizational learning and the ‘learning from experience’ process; yet preserving this knowledge is a big challenge in rapidly changing business environments. Effective knowledge retention allows for the continuous access of critical knowledge within the organization, even if the people working in the organization change or the structure changes, which enables continuity, innovation and resilience within the organization. Organizations can learn and share knowledge through online tools, such as organizational learning and knowledge management systems, which help to enhance the institutional memory and help organizations adapt to changing market conditions (Antunes & Pinheiro, 2020). Furthermore, the effectiveness of knowledge retention strategies is greatly affected by organizational culture, management practices, and employee engagement, which underscores the significance of having structured knowledge management strategies for the sustainability of organizations (Azaki & Rivett, 2022).

Dynamic capabilities also contribute to the competitiveness of organizations by facilitating the integration, reconfiguration and deployment of the internal and external resources they possess to adapt to the business environment. Such features enable enterprises to capitalize on the new opportunity, adapt to new technological advancements and consistently innovate in the competitive market. Dynamic capabilities deserve attention as key drivers of sustained competitive advantage as they enable the organization to be flexible, renew itself strategically, and continuously improve its performance (Bari et al., 2022). Recent research indicates that the key role of sustainable dynamic capabilities is to improve organizational resilience, which, in turn, boosts innovation and the long-term generation of value and contributes to the competitive positioning in digital industries (Bari et al., 2024). In the e-commerce sector, which is experiencing ongoing advancements and shifts in consumer tastes, dynamic capabilities are a strategic cornerstone.

Although various studies have independently investigated business analytics, knowledge retention and dynamic capabilities, few studies have explored the intersection of these three aspects to investigate their joint impact on e-commerce organizations' competitive advantage. The reason for this is the lack of empirical evidence which helps us to gain knowledge about how these complementary organizational capabilities could be combined to achieve competitive performance in the online environment. Therefore, in the current research, the effects of business analytics, knowledge retention, and dynamic capabilities on the competitive advantage are explored through secondary organizational data of e-commerce firms. The findings of the study will contribute theoretically and practically to organizations that want to improve their competitive performance through a better integration of their resources.

Vol. 12 Issue 8 (August 2026)
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Research Objectives

- To evaluate the influence of business analytics on competitive advantage in e-commerce firms.
- To examine the effect of knowledge retention on organizational competitive advantage.
- To determine the contribution of dynamic capabilities in strengthening competitive advantage.

2. Methodology

2.1 Research Design

The study adopted quantitative research design coupled with cross-sectional method in evaluating the impact of business analytics, knowledge retention and dynamic capabilities on competitive advantage in e-commerce firms. Quantitative design was selected since it provides an objective way of assessing the relationships between variables associated with the firm through statistical calculations. Using the cross-sectional approach, the above constructs could be assessed through evaluation of data collected at one point in time.

2.2 Data Source

The study used secondary data publicly available and accessed, entitled “Data on the impact of business analytics, knowledge retention, and dynamic capabilities on competitive advantage in electronic commerce”. This data was composed from 327 e-business companies in Indonesia and included demographic data, as well as validated Likert scale questionnaires for business analytics, knowledge retention, dynamic capabilities and competitive advantage. The reasons for selecting the data set were: (1) the data set contained many observations necessary for statistical analysis and (2) the variables in the data set were near the objectives of the current study.

2.3 Variable Measurement

The independent variables were business analytics, knowledge retention and dynamic capabilities, and the dependent variable was competitive advantage. All constructs were assessed by several items of questionnaires, which were developed and validated in previous studies and examined by a Likert scale. Demographic factors such as respondents' education, work experience and organizational profile were included as control variables as appropriate to reduce potential confounding effects and enhance the robustness of the analytical model.

2.4 Data Analysis

To process and statistically evaluate the data, Python was used. Data screening was carried out in the first place to detect the missing data, duplicate data, and coding inconsistencies in data. Descriptive statistical analysis was done after screening the data to detect the missing data, duplicate data, and coding inconsistencies in data. The reliability of the data was checked by Cronbach's alpha and Pearson correlation was used to find the association between variables. Multiple linear regression analysis was then conducted to check the individual and combined effects of business analytics, knowledge retention and dynamic capabilities on competitive advantage at $p < 0.05$ level of significance.

2.5 Model Validation and Ethical Considerations

Several tests were performed to determine the reliability of the regression model, such as the Variance Inflation Factor (VIF) test for multicollinearity, the residual test for normality and the test for homoscedasticity by an examination of the residuals. The coefficient of determination (R^2), adjusted R^2 and F-statistic were also used to assess model performance. No primary data were gathered as this was only anonymous, anonymised secondary data gathered from the Mendeley Data repository; therefore, no direct interaction with participants was required and no further ethical approval was deemed necessary. Analysis was done in compliance with the accepted norms of research integrity and responsible use of data.

3. Results

3.1 Descriptive Statistics and Reliability Analysis

The final analysis contained 327 ecommerce businesses. The Business Analytics, Knowledge Retention, Dynamic Capabilities and Competitive Advantage scores were obtained by averaging the individual items of the measurement. As presented in Table 1, the mean scores for all constructs were high, meaning that mean

Vol. 12 Issue 8 (August 2026)
ISSN: 2208-2190 Pages- 43-52
DOI: https://doi.org/10.69980/djq7tm23

scores of the participating firms were relatively high in terms of their organizational capabilities. Dynamic Capabilities recorded the highest mean (9.34 ± 0.71), followed by Knowledge Retention (9.28 ± 0.79), Competitive Advantage (9.28 ± 0.91), and Business Analytics (9.26 ± 0.81).

Cronbach alpha was then used to test internal consistency reliability. Table 2 shows that alpha coefficient for all constructs were above the recommended value of 0.70, ranging from 0.928 to 0.967, indicating excellent reliability and thus the composite variables were used in subsequent inferential analyses.

Table 1. Descriptive Statistics of the Study Variables

Variable	Mean	Standard Deviation
Business Analytics	9.260	0.810
Knowledge Retention	9.283	0.791
Dynamic Capabilities	9.343	0.711
Competitive Advantage	9.276	0.910

Table 2. Reliability Analysis of Study Constructs

Construct	Number of Items	Cronbach's α	Reliability
Business Analytics	15	0.950	Excellent
Knowledge Retention	14	0.928	Excellent
Dynamic Capabilities	17	0.967	Excellent
Competitive Advantage	11	0.954	Excellent

3.2 Normality, Correlation and Multicollinearity Assessment

Shapiro–Wilk test was used to assess the distribution of the study variables. As shown in Table 3, all variables are significantly different from normal distribution ($p < 0.001$). However, with a sample of only 327, the following parametric analyses were appropriate.

The Pearson correlation analysis results showed that all the study constructs had a positive correlation that was statistically significant (Table 4). Dynamic Capabilities had the highest positive correlation with Competitive Advantage ($r = 0.832$), followed by Knowledge Retention ($r = 0.799$) and Business Analytics ($r = 0.765$), suggesting that higher organizational capability scores correlated with higher competitive advantage scores.

The corrected Variance Inflation Factor (VIF) statistics were used to assess multicollinearity. All the VIF values were less than 10, the threshold value generally accepted for the occurrence of multicollinearity, and which would have impaired the estimates of the regression results (Table 5).

Table 3. Shapiro–Wilk Normality Test

Variable	p-value	Interpretation
Business Analytics	<0.001	Non-normal
Knowledge Retention	<0.001	Non-normal

Vol. 12 Issue 8 (August, 2026)
ISSN: 2208-2190 Pages- 43-52
DOI: https://doi.org/10.69980/djq7tm23

Dynamic Capabilities	<0.001	Non-normal
Competitive Advantage	<0.001	Non-normal

Table 4. Pearson Correlation Matrix

Variable	BA	KR	DC	CA
Business Analytics (BA)	1.000	0.822***	0.816***	0.765***
Knowledge Retention (KR)	0.822***	1.000	0.876***	0.799***
Dynamic Capabilities (DC)	0.816***	0.876***	1.000	0.832***
Competitive Advantage (CA)	0.765***	0.799***	0.832***	1.000

***p < 0.001

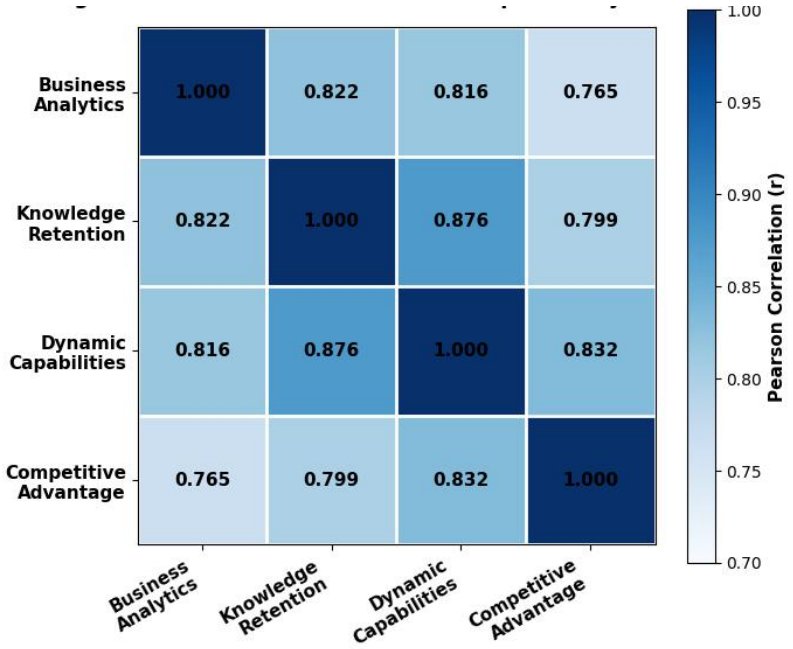


Figure 1. Pearson Correlation Heatmap

The heatmap illustrates strong positive correlations among all study variables. Dynamic Capabilities demonstrated the strongest association with Competitive Advantage (r = 0.832), followed by Knowledge Retention (r = 0.799) and Business Analytics (r = 0.765), highlighting their close interrelationships within e-commerce organizations.

Table 5. Multicollinearity Assessment

Predictor	VIF	Tolerance	Interpretation
Business Analytics	3.510	0.285	Acceptable
Knowledge Retention	5.031	0.199	Moderate but acceptable

Vol. 12 Issue 8 (August 2026)
ISSN: 2208-2190 Pages- 43-52
DOI: https://doi.org/10.69980/djq7tm23

Dynamic Capabilities	4.885	0.205	Acceptable

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis has been carried out to assess the effect of Business Analytics, Knowledge Retention and Dynamic Capabilities on Competitive Advantage. The model had a high level of explanatory power, $R^2 = 0.723$ (Adjusted $R^2 = 0.721$) for Competitive Advantage. The overall regression model was very significant ($F = 281.385$, $p < 0.001$) as reflected in Table 6.

With the conventional OLS estimation, the regression coefficients of the three organizational capabilities were positive, with Dynamic Capabilities having the highest and Competitive Advantage having the lowest.The three organizational capabilities were all positively associated with Competitive Advantage, with Dynamic Capabilities exhibiting the highest regression coefficient ($B = 0.624$, $p < 0.001$) and Competitive Advantage having the lowest regression coefficient ($B = 0.211$, $p = 0.001$).

Table 6. Multiple Linear Regression Results

Predictor	B	Std. Error	t	p-value	95% CI
Constant	-0.842	0.353	-2.387	0.018	(-1.537, -0.148)
Business Analytics	0.211	0.062	3.417	0.001	(0.089, 0.332)
Knowledge Retention	0.252	0.076	3.339	0.001	(0.104, 0.401)
Dynamic Capabilities	0.624	0.083	7.524	<0.001	(0.461, 0.787)

3.4 Robust Regression and Model Diagnostics

Since the Breusch–Pagan test suggested heteroscedasticity and this is an issue that is important to address, the heteroscedasticity-consistent HC3 robust standard errors were estimated. The regression model was still statistically significant as shown in Table 7 (Robust $F = 107.0$, $p < 0.001$). Dynamic Capabilities was the most significant factor predicting Competitive Advantage ($B = 0.624$, $p = 0.001$), and Knowledge Retention was also statistically significant and positive ($B = 0.252$, $p = 0.048$). Business Analytics, however, was not statistically significant with the robust standard errors ($p = 0.208$).

Table 8 provides a summary of model diagnostic statistics. The Shapiro–Wilk and Breusch–Pagan tests confirmed that there were no significant indications of residual non-normality and heteroscedasticity, respectively, while the Durbin–Watson statistic (1.944) did suggest that there was not significant evidence of substantial autocorrelation.

Table 7. HC3 Robust Multiple Linear Regression

Predictor	B	Robust SE	t	p-value	95% CI
Constant	-0.842	0.706	-1.194	0.234	(-2.231, 0.546)
Business Analytics	0.211	0.167	1.261	0.208	(-0.118, 0.539)
Knowledge Retention	0.252	0.127	1.984	0.048	(0.002, 0.503)
Dynamic Capabilities	0.624	0.183	3.411	0.001	(0.264, 0.983)

Model Statistics: $R^2 = 0.723$; Adjusted $R^2 = 0.721$; Robust $F = 107.0$; $p < 0.001$.

Vol. 12 Issue 8 (August, 2026)
ISSN: 2208-2190 Pages- 43-52
DOI: https://doi.org/10.69980/djq7tm23

Table 8. Regression Diagnostic Tests

Diagnostic Test	Statistic	p-value	Interpretation
Shapiro–Wilk	0.789	<0.001	Residuals not normally distributed
Breusch–Pagan (LM)	24.607	<0.001	Heteroscedasticity present
Durbin–Watson	1.944	—	No significant autocorrelation

4. Discussion

In the present study, the relationship between Business Analytics, Knowledge Retention, Dynamic Capabilities and Competitive Advantage in e-commerce companies was analyzed with the method of multiple linear regression with HC3 robust estimation. The results showed that the overall regression model was significant with an R^2 value of 72.33%, which meant that organizational capabilities as a whole have significant contribution in strengthening firm competitiveness. Given the explanatory power of the model, the study indicates that in today's e-commerce context, the competitive advantage is determined more by a combination of analytical resources, organizational knowledge and adaptive strategic capabilities, rather than by a single organizational practice. The results are consistent with the Resource Based View (RBV) theory which posits that there is a group of organizational resources that can create sustainable competitive advantage of the organization, namely valuable resources, rare resources, inimitable resources, and organized resources.The results are consistent with the general theory of Resource Based View (RBV) which states that there is a group of organizational resources that can create sustainable competitive advantage of the organization namely the valuable resources, rare resources, inimitable resources, and organized resources. Similarly, the findings are in line with the dynamic capability approach, which states that firms outperform their rivals by using dynamic resources to continuously sense opportunities, catch up with business and reconfiguration opportunities, and adapt their organisational resources to the changing business environment (Teece, 2018).

The three predictors were found to be the strongest factors for Competitive Advantage in both the standard and strong regression analyses, with Dynamic Capabilities being the most consistent in both analyses. This implies that if firms are able to continually adjust the way they do business, incorporate new technologies, and react strategically to changes in the environment, this has a greater tangible impact on being successful in competition than fixed organizational resources. Dynamic capabilities allow organizations to convert such amassed knowledge and analysis into strategic moves that support their long-term market performance. The finding is quite similar to previous theoretical and empirical research that conceptualizes dynamic capabilities as second-order organizational skills used to orchestrate resources and renew the organization's strategy (Salvato & Vassolo, 2018; Bleady et al., 2018). In a similar way, Teece (2018) noted that dynamic capabilities are becoming more significant in industries where technological change and competition necessitate ongoing changes to strategic capabilities, such as the digital industry.

After controlling for heteroscedasticity, Knowledge Retention was also statistically significant in positively affecting Competitive Advantage. This discovery underscores the significance of maintaining organisation knowledge, institutional learning and employee expertise for ensuring business performance. In digital business environments that are fast-changing and employee mobile, knowledge capture, storage and reuse are important to better equip organizations for decision-making, innovation and organizational resilience. The present results thus strengthen the Knowledge Based View of the firm that views organizational knowledge as one of the most valuable strategic assets for sustainable competitive advantage (Durst & Khadir, 2025). Additionally, they share the views of Manesh et al. (2020) who stated that knowledge management practices are essential skills for organizations in Industry 4.0 where continuous learning and digital transformation are a growing part of an organization's success.

While Business Analytics had statistically significant positive effects with the conventional regression model, it was no longer significant after correcting for HC3 robust standard errors. This does not mean that business analytics has no organizational value; it means that a significant portion of the business analytics value is in fact common to complementary organizational capabilities, such as the knowledge retention and dynamic

Vol. 12 Issue 8 (August 2026)
ISSN: 2208-2190 Pages- 43-52
DOI: https://doi.org/10.69980/djq7tm23

capabilities. While business analytics delivers value to organizations in the form of data-informed insights for managerial decision-making, turning these insights into competitive value relies heavily on how well the organization can interpret the insights, retain them, and strategically use them. This interpretation aligns with the resource-based interpretation offered by Chatterjee et al. (2024), who suggested that the value of business analytics for the organization depends on other organizational resources and managerial skills. Similarly, Mikalef et al. (2020) argued that analytics technologies can create a sustainable competitive advantage only when companies have complementary organizational capabilities to translate analytical outputs into actions that can have a significant impact on the business. In recent years, this has been echoed in other reviews which noted that business analytics is an enabler capability whose organizational effect is contingent upon how managers interpret and use it, as well as how they learn from it and incorporate it into strategy (Ibeh et al., 2024).

The findings of strong positive correlations among the three independent variables also suggest that business analytics, knowledge retention, and dynamic capabilities are interrelated organizational capabilities and not separate constructs. The creation of business analytics provides valuable organizational intelligence, business knowledge management retains and shares that intelligence across the organization, and dynamic capabilities help firms leverage accumulated knowledge to make adaptive strategic decisions. This interdependence is the reason why the remaining variables in the comprehensive regression model were found to have a significant effect on the dependent variable so that the independent contribution of business analytics became smaller after they were controlled. The same kinds of relationships have been documented in research on organizational decision-making today: analytical systems, managerial judgment, and organisational learning all influence strategic performance (Shrestha et al., 2019; Hodgkinson & Sadler-Smith, 2018). In addition, there is a growing need in digital transformation programmes for companies to make use of analytical technologies and integrate them into the practice of learning within the organisation, as well as to adapt their strategies in a way that maximises the value of the business (Hanelt et al., 2021).

Managers in highly competitive e-commerce markets can use the study as a practical guide in their decision making. Investing in advanced analytical technologies alone is not enough to secure a sustainable competitive advantage without strengthening mechanisms within the organization for learning, knowledge retention and capability development. Managers should thus consider adopting a holistic approach to capability building that fosters integrated strategies for systematic knowledge management and organisational adaptation, as well as for data-driven decision support. These kinds of integrated solutions will enhance strategic responsiveness, innovation capability and long-term organisation competitiveness in the quickly evolving digital business landscape.

However, there are several caveats to consider. The study was secondary and cross-sectional; therefore, it did not allow for the analysis of changes over time in organizational capabilities and causal inferences. In addition, the analysis was limited to companies that appeared in the same dataset, so it might not reflect industry- or region-specific variations in the e-commerce environment. Future research can utilize the combined advantages of a longitudinal database, cross-country analysis or a structural equation model to explore potential mediating and moderating mechanisms between business analytics, knowledge management, dynamic capabilities and competitive advantage. Such studies could help to understand better how organizational capacities, working together, create sustainable business value.

5. Conclusion

The present study analyzed the effect of Business Analytics, Knowledge Retention and Dynamic Capabilities on Competitive Advantage in e-commerce companies through secondary data and extensive statistical analysis. The results showed that the proposed model had high explanatory power and confirmed that the organizational capabilities have a significant effect in improving competitive performance. All three constructs showed strong positive relationships with competitive advantage; HC3 robust regression analysis showed that Dynamic Capabilities was the most significant predictor, followed by Knowledge Retention, and the independent contribution of Business Analytics was no longer statistically significant, after correcting for heteroscedasticity. The results have shown that without the effective retention of organizational knowledge and continuous adaptation of the strategic and operational capabilities, the data-driven analytical systems can no longer provide organs with sustainable competitive advantages. Results support the complementary viewpoints of the Resource-Based View, the Knowledge-Based View and the Dynamic Capabilities Theory in that to achieve sustainability, organizations must have valuable analytical resources that are linked to the

Vol. 12 Issue 8 (August 2026)

ISSN: 2208-2190 Pages- 43-52

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development of organizational learning and adaptive capability. In terms of management, companies should focus on investments that not only enhance their analytics capabilities and knowledge management systems but also boost their ability to adapt to the changing landscape of digital marketplaces. Future research should include longitudinal and cross-industry studies to further explore the causal linkages, and other organizational factors that could further contribute to achieving competitive advantage in increasingly technology-rich business environments.

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Vol. 12 Issue 8 (August 2026)

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