



BUSINESS INTELLIGENCE CAPABILITY AND ORGANIZATIONAL PERFORMANCE: THE MEDIATING ROLE OF DATA-DRIVEN DECISION-MAKING

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Abstract

Business Intelligence Capability (BIC) is becoming a vital tool for organizations to convert their data into valuable information to aid managerial and strategic decision-making. This study aimed to explore the relationship between Business Intelligence Capability and Organizational Performance, with a focus on the mediating role of Data-Driven Decision-Making (DDDM). The researcher used a quantitative cross-sectional research design and collected data from 300 employees and managers of organizations that adopted business intelligence or data analytics systems. A structured questionnaire was used to collect data, and the data were analysed using descriptive statistics, a 5-point Likert scale, and bootstrapped mediation analysis. The results indicated that the means of Business Intelligence Capability was 4.12 (SD = 0.56), Data-Driven Decision-Making had a mean score of 4.08 (SD = 0.59), and Organizational Performance had a mean of 4.15 (SD = 0.52). The results also showed that Business Intelligence Capability had a positive effect on Data-Driven Decision-Making ($\beta = 0.72$), and Data-Driven Decision-Making had positive effect on Organizational Performance ($\beta = 0.57$). The direct effect of Business Intelligence Capability on Organizational Performance was also significant ($\beta = 0.27$). The indirect effect, mediated through Data-Driven Decision-Making, was 0.41 (95% CI = 0.32–0.51), suggesting partial mediation. The study ultimately found that strengthening BI capabilities and incorporating analytical information into managerial decision-making processes can improve performance.

Keywords: Business Intelligence Capability; Data-Driven Decision-Making; Organizational Performance; Strategic Analytics; Technology Capability

1. Introduction.

Business Intelligence (BI) is the result of an increasing reliance by businesses on data, analytics and digital technologies which help to enhance operational and strategic performance in today's digital dominated environment. Organisations can collect information from a number of sources, consolidate the information and then interpret and understand it, with the help of BI. As company environment becomes more competitive, organizations are becoming more and more demanding in terms of having timely and accurate information to respond to changes in customer expectations, the market and operational challenges. BI has been proven to improve the availability and quality of managers' information, which improves organizational agility, innovation and performance in general (Grover et al., 2018; Mikalef et al., 2020).

Data-driven decision making (DDDM) is a dynamic topic to be covered with importance, along with BI. Just like traditional managerial decision making requires limited information, intuitive or experiential



reasoning, Data-driven management asks managers to make decisions based on systematic evidence and analytic insights relating to alternatives. Data can improve the decision making process, responsiveness to organizations and resource distribution. They find organizations that execute data-driven management practices can gain greatly in productivity and performance (Brynjolfsson & McElheran, 2016). Mikalef et al. (2019) highlight the importance of having these tools, such as analytical tools and managerial processes, in their organization to turn data into meaningful business results (Alam et al., 2026).

Although the mechanisms by which the BI capability influences improved performance is an interesting issue, it hasn't been sufficiently studied. BI infrastructure and analytical resources is not a good indicator of good organization performance. They need to understand how to facilitate translation of analyses and information to actionable decision making for organisations in time. Data, decision making, then, may serve as an important intervening variable between BI capability and organisational performance because it is an intermediate step in the process of how organisations can leverage their BI capability to make a difference. Previous research highlights the importance of the integration of technological resources with the attributes of organizations and management to achieving business value (Grover et al., 2018; Mikalef et al., 2020).

1.1 Background of the Study

Organizations now have a wealth of information from digital technologies, in addition to more and faster volumes and types. In today's world, businesses are creating information with their customers, transactions, their employees, social media, digital platforms, electronic systems, and other people. The development has called for the improvement of mechanisms which can convert large volume of raw information to various useful managerial information. Business intelligence (BI) provides the following capabilities: BI is gathering and analyzing data, reporting and visualization that help enterprises run their business. Therefore, the capabilities of BI go beyond technology, as they also incorporate organizational resources and managerial skills needed to use information effectively. Analytical and digital (digitalcisting) competence has been shown to enable organizational responses to environmental change and to influence organizational outcomes (Grover et al., 2018; Mikalef et al., 2020).

The rise in business data also means that control of organizations' decision making has been altered. Data-driven decision-making values systematic use of good data and analytical evidence and performance information to a greater extent than on reliance on intuition or experience. When every piece of good data-use practice, a manager will benefit from knowing where their market is headed, how they are doing in their organization, how to allocate resources and how to react to new problems. Brynjolfsson and McElheran (2016) found that data-driven management practices are associated with improvements in productivity, Mikalef et al. (2019) highlight the importance of organizational capabilities in converting data analytics into valuable business outcomes. The results suggest that using BI tools will not achieve performance gains unless this information is actively fed into decision making processes of an organization (Alam & Ansari, 2026).

Organizational performance is a critical result of the successful use of BI tools, as the primary aim of any business is to leverage its technological and informational resources through their application in improving organizational performance, competitiveness, innovation and strategic results. The way in which performance relates to BI capability can vary. Without introducing advanced technology for analysis in their own decision making processes, users and managers could enable the development of such technologies at their organisation, but not reap enough benefits from their use. Now data-driven decision making can become the catalyst between the BI capability and organizational performance's evaluation and execution of management action based on the analytical knowledge. From a resource-based perspective of valuable technological resources, their gains to the organisation, depends to that extent upon having complementary capabilities to use them (Mikalef et al., 2020).

1.2 Research Objectives

1. To examine the effect of Business Intelligence Capability on Organizational Performance.
2. To investigate the relationship between Business Intelligence Capability and Data-Driven Decision-Making.



3. To examine the mediating role of Data-Driven Decision-Making in the relationship between Business Intelligence Capability and Organizational Performance.

1.3 Research Questions

- Q1. What is the effect of Business Intelligence Capability on Organizational Performance?
- Q2. What is the relationship between Business Intelligence Capability and Data-Driven Decision-Making?
- Q3. Does Data-Driven Decision-Making mediate the relationship between Business Intelligence Capability and Organizational Performance?

1.4 Significance of the Study

This study is noteworthy because it gives a better understanding of the role Business Intelligence Capability play in Organizational Performance via Data-Driven Decision making process. Culture is especially relevant here because it is suggested that, without it, technological investments will not be able to ensure the best organizational results if managers do not incorporate analytical information into the decision-making process. The findings can guide organizational managers to understand the need for building BI infrastructure, analytical skills, data management practices, and evidence-based decision making skills within organizations. Furthermore, this study aligns with the existing academic body of work by analyzing the role of Data-Driven Decision-Making as the mediating variable and offers a more complete understanding of the Links between BI capability, and organizational performance. The findings could be helpful to practitioners in formulating strategies for investment and implementation of BI systems, and to researchers as a starting point for further exploration to the capabilities of organization enabled by analytics.

2. Literature Review

2.1 Business Intelligence Capability

Business Intelligence Capability (BIC) is ability of the organization to get acquired, integrate, analyse and use the information using BI technologies and associated organizational resources. Recent study redefines the BI capability as not just owning BI software, but rather a competence of an organization (or team, department, or unit) that is multidimensional and embodies technological, human, managerial and organizational resources. According to Phan and Teoh (2024), there are four technology related factors that can support the success of BI implementation and facilitate good organizational performance; organizational culture, people, and management skills. The capabilities of BI explain that organizations can "sense" the changes in the surroundings, "transform" information into knowledge, and "induce" organizational actions as a response, explains Chen and Lin (2021).

In empirical studies, it became apparent that the capacities of BI can positively impact on organizational outcomes. According to empirical studies with Chinese companies, the study of Chen and Lin (2021) as bi dynamic capabilities, operating efficiency and company performance are improved. A positive relation, between BI capabilities and analytics capabilities, and firm performance, was also confirmed in Torres et al. (2018) research and they indicated that the organization's capabilities are instrumental in connecting these two. The results show that BI capability could provide the organisations with extra information-processing capacity which could facilitate opportunities proposing, adaptation to environmental changes, resources allocation and so on.

The effectiveness of the BI capability is more dependent on the complements of the organization's resources (human resources, technology, etc.), and how the outputs from the BI can be incorporated into what the organization does. In addition, complementary resources was a positive mediator between BI capability and firm performance according to Buhasho et al. (2020), which means that just investing in technology would not yield the anticipated benefits. In the same manner, Aboobucker (2021) also demonstrate how essential are BI infrastructure capabilities in terms of operating and marketing performance. The findings suggest that value can be gleaned from the use of BI in organizations if human skills, managerial support, infrastructure and organizational processes are properly in place.

2.2 Data-Driven Decision-Making

Data-Driven Decision Making (DDDM) is the use of systematic analysis and evidence to assist in managing a situation, planning an organization, and/or distributing the resources. However, at the same time



there is an increasing level of complexity in organisations which increases the demand for effective evidence informed decision making processes, as managers have to consider options quickly and accurately judged using timely and reliable information. Charkaoui and Jabraoui (2024) show that BI systems are very closely related to decision making performance; thus, BI systems are important to convert organisation's data into information for use. The decisiveness and time of decision making are one of the managerial decision processes that may be influenced by the BI capability as examined by Alzghoul et al. (2024).

Organizational practices that are associated with the use of data affect the quality of data-driven decision making as well as access to data. Analytical skills are essential in order for businesses to analyse facts and also add this input in management choices. Culture research conducted using the analytical method reveals that the organizational culture can influence the organization's involvement in the process of making decisions based on data. Data can be used to assist in evidence-based managerial action if there is employee and managerial trust in the information, they have available and systems back this up. A different perspective on data that's moving beyond generating data to develop the organization's capacity to influence real decision making.

In addition, DDDM is now also closely connected with Business and organizational effectiveness. Recent empirical research has shown how data-driven decision-making can, through better strategic decision making and allocation of resources, improve companies' performance. In the era of digitisation in business, DDDM is a notable capacity of managerial skills and Xu and Lu (2026) find a positive association between DDDM and international business performance. Because of the above, it is suggested in the literature that BI systems can add value to the organizations by infusing the analysis results in decision making.

2.3 Business Intelligence Capability and Organizational Performance

Understanding how analytical resources generate organisational value can help to connect BI capability with organisational performance through their gears. The ways in which analytical resources are manifested as organizational value can be used to link BI capability to organizational performance. While BI allows organisations to be able to collect and process data, managers need to understand and act on this information to drive the organization's decision-making process. Alzghoul et al. (2024), indicate that BI's capabilities are associated with characteristics of decision-making processes and Firm performance and thus emphasize the role of managerial decision processes as a channel of value creation of BI. This view suggests that the impacts of BI on performance may be both technological and management mechanisms, and not necessarily due to the use of BI systems.

But findings from previous studies also indicate that intermediary organizational capabilities may result in benefits to BI. Based on the results of the above two mediation effects, i.e., effectiveness of business process changes capabilities as a mediator between BI and firms' performance (Torres et al., 2018) and the role of absorptive capacity as one of the important mediators between BI and firms' performance related outcomes (Ashrafi et al., 2019), two mediators are proposed. The results reveal that having BI alone in the organization does not necessarily correlate with improved performance; additional aspects in the organization are needed that enable analysis to translate to action.

The literature reviewed thus suggests that the research should investigate the possible mediating effects of DDDM between BI capability and organizational performance. Previous studies have revealed relationships between BI, DM and performance, but more attention should be paid to the specific process of the transformation of information into performance-enhancing managerial decision making using BI. The most recent research also proves appropriate and effective value of BI when embedded in the organizational processes rather than as any individual technology.

3. Research Methodology

3.1 Research Design

This study was a cross-sectional quantitative design which aimed at studying the relationship between Business Intelligence Capability (BIC), Data-Driven Decision-Making (DDDM) and Organizational Performance (OP). The quantitative approach was suitable in that it involved numerical responses to the measures of the constructs and for the statistical testing of the proposed relationships. As the cross sectional



design was used the researchers were able to gather data from the respondents at one single time of the study. The study examined associations between the variables and the role of DDDM as a variable intervening between the variables but did not claim a causality.

3.2 Population and Sample

The organizations included in the study were those employing business intelligence systems, data analytics, reporting, or other data-use technologies for decision making; the employees and managers who worked for those organizations. The study included participants who had enough knowledge about their organization's use of business intelligence and decision-making process. The number of respondents was a total of 300. The sample comprised employees and managers who played an active role in the organizational reporting, data analysis, strategic planning, decision-making and/or management processes. The purposive sampling method was used for selecting respondents because they had to be practically knowledgeable and experience in using BI in organizational decision making.

3.3 Data Collection Procedure

Structured questionnaire was used to gather primary data. The researcher presented the questionnaire to respondents of eligible employees and managers in organisations who used technologies related to BI. Participants were informed about the purpose of the study, the voluntary nature of participation, before answering the questionnaire. Participants were told there would be no identification and that it was for research purposes. Completeness of completed questionnaires was checked and usable answers were added to the statistical database. A total of 300 questionnaires were retained for final analysis.

3.4 Research Instrument

The primary data collection tool was a structured questionnaire. There were two parts in the questionnaire. The first section gathered demographic data – gender, age, education, work experience and organizational position. The second part captured Business Intelligence Capability, Data-Driven Decision-Making and Organizational Performance. A five-point Likert scale ranging from 1=Strongly Disagree to 5 = Strongly Agree was used to gauge items. Items on the questionnaire were adapted from existing scales that were previously validated in the fields of business intelligence, analytics, decision-making and organizational performance. The language of some items was modified to align with the organizational context without changing the meaning of the constructs.

3.5 Data Analysis

All the data were analysed with the IBM SPSS Statistics software. Initially, the information was analysed for possible irregularities such as missing responses, coding errors, and observations that were unusual. Descriptive statistics, such as frequencies, percentages, means and standard deviations, were used to summarize responses and distribution of the study variables. Pearson correlation analysis was carried out to reveal the direction and strength of association between Business Intelligence Capability, Data-Driven Decision-Making and Organizational Performance.

3.6 Regression and Mediation Analysis

This study tested the relationships between the study variables by running multiple regression analysis. The first regression analysis explored the relationship between Business Intelligence capability and Organizational Performance. The second model analysed the link between Business Intelligence Capability and Data-Driven Decision-Making. The third model evaluated Data-Driven Decision-Making by making use of Organizational Performance and Business Intelligence Capability. Bootstrapping mediation analysis (with 5,000 bootstrap samples) was used to test the mediating role of Data-Driven Decision-Making. Indirect effects were deemed statistically significant if the 95% bootstrap confidence interval was devoid of the null value. This procedure made a more complex evaluation of mediation than that made based on the importance of the separate regression paths.

4. Results and Analysis

4.1 Demographic Characteristics of Respondents

The demographic characteristics were examined to describe the background of the 300 respondents who participated in the study.

**Table 1***Demographic Characteristics of Respondents (N = 300)*

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	186	62.0
	Female	114	38.0
Age	21–30 Years	72	24.0
	31–40 Years	108	36.0
	41–50 Years	78	26.0
	Above 50 Years	42	14.0
Education	Bachelor's	78	26.0
	Master's	156	52.0
	MPhil/MS	48	16.0
	PhD	18	6.0
Work Experience	Below 5 Years	66	22.0
	5–10 Years	108	36.0
	11–15 Years	72	24.0
	Above 15 Years	54	18.0
Position	Operational Employee	96	32.0
	Middle Manager	126	42.0
	Senior Manager	78	26.0

Table 1 revealed that there were 62.0% (186) male and 38.0% (114) female respondents. The distribution showed more men responding to the survey, but also had a majority of females working in the company. Regarding age, the largest group consisted of respondents aged 31–40 years (36.0%), followed by those aged 41–50 years (26.0%) and 21–30 years (24.0%). Individuals over 50 years old accounted for 14.0% of the respondents. Educational qualifications indicated that having a master's degree comprised the largest of the education groups (52.0%). Respondents with a bachelor's degree comprised 26.0% of the total population, and those with an MPhil/MS comprised 16.0% of the population. PhD was the lowest of the educational qualification groups, with 6.0% of the sample holding the qualification. This distribution had an appropriate mix of a relatively educated group of respondents for a study that addressed topics on business intelligence, analytics and data-informed managerial practice. The educational profile also indicated that most respondents had educational experience that could aid in their comprehension of the impact of technology in the processing of an organization. The other way around was found for the distribution of work experience. 36.0% of the respondents had 5 to 10 years of experience; 24.0% had 11 to 15 years of experience; 22.0% had fewer than 5 years of experience; and 18.0% had more than 15 years of experience. As for organization level, Middle managers (42.0%) were the most numerous, followed by Operational workers (32.0%) and Senior managers (26.0%).

4.2 Descriptive Statistics of Study Variables

Descriptive statistics were calculated to determine the central tendency and variation of Business Intelligence Capability, Data-Driven Decision-Making, and Organizational Performance.

Table 2*Descriptive Statistics of Study Variables (N = 300)*

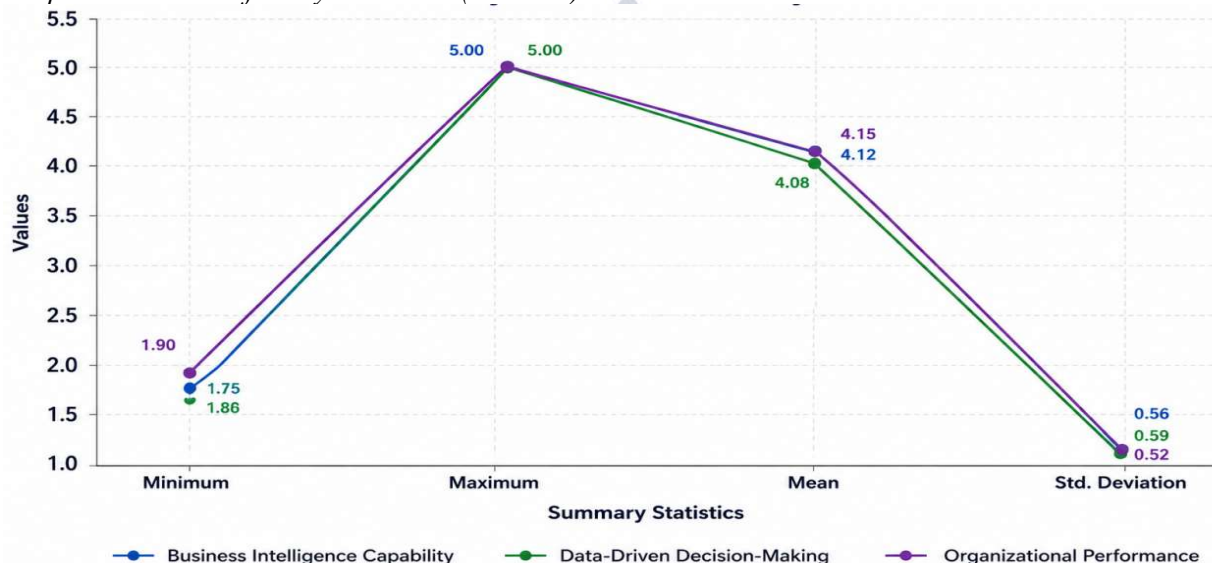
Variable	Minimum	Maximum	Mean	Std. Deviation
Business Intelligence Capability	1.80	5.00	4.12	0.56
Data-Driven Decision-Making	1.75	5.00	4.08	0.59
Organizational Performance	1.90	5.00	4.15	0.52



The mean score for Business Intelligence Capability was found to be 4.12 based on the scores from Table 2 with a standard deviation of 0.56. The relatively high mean indicated a general positive view of business intelligence resources that organizations can use. Means were in the range between a low of 1.80 and a high of 5.00, with a slight degree of variation between individual means, but all were above the middle of the 5-point scale. A mean of 4.08 and a standard deviation of 0.59 were found in Data-Driven Decision-Making. This finding suggested that the general attitude of the respondents towards the use of data and analytical information in decision-making among managerial and operational decisions in their organization were attitude. The means were far higher than the middle point of the scale for the measurement. The standard deviation value of 0.59 suggests moderate variation in responses, indicating that data-driven decisions-making practices were perceived differently among the respondents, and found largely positive. The overall score (mean) by the three constructs with the highest mean was Organizational Performance (4.15) with a standard deviation of 0.52. This shows that the average overall organizational performance level of efficiency, effectiveness, productivity, competitiveness and organizational goals were good on overall perception of the respondents. The relatively low standard deviation indicated that there were comparatively consistent responses.

Figure 1

Descriptive Statistics of Study Variables (N = 300)



4.3 Reliability Analysis

Reliability analysis was conducted to determine the internal consistency of the questionnaire items used to measure the study constructs. Cronbach's alpha was used as the reliability indicator.

Table 3

Reliability Analysis of the Study Constructs

Construct	Number of Items	Cronbach's Alpha	Reliability Assessment
Business Intelligence Capability	8	0.91	Excellent
Data-Driven Decision-Making	7	0.89	Very Good
Organizational Performance	8	0.92	Excellent
Overall Scale	23	0.94	Excellent

The eight items of Business Intelligence Capability had a Cronbach's alpha of 0.91 as indicated in Table 3. The coefficient suggested high degree of internal consistency for the items indicating BI capability. The findings indicated that the four sets of items covering the following constructs 'BI infrastructure', 'analytical capabilities', 'information integration', and 'use of BI in the organisation' had similar meanings in



the respondents' interpretations. The reliability level was quite high and much higher than the commonly accepted level of 0.70. Data-Driven Decision Making (DDDM) was made up of seven items with a Cronbach's alpha of 0.89. This finding verified high internal consistency among items that measured the use of data and analytical information for organizational decision making which were very good. The correlation coefficient showed uniform representation of the underlying construct, labelled DDDM, for each of the questionnaire items. The result of reliability therefore, favoured using the DDDM scale in the subsequent analysis. The construct of Organizational Performance had the greatest number of items with a reliability coefficient of Cronbach's alpha of 0.92. The items relating to this facet of the quality assessed high level of internal consistency in the results. Cronbach's alpha was calculated at 0.94 overall reliability for an overall questionnaire of 23 items; a very high level of overall reliability was found. The findings showed the reliability of the measuring instrument in all three main constructs.

Figure 2

Reliability Analysis of the Study Constructs



4.4 Normality Assessment

The distribution of the study variables was examined before conducting further statistical analysis. Skewness and kurtosis values were assessed to determine whether the variables showed substantial departures from a normal distribution.

Table 4

Normality Assessment of Study Variables

Variable	Skewness	Kurtosis	Assessment
Business Intelligence Capability	-0.48	0.21	Acceptable
Data-Driven Decision-Making	-0.41	0.17	Acceptable
Organizational Performance	-0.52	0.34	Acceptable

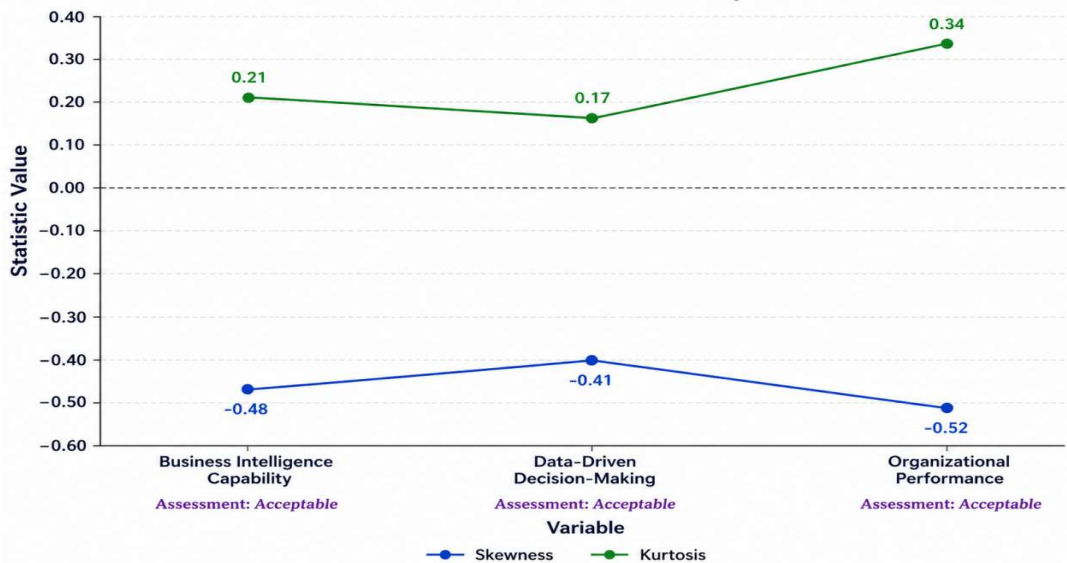
The results indicated that Business Intelligence Capability has a skewness value of -0.48 and kurtosis value of 0.21. These values suggested that the distribution was not balanced, ideally with the numbers favoring the higher responses. The negative skewness was in keeping with the high mean score for BI capability since respondents tended to tick positive response categories. For Data-Driven Decision-Making, the skewness value obtained was -0.41 and the kurtosis value obtained was 0.17. Normality was found to be reasonably maintained as these values showed. The relatively low values indicated that there was no asymmetry beyond the scope of normal response or excessive peakedness in the DDDM responses. This pattern was indicative



that the data were suitable for further statistical analysis. All these values of organizational performance were significantly negative with a skewness of -0.52 and a kurtosis of 0.34. The figures shown, indicated a slight negative skew with acceptable limited kurtosis.

Figure 3

Normality Assessment of Study Variables



5. Discussion

It was found that, the positive relationship exists between BI Capability and Organizational Performance. The organizations' performance in social ROI scores and the capabilities of BI were relatively high, with medians of 4.12 and 4.15 for each respectively. BI Capability was also positively related directly with the Organizational Performance ($\beta = 0.27$) as a result of mediation. This was similar to the results of Aydiner et al. (2019) who showed business process performance improvement can make an impact in business performance of the firm. Similarly, Haider et al. (2018) demonstrated that when BI practices match the business process management, the performance of the organizations is improved as a result of using BI. All of the above studies also found that BI can positively affect the organizational performance when BI practices are related to Business Process Management. The results indicate that the organizations' capability to integrate and utilize resources of business intelligence is strengthened through enhanced performance.

The results also showed that Data-Driven Decision-Making ($\beta = 0.72$) had also shown such a strong positive association with Business Intelligence Capability. This high mean score of 4.08 for DDDM showed a majority of respondents view the use of data and analytical information as integral to their organisation's decision-making process. The results were in line with the results of Ghasemaghaei et al. (2018) who believed that data analytics competency is the key in making a better decision because information can be utilized more effectively. In the managerial actions, Trieu (2017) emphasized the use of analytic information for more value added for the organizations. Conclusions drawn from the results indicate that the strong capability of BI could be used as a strengthening tool in the evidence-based managerial decision-making process.

In addition, there was another positive relationship between Data-Driven Decision-Making and Organizational Performance ($\beta = 0.57$). The results of the score showed that the companies who made decisions from the data and value analysis results were successful in getting performance results. As Szukits and M6ricz (2024) has pointed out, analytical culture and organization practices will be needed to develop a culture of data-driven decision making. It also reflects the study carried out by Aydiner et al. (2019) which they have proven analytics can enhance the performance by contributing to the improvement of organizational processes. The results indicated that data and analysis are more meaningful to managers if they are able to effectively interpret and utilize data for organizational decisions.



A mediation analysis was conducted to analyse how the connection between BI capability and organizational performance is mediated by its relationship with this factor. The indirect effect was also significant with the value of 0.41 (95% CI: 0.32 to 0.51) while the direct effect value was 0.27. This pattern was partially a mediation pattern in that it shows both direct effects on organization's performances as well as indirect effects, which run from BI capability to the data driven decision processes. This result is in accordance with the mechanisms creating business value by business analytics beyond just technology, as described by Oesterreich et al. (2022). It also supports the results of Trieu (2017) who concluded that good process is needed within organizations for the output of BI to be put to actual value.

6. Conclusion

Variables surrounding them were Organizational Culture, Business Intelligence Capability, Knowledge Management Capability and Organizational Performance. Based on the study results, it can be concluded that business intelligence capability is one of the positive influencing organizational performance organizational resources. The findings showed that organizations that had better BI capabilities had information, analytics and technological usages higher than others. The method of Data-Driven Decision Making was found to be another important one lying between the capability of BI and organizational performance. Based on the results of the mediation, it was found that mediation had an indirect effect of 0.41 with a mediation value of 40.4% and the direct effect had an effect of 0.27 that is significant. The study results showed that increased value of BI can be derived from business organizations if BI information is actively provided to their managers and/or operations.

6.1 Recommendations

They should enhance their Business Intelligence Capability by investing in building trustworthy data infrastructure, analytical tools, providing training to employees and provide support to managers. Furthermore, managers should create a data driven culture – it is important that staff use a mix of relevant and timely data and their own experience when making decisions. Regular training helps improve employees' analytical skills as well as their skills in understanding the BI reports and BI dashboards. Measuring performance and operational decision processes, the need for action should arise out of analytical insight, to link BI systems with the strategic planning. A critical part is also to establish well-defined and consistent data governance practices that improve the quality of data, accessibility, and security while facilitating consistency between each function within the organisation.

6.2 Future Directions

Future studies could take an in-depth look at the hypothesized relationships in various industries, organizational size and geographic areas to explore constancy of findings from industry to industry. Insights into the impact of changes in the capability of the BI, decision making based on data, and changes in organization performance can be gained through the use of longitudinal studies. Other mediators and/or moderators such as organizational culture, analytical ability, the new era of digital leadership, competence of employees, technological readiness, and agility of the organization can also be investigated further. Using a mixed-method approach can help to add more depth and context to the findings, using qualitative data to support the quantitative data through interviews and organizational case studies. Future research could also include an objective measure of organizational performance in addition to employee perception measures to determine organizational outcomes related to the use of business intelligence.

Author Contributions

All authors participated in ideation, development, and writing the manuscript. All authors read and approved the final manuscript.

Conflict of Interest Statement

The authors declare that there is no conflict of interest regarding the publication of this article.

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Informed Consent



Informed consent was obtained from all participants.

Data Availability

The datasets generated during and analysed during the current study are available from the corresponding author on reasonable request.

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