

Impact of E-Commerce Implementation on Business Performance of SMEs: Assessing the Mediating Role of Organizational Sustainability and Competitive Advantage

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ABSTRACT

Small and Medium Enterprises (SMEs) play a vital role in the economic development of many countries, contributing significantly to employment, innovation, and GDP growth. However, a large percentage of SMEs fail within a few years of their incorporation, highlighting the need to understand the factors that drive their success and sustainability. One key factor that has gained increasing attention in the literature is the implementation of e-commerce (ECI) by SMEs. While there is a growing literature on the impact of e-commerce implementation (ECI) on the business performance of SMEs (BPSMEs), there is a scarcity of empirical research on mediating role of organizational sustainability (OS) and competitive advantage (CA) between ECI and BPSMEs. To address this gap, the present study aims to examine the impact of e-commerce implementation (ECI) on the business performance of SMEs (BPSMEs), and the mediating role of organizational sustainability (OS) and competitive advantage (CA) in this relationship. The study employs a sample size of 453 units and utilizes normality test to check frequency distribution is normally distributed. Exploratory factor analysis (EFA) was conducted to identify the key factors influencing ECI in SMEs, and Cronbach's alpha was used to assess the reliability of the measures. Multiple linear regression analysis was used to assess the impact of ECI on BPSME, with OS and CA as mediating variables. The results indicate that E-Commerce Implementation (ECI) has a significant direct impact (coefficient = 0.817) on Business Performance of SMEs (BPSMEs), with Organisational Sustainability (OS), and Competitive Advantage (CA) serving as crucial mediators. Specifically, Organisational Sustainability (OS) acts as a mediator, with Competitive Advantage (CA), emphasizing their substantial indirect impacts on Business Performance of SMEs (BPSMEs). The findings suggest that SMEs can significantly improve their growth by incorporating e-commerce as a core part of their marketing initiatives. By elucidating the mechanisms through which E-Commerce Implementation (ECI) influences Business Performance of SMEs (BPSMEs), this study offers practical insights for organizational leaders seeking to capitalize on the strategic advantages of e-commerce to drive long-term, sustainable growth and performance improvements within their firms. This research contributes to a more comprehensive understanding of the downstream

impact of E-Commerce Implementation on overall Business Performance within the SME context and validating the mediation model - offering important implications for managers to consider as they navigate the complexities of digital transformation.

Keywords: *E-Commerce Implementation, Organisational Sustainability, Competitive Advantage, Business Performance of SMEs*

1. INTRODUCTION

E-commerce is a business concept that facilitates online sales and purchases by both individuals and organizations. In the current corporate environment, having an online presence has become crucial, and companies are increasingly incorporating Internet usage into their daily operations. Businesses may now offer a wide range of consumers the opportunity to purchase their products in addition to marketing them online thanks to the growth of e-commerce. There exist three primary forms of e-commerce that are commonly utilized in modern settings: business-company, customer-to-business, and consumer-to-business. E-commerce's emergence and growth have given companies a lot of opportunities as well as a variety of effects (Gregory et al 2019). The objective of this research is to determine and evaluate how e-commerce affects an organization's performance. The goal is to demonstrate the importance of e-commerce even further on the performance of businesses and the ramifications of Organizational Sustainability and Competitive Advantage as Mediating variables.

2. ORGANIZATIONAL PERFORMANCE

Businesses are the primary focus of organizational effectiveness, which is among the key areas of examination. Any firm, no matter what sector it works in, aims to do better to stay in business and grow over time. Enterprises employ various approaches and methods to enhance their performance, and if certain tactics prove advantageous for one company, they might not have the same impact on another Shaytura et al (2017) Iliev (2014) Product market performance, customer happiness, and goods or services quality are the three main elements outcomes of the business that are the center of organizational performance. Efficacy and effectiveness are assessed based on how well and to what extent an organization has fulfilled its objectives to gauge its execution. Even though some companies can get strategic resources, inefficiency, and ineffectiveness have negative effects on the findings and outcomes. Stated that It is essential to guarantee that each activity and duty undertaken by the organization is completed in the most suitable way possible (Aktymbayeva et al., 2018).

3. E-COMMERCE AND BUSINESS PERFORMANCE

In the modern globally, electronic commerce has emerged as a crucial industry invention. Businesses with operations in a range of industries worldwide tend to use online shopping to maximize chances and enhance overall effectiveness. Different approaches could be taken to consider the connection between business performance and e-commerce. To guarantee that each obtains the proper instruction and maintains improvement, Training, and development must be given top priority within the organizational culture. Even while this could initially demand some resources from the company, the long-term outcomes would be much better. E-commerce has additionally increased the effectiveness of operations and production management. Businesses may now more easily take orders from customers get them produced, and effectively provide them when they are present online. Enterprises utilizing E-commerce Frameworks provide the benefit of delivering products to clients quickly. Because of the departments' integration—which includes marketing, finance, and many more—processing times have decreased.

Companies now have the opportunity to relocate and grow into other locations towards internationalization through online shopping. Companies can now communicate with customers anywhere in the world by leveraging online platforms. Companies have realized that to grow and prosper There must be a market for their products and services across a range of nations and social classes. Owing to growing complexity and intense competition, firms are currently more inclined towards internationalization as well as global operations Sharma et al (2019). When a good or service isn't in high enough demand in a community, firms

may expand into other markets the location of more of a marketplace for their goods. Using e-commerce makes this market development simpler and more useful because the company's presence is not based there somewhere. E-commerce companies want to ascertain the worldwide consumer demand for their products and services before creating methods to satisfy that requirement. Effective For this, supply chain management is crucial but Numerous companies have succeeded in putting the methods into action and guaranteeing excellent performance.

E-commerce-related legal and regulatory Concerns need to be considered as well because they often have a detrimental impact on companies operating in the sector. Government regulations and legislation related to e-commerce have been adopted recently, which has hindered firms' productivity and efficiency. Operating online raises several legal and ethical concerns, which limits and hinders the firm's overall performance. Laws about consumer copyrights, privacy, openness, operations, marketing, and a variety of other topics have been developed by authorities and other relevant judicial authorities, and they have an impact on and limitation on how online businesses function. Based on the characteristics of their industry, businesses must make sure they are knowledgeable about all relevant laws and policies. After this is completed, Every action and activity needs to be planned accordingly to prevent any difficulties or problems down the road. Sabou et al (2017).

E-commerce is widely recognized as a catalyst for enhancing business performance and gaining a competitive edge. Empirical evidence from various studies supports this notion. For instance, Kraemer et al. (2005) completed a multinational study that discovered that the use of e-commerce positively influences company output across multiple dimensions, including effectiveness, synchronization, and trade aspects such as positions in the market and sales. Similarly, Ramanathan et al. (2012) demonstrated that online shopping implementation, both in operational as well as advertising contexts, has a beneficial impact on the execution of business metrics such as the customer base and sales growth expansion, client contentment, procedure enhancement, and competitive advantage.

4. COMPETITIVE ADVANTAGE

The system provided by Internet technology can increase the competitive advantage of the business. In the modern economy, technological improvements and flexibility in response to rapid shifts in industrial competitiveness are necessary to take advantage of Afuah and Tucci (2003). Additionally, Chi and Sun assert that data technology investments might help businesses obtain a competitive edge Chi and Sun (2015). Businesses that employ e-business, Troshani and Rao claim to have a big impact on how businesses operate. The Resource-Based View can be used to identify elements that contribute to e-business's ability to generate competitive advantages Troshani and Rao (2007).

Phillips asserts that the primary E-business has the effect of reducing interaction costs, including those associated with searching, monitoring, and communicating with management to perform operational tasks Phillips (2003). Bauer, Hammerschmidt, and Falk developed three criteria—the quality of online systems and customer support, and product service quality—to evaluate the caliber of e-business services Bauer et al (2005).

Schumpeter coined the term innovation at the beginning of the 20th century, and then Bessant (2014) asserted that there are two components to a creative process: inventive portions that deal with developing unique ideas, concepts, or thoughts, and innovative parts that deal with applying an invention Tidd and Bessant (2014). The theory when talking about innovation, the innovation diffusion basis is applied. Rogers claims that How is explained by the notion of innovation diffusion fresh concepts and innovations spread predictably throughout society (2003) Innovation is considered to have "exploded" or "experienced mass use" when it is widely accepted by society as a whole.

Although intricate shifts in a company's focus are indicative How is explained by the notion of innovation diffusion companies cannot endure an extended period without making these breakthroughs, as Eventually, customers will switch to more modern products and services. The invention assessment process carried out by Tidd and Bessant (2014) comprises the following five dimensions: learning, relationships, process, strategy, and organizational innovation Tidd and Bessant (2014)the practice of using components of collaboration to establish a setting that encourages creation is called organizational innovation.

The ability of a business to establish a strong superiority over its competitors as a result of a crucial competitive advantage of a corporation is reflected in its decisions (Hazen & Byrd, 2012). An enterprise has a rival edge when its activities in the market or industry produce wealth and offer clients higher values, either by giving special benefits that balance a greater cost than rivals for equivalent benefits or by selling at a lower price than competitors (Wagner, 2006; Marinagi, Trivellas, & Sakas, 2014). The adoption of IT has emerged as one area where SMEs can acquire a competitive advantage, given the increasing degree of rivalry in most industries.

It is one of the most important tools that SMEs may use to obtain a competitive edge. As a result, IT can help the firm's strategy to outperform competitors and maintain its competitiveness in both home and foreign markets. Numerous ongoing studies (Marinagi et al., 2014; Hazen & Byrd, 2012; Pavic, Koh, et al (2007)) have determined the connection between competitive advantage and the adoption of IT. These studies claim that information technology (IT) is a tool for gaining a competitive advantage as well as for maintaining and advancing such advantages. Research by Hazen and Byrd (2012) discovered that the implementation of IT created a benefit over competitors by raising degrees of efficacy and efficiency. Similarly, a study carried out by Hamad et al. (2018) established that the use of B2B e-commerce gave Egyptian SMEs a competitive edge by improving operational effectiveness, cutting expenses, introducing new and improved items and services, as well as expanding market share and sales. According to some academics, there are numerous ways for SMEs to gain a competitive edge when they implement IT (Hamad et al., 2018; Hazen & Byrd, 2012); But a lot of earlier research on e-commerce hasn't done a good enough job of differentiating between the kinds of competitive advantages that come from varying degrees of B2B e-commerce adoption.

E-commerce impacts the edge over competitors of the business. The ability of businesses to outperform their rivals through crucial management decisions and win the competition is known as their competitive edge. Information technology, especially e-commerce, improved Greece's manufacturing SMEs' competitive advantage (Marinagi et al (2014)). Similarly, an analysis of the Jordanian cuisine business revealed that electronic transactions in e-commerce, interactive marketing, and supply chain management of items all contribute to a competitive benefit (et al (2013)).

In light of the summary provided above, it can be said their competitive edge is impacted by e-commerce. E-commerce can improve SMEs' performance. SMEs can get additional value from e-commerce deployment in the form of new services, markets, business models, business expansion, and the ability to compete in international markets (Mesut et al (2014)). SMEs attempt to capitalize on e-commerce's advantages as a strategic management tool for their quick expansion (Grandon et al (2004)). Aspects of online shopping marketing and operations in Taiwan have a big influence on how well SMEs perform in B2B and B2C settings. E-commerce also benefits the performance of the Italian fashion sector (Macchion et al (2017)).

As may be seen from the preceding explanation online shopping might impact the performance of SMEs. Thus, the following is the study's hypothesis:

Databases in e-commerce with product marketing data boost an organization's competitive edge (SMEs) (Guarda et al (2012)). The way SMEs view customer data is changing due to the growing usage of online transactions. To expand online market share, active data integration is crucial. One technique to see the degree of client happiness is the database. Enhancing market share and elevating consumer contentment will elevate SMEs' performance (Guarda et al (2012)). There has never been any prior study that looked at how competitive advantage influences e-commerce relationships and performance.

5. ORGANIZATIONAL SUSTAINABILITY

Sustainability is an important topic in the previous research (Nilashi, & Ghobakhloo, 2022; E Yadegaridehkordi & Nilashi, 2022). E-commerce presents an avenue for MSMEs to participate in commerce competitively, thereby fostering social and economic sustainability (Cao et al., 2020). Research contrasting the environmental effects of conventional in-store purchasing with online shopping has shown that traditional brick-and-mortar retailing can lead to significant reductions in CO2 emissions, ranging from 70% to even 84% in some cases (Carling et al., 2015). Various sustainability aspects in e-commerce have garnered scholarly attention, including investigations into packaging waste, sustainability of international e-commerce and cyber-security, and the holistic examination of environmental, social, and economic dimensions

(D'Adamo et al., 2021; Escursell et al., 2021). Additionally, the literature has explored multiple facets contributing to the comprehension of customer behavior and sustainability in electronic commerce, including last-mile delivery, transportation, and dual-channel operations, carbon emissions, energy consumption, and innovative packaging solutions, among others (Siragusa et al., 2022; Priyan et al., 2022).

H1a: The implementation of e-commerce has a significant effect on organizational sustainability.

H2a: Competitive Advantage is Significantly Affected by E-Commerce Implementation

H2b: The effect of competitive advantage on SMEs' business performance is significant.

H3: The implementation of e-commerce has a substantial impact on the performance of SMEs' operations.

6. RESEARCH OBJECTIVES

- To determine how SMEs' business success is affected by e-commerce implementation
- To assess how competitive advantage and organizational sustainability function as mediating factors that influence SMEs' business performance

7. CONCEPTUAL MODEL

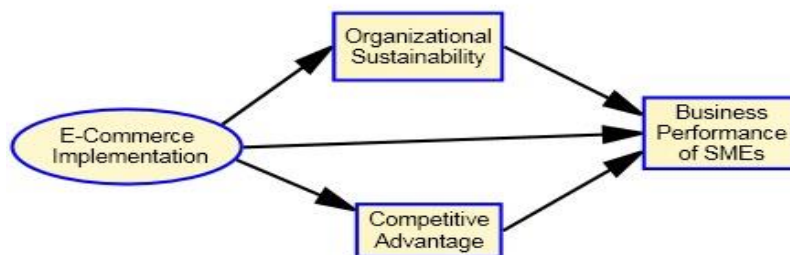


Figure 1: Proposed Model showing the relationship between competitive advantage and organizational sustainability function as mediating factors between SMEs' business performance and e-commerce implementation

8. RESEARCH METHODOLOGY

a. Research Design: Using a quantitative research methodology, the study examined the connection between SMEs' commercial success, competitive advantage, organizational sustainability, and e-commerce deployment.

b. Population and Sample: The target population for the study consisted of Indian SME managers and owners who have been in small and medium-sized business ownership for more than five years and who hold a significant market share. Each SME employed about a thousand people.

c. Data Collection: To collect data, the owners and managers of SMEs in each of the chosen business units were contacted and requested to take part in surveying their companies. Following the firms' sensitive information and the respondents was confirmed, the respondents were apprised of the study's aim and extent. We understand that the managers distributed the self-administered questionnaire to the executive-level staff in an impartial manner after sending them the link via email. The bosses got an email promising the maximum response rate reminder one week later. Based on the findings After conducting email interviews and reviewing the literature, a tool was created to examine the elements influencing SMEs' e-commerce adoption. Data was gathered using an organized survey. There were two sections to the questionnaire. The respondents' demographic information (gender, age, education, and year of experience) was presented in the first section, and income) was gathered. In the second stage, the criteria that were selected were examined. The items were scored using a five-1 denotes a strong disagreement, 2 disagreements, and 3 mild agreement, On a Likert scale, 4 is agreement and 5 is extreme agreement. To create the measuring questions, a thorough assessment of the literature was done. Small fitting modifications have been made to these pieces.

d. Data Analysis: A total of five hundred workers were invited to participate in the survey. However, 480 employees took an active interest in responding to the survey. A total of 453 responses were chosen after they were confirmed to be complete, functional, and free of any missing information. The data gathered from the surveys has been examined using the statistical application SPSS 20. According to the goals of the study, several data analysis techniques, including Karl Simple Regression Analysis and Pearson Correlation Analysis were employed in the data analysis process. The proposed

model utilizes one or more dependency relationships to attempt to create connections between the various structural model pieces.

9. RESULTS AND ANALYSIS

9.1 Demographic Profile

The respondent's demographic characteristics were evaluated using descriptive demographic data that were presented as frequency, proportion, and percentage (Table 1). Ninety-six percent of the replies are thought to be of a respectable caliber. following careful evaluation. Of the 453 responders in all, there were noticeably more females (261, 57.6%) than males (192, 42.4%); most (168, 37.1%) were in the age range of 31 to 40; 342 (75.5%) had a postgraduate degree; and 235 (51.9%) had been employed for more than 11 to 20 years, earning between 30,001 and 40,000 rupees (165, 36.4%).

Table1.Descriptive Statistics of Demographic Profile

		Frequency	Valid %
Gender profile	Male	192	42.4
	Female	261	57.6
Age profile	21-30 years	165	36.4
	31-40 years	168	37.1
	41-50 years	120	26.5
Highest education level	UG level Education	10	2.2
	PG level Education	342	75.5
	Prof. Education	33	7.3
	Doctorate	68	15
Working Experience (in years)	Less than 10	133	29.4
	11 to 20	235	51.9
	21 to 30	78	17.2
	31 to 40	7	1.5
Income	10,000- 20,000	102	22.5
	20,001- 30,000	155	34.2
	30,001- 40,000	165	36.4
	More than 40,000	31	6.8

9.2. Exploratory Factor and Reliability Analysis

The significance of Using the EFA, the conforming components were evaluated. In this experiment, a factor loading of 0.50 serves as the threshold. According to the findings, factor analysis is an appropriate method for obtaining this information. Any element with factor loadings more than 0.5 was taken into account in the ultimate examination. Scales are commonly used. to be internally consistent if it satisfies Cronbach's Alpha threshold of 0.70. A Cronbach's alpha level of 0.7 was used in this study.

Table2.Results of Exploratory Factor Analysis

Variable	Cronbach alpha	Statement	Factor loadings	KMO Measure of Sample Adequacy (>0.5)	Bartlett's Test of Sphericity		Items confirmed	Items dropped	Cum % of loading
					Chi Square	Sig. (<.10)			
E-Commerce Implementation (ECI)	0.885	ECI-1	0.865	0.784	1053.714	0.000	4	0	74.518
		ECI-2	0.875						
		ECI-3	0.862						
		ECI-4	0.851						
Organisational	0.855	OS-1	0.862						

Sustainability (OS)		OS-2	0.888	0.807	831.433	0.000	4	0	69.952
		OS-3	0.841						
		OS-4	0.748						
Competitive Advantage (CA)	0.854	CA-1	0.854	0.762	857.337	0.000	4	0	69.985
		CA-2	0.842						
		CA-3	0.834						
		CA-4	0.817						
Business Performance of SMEs (BPS)	0.875	BPS-1	0.858	0.870	1087.878	0.000	5	0	66.910
		BPS-2	0.850						
		BPS-3	0.831						
		BPS-4	0.785						
		BPS-5	0.763						

9.3 Correlation Analysis

There is a significant correlation between each variable that was considered and every other variable (Table 4). It was found that the strongest association (0.817) between SMEs' business performance and the implementation of e-commerce (ECI) (BPS), whereas The least strong (0.569) was found between Organisational Sustainability (OS) as well as Business Results of SMEs (BPS).

Table 3: Correlations

	ECI	OS	CA	BPS
ECI	1			
OS	.575**	1		
CA	.707**	.652**	1	
BPS	.817**	.569**	.741**	1

**. Correlation is significant at the 0.01 level (2-tailed).

9.4 Regression Analysis

The table displays the results of the regression analysis. 4a, which shows how e-commerce adoption affects SMEs' financial success, as well as the mediating roles that competitive advantage and organizational sustainability play. The R square values of 0.667 indicate that 66.7% of SMEs' business performance may be attributable to the use of e-commerce. Table 4b presents the With a 95% confidence level, the validation is valid according to the regression model's ANOVA results. The coefficient summary shown in Table 4c indicates that e-commerce adoption's effects on SMEs' business success are appropriately represented by the beta value of 0.817.

Table 4a : Regression analysis

Model	Predictors	Dependent variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	ECI	OS	0.575	0.331	0.330	0.76075
2	ECI	CA	0.707	0.500	0.499	0.59909
3	OS	BPS	0.569	0.324	0.322	0.59861
4	CA	BPS	0.741	0.549	0.548	0.48893
5	ECI	BPS	0.817	0.667	0.667	0.41980

Table 4b: ANOVA analysis

Model	Predictors	Dependent variable		Sum of Squares	df	Mean Square	F	Sig.
1	ECI	OS	Regression Residual Total	129.224 261.015 390.240	1 451 452	129.224 0.579	223.282	0.000
2	ECI	CA	Regression Residual Total	161.783 161.866 323.649	1 451 452	161.783 0.359	450.770	0.000
3	OS	BPS	Regression Residual Total	77.349 161.608 238.957	1 451 452	77.349 0.358	215.858	0.000
4	CA	BPS	Regression Residual Total	131.145 107.812 238.957	1 451 452	131.145 0.239	548.604	0.000
5	ECI	BPS	Regression Residual Total	159.477 79.480 238.957	1 451 452	159.477 0.176	904.426	0.000

Table 4c: Regression coefficients table for dependent variables

Model		Dependent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	ECI	OS	0.697	0.047	0.575	14.943	0.000
2	ECI	CA	0.780	0.037	0.707	21.231	0.000
3	OS	BPS	0.445	0.030	0.569	14.692	0.000
4	CA	BPS	0.637	0.027	0.741	23.422	0.000
5	ECI	BPS	0.775	0.026	0.817	30.082	0.000

9.5 Results of Hypotheses Testing

The conceptual research framework (table 5) posited three hypotheses, all of which have received acknowledgment.

Table 5: Summary of Hypotheses Testing

Hy. No.	Independent Variables	Dependent Variables	R-Square	Beta Coefficient	t-value	Sig Value	Status of hypotheses
H1a	E-Commerce Implementation (ECI)	Organisational Sustainability (OS)	0.331	0.575	14.943	0.000	Accepted
H1b	Organisational Sustainability (OS)	Business Performance of SMEs (BPSME)	0.324	0.569	14.692	0.000	Accepted
H2a	E-Commerce Implementation (ECI)	Competitive Advantage (CA)	0.500	0.707	21.231	0.000	Accepted

H2b	Competitive Advantage (CA)	Business Performance of SMEs (BPSME)	0.549	0.741	23.422	0.000	Accepted
H3	E-Commerce Implementation (ECI)	Business Performance of SMEs (BPSMEs)	0.667	0.817	30.082	0.000	Accepted

10. DISCUSSION

The study's results on the connection between E-Commerce Implementation, Organizational Sustainability, and Business The way SMEs perform (H1a and H1b) confirmed a substantial positive relationship. The results show that adopting e-commerce encourages organizational sustainability. by lowering energy and waste expenses and improving environmental performance, which in turn guarantees corporate sustainability. This result is consistent with studies by Mangiaracina et al. (2015) and Oláh et al. (2019) that discovered a strong correlation between the adoption of e-commerce and organizational sustainability. E-commerce offers a more sustainable manufacturing process because of its efficiency and efficacy in fostering The output was strengthened by financial expansion, higher profitability, wider consumer bases, and improved value (Oláh et al., 2019). Giantari et al. (2022) claim that while online shopping is more measurable and cost-effective than traditional means, it helps enterprises reach a wider audience and promotes sustainability. Ahmed et al. (2022) claim that e-commerce significantly and favorably impacts organizational sustainability. This conclusion was corroborated by Artiach et al. (2010), who showed that companies that have had more Investments in sustainable company practices are more likely to result in growth and financial success. Implementing sustainability efforts helps businesses improve their social image, which improves corporate performance in terms of standing and lowers the risks associated with standing (Bebbington et al., 2008). Additionally, sustainability improves market value, attracts investors, and increases the attractiveness of companies, all of which have a positive impact on corporate success. Furthermore, companies can satisfy their obligations to stakeholders by practicing social responsibility.

A substantial positive association in the relationship between the application of e-commerce and SMEs' competitive advantage in business performance was found through the empirical research of Hypotheses H2a and H2b. The performance of SMEs is greatly and favorably influenced by a competitive benefit. The outcomes of previous studies (Scuotto et al., 2017; Aziz and Samad, 2016; Neirotti and Raguseo, 2015; Pardi et al., 2014; Mahmood and Hanafi, 2013) are corroborated by this conclusion. To reach the perfection that the business needs, A competitive climate compels the company to satisfy the demands and preferences of its customers and maximize its resources (Feranita, 2017). From a theoretical standpoint, the research results corroborate the hypothesis proposed by Guarda et al. (2012), which claims the competitive advantage of SMEs is boosted by e-commerce databases that offer product marketing data. The way SMEs view customer data is changing due to the growing usage of online transactions. A growth in online market share is made possible by active data integration, which is crucial. One technique to see the degree of client happiness is the database. According to Romero and Rodríguez (2010), SMEs can enhance their performance by augmenting their market share and elevating customer satisfaction. When e-commerce gives SMEs a competitive edge, its impact on their performance only grows. This is supported by the study's findings. According to field observations, this is because SMEs may use e-commerce to gain several competitive advantages, such as the ability to quickly respond to client requests and understand market changes, which can help SMEs perform better. The study's conclusions support past research showing financial services organizations have a competitive advantage when they use e-business. Mesut et al. (2014) claim that e-business can help companies outperform their rivals by allowing them to provide services more successfully and effectively. The focus group discussion on e-business applications, according to the respondents, has an impact on the company's competitive advantage. Customers can more easily and widely learn about the company's products; transaction processes are also more straightforward, and information about the company's offerings is distributed more swiftly and affordably.

An analysis of There was a substantial positive link between the adoption of e-commerce and the performance of SMEs' company constructs. The findings of this investigation support Hypothesis 3. According to earlier research, SMEs' performance is positively and significantly impacted by the use of e-commerce (Wirdiyanti et al., 2022; Ramanathan et al., 2012; Gao et al., 2023). Adoption of e-commerce can improve a company's marketing effectiveness by highlighting its special cost-benefits -effectiveness, usability, and real-time experiences (Wang et al., 2021; Fonseka et al., 2022; Khan, 2023; Bao and Zhu, 2023). As argued and confirmed by other research, these findings emphasize the necessity of improving the SME sector's performance measurement to boost their marketability (Hamad, Elbeltagi, and El, 2018; Gunawardana, 2017; Emon and Nahid, 2023). However, our research has provided a fresh viewpoint on how to comprehend how these two factors relate to one another. The main finding of this research is that SMEs' performance is positively impacted by e-

commerce adoption. When SME employees demonstrate a higher Organizational Sustainability and Competitive Advantage, this effect becomes much more noticeable.

11. CONCLUSION

E-commerce has changed the way firms used to function. Companies have been able to benefit from certain advantages and chances, which they have made the most of to establish a strong standing and position in the market. It has been discovered that a larger market, better growth possibilities, reduced operating expenses, fewer investment requirements, lower risks, and more can all significantly improve a company's performance level. A considerable number of organizations have effectively adopted this business model and seen swift expansion; yet, some have failed to adequately grasp the chance. Along with the advantages, businesses that use e-commerce face several challenges and restrictions. As a result, it has been established that although e-commerce has a lot of potential advantages, companies need to develop a critical strategic plan to make full use of these advantages. Through effective leadership and strategic planning, businesses may take advantage of the opportunities that present themselves and make a significant impact on the industry.

12. LIMITATIONS AND FUTURE PROSPECTS

It's critical to consider a few limitations before interpreting the study's conclusions. Initially, the research is limited to India. Given that India leads the world in e-commerce, it makes sense that this kind of research would be carried out there. Nevertheless, other research has shown that cultural variations are a significant factor in how people respond to and accept different technologies, so these distinctions shouldn't be ignored. As such, comparable research can be conducted elsewhere to verify whether the results are generally applicable. Secondly, the cross-sectional methodology of the study limits our understanding of the factors and conditions influencing e-commerce adoption. Consequently, a longer-term study would advance our knowledge of acceptance of online shopping. Third, at The business level, the context was the main focus of the study. The leadership style of top management is another individual-level factor that could impact the uptake of e-commerce. Future studies may examine these individual-level traits and how they affect the uptake of CBEC. Fourth, the study's sample size may be another drawback; to corroborate the findings, the same may be tested on larger datasets in subsequent research. Lastly, an undiscovered area that can be the focus of future research is studies on variables that may weaken or obstruct the relationship between organizational context, competitive advantage, and e-commerce implementation.

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