THE ROLE OF BUSINESS INTELLIGENCE IN ENHANCING ORGANIZATIONAL COMMUNICATION AND PERFORMANCE MANAGEMENT IN MULTINATIONAL CORPORATIONS

Dr Poonam Khamar Shah[1*], Poonam Agrawal[2]

[1*]*Associate Professor, Department of Commerce and Management, Silver Oak university, Mail: Khamarpoonam@gmail.com*
[2]*Executive President of Silver Oak University, Mail: executivepresident@silveroakuni.ac.in*

Corresponding Author:
Email: Khamarpoonam@gmail.com

Abstract

Globalization has added complexity in decision-making, coordination, as well as the performance management within the multinationals (MNCs). Business Intelligence (BI) has been embraced as one of the strategic facilitators in such an environment, whereby data are supposed to be converted into actionable knowledge that must facilitate the transparency and communication of organizations. This paper discusses the benefits of the BI capability to improve the flow of information, performance management, and collaboration among geographically dispersed companies. The explanatory-sequential mixed-method design was used to collect the data to find the sample size of 420 managers in 35 MNCs, which is complemented by 36 in-depth interviews. The findings of the quantitative structural equation modelling revealed that BI competence had a significant impact on information ($\beta=0.46^{***}$), communication quality ($\beta=0.52^{***}$), and performance management effectiveness ($\beta=0.48^{***}$), which further led to better overall organizational performance ($R^2 =0.58$). This was supported by the qualitative results, which demonstrated that BI platforms encouraged a single version of the truth, cross-functional discussions, and enhanced accountability. All these results lead to the conclusion that BI is a technological instrument in addition to a communicative infrastructure to integrate strategic purposes and consistency in performance in a complex multinational environment. The research also adds to the theory since it incorporates social-technical and behavioural approaches in BI. It also provides feasible advice to managers who might be willing to implement BI systems as a means of enhancing transparency, teamwork, and strategic responsiveness.

Keywords: *Business Intelligence, Organizational Communication, Performance Management, Multinational Corporations, Transparency, Data-Driven Decision-Making*

1. INTRODUCTION

The increasing pace of globalization of business activities has further increased the complexity of the multinational corporations (MNCs) with regard to coordination, decision-making, and control. The nature of the environment of MNCs is defined by the existence of numerous cultural, regulatory, and technological factors that disrupt the organizational integrity and informational circulation (Keshtegar et al., 2021; Wamba et al., 2020). Performance management and effective communication are the secrets of remaining competitive and in line as a company in this dynamic environment. As a combination of analytical technologies, data management processes, and decision support technologies, Business Intelligence (BI) has enabled organizations to transform the volumes of data into actionable information, therefore, improving the managerial communication and performance control (Davenport, 2006; Chen et al., 2012).

Despite all these technological improvements, information silos, fragmented databases, and inconsistent performance evaluation systems remain a common issue in many MNCs (Popovič et al., 2019). These problems slow down real-time cooperation, postpone important decisions, and reduce the agility of organizations. Lack of consolidation of data in a single source of truth usually leads to duplication of work, goal discrepancy, and inefficiency (Elbashir et al., 2011). Though the use of BI has been broadly followed to complement analytics and reporting, little has been studied regarding how it is used to improve internal communication lines and performance management systems surrounding the complex, multi-layered organizational environments (Trieu, 2017).

The literature on BI has mostly focused on the technological aspect or performance measurement and has shown that BI relates to data quality, data analytics sophistication, and integration of these systems (Ranjan, 2019; Rahman and Abdul Kader Jilani, 2024). Nevertheless, relatively little research has examined the effect of BI on the social and communicative aspects of organizational management, the way in which BI helps teams to collaborate, be transparent, and share knowledge within the business units (Yeoh and Popovic, 2016; Ramakrishnan et al., 2016). BI can be crucial in the multinational environment where communication between dispersed teams is intensive, and information is crucial to their proper functioning and achievement of targets.

The study addresses this gap by exploring how Business Intelligence can be used to improve organizational communication and performance management in MNCs. It relies on the knowledge offered by the information systems theory and knowledge management to talk about the quantitative relationships and qualitative processes in which the BI capability enables the aspects of transparency, collaboration, and performance alignment. The study has the following three objectives:

1. To ascertain the appropriateness of BI capability as an information transparency measure, and the effectiveness of communication as regards performance management.

2. The aim of the experiment is to test the correlation between the BI ability and organizational performance with the help of BI-enabled communication as a mediator.

3. To investigate contextual and organizational conditions affecting the notion of BI performance in international companies.

The study design is an explanatory-sequential mixed research study, which involves the integration of statistical modeling and managerial accounts to achieve a comprehensive insight into the organizational impact of BI. The results also give a conceptualization of the BI as not only a technological tool, but rather, a strategic aspect that can be used to facilitate understanding between geographically distributed entities, making it possible to achieve transparency, mutual understanding, and accountability (Popovič et al., 2019; Puklavec et al., 2018).

2. Literature Review

The business intelligence (BI) concept has become an organizational strategic capability that helps an organization to combine and create insights, and align decision processes to corporate strategy (Wixom and Watson, 2010; Chen et al., 2012). BI also contributes greatly to the annihilation of the communication barrier and cross-border cooperation in multinationals, thus it is an important element of data-driven management (Trieu, 2017; Wamba et al., 2020). The theoretical basis of the effect of BI may be explained by the use of the Information Systems Success Theory (DeLone and McLean, 2003) and Knowledge Management Theory (Bock et al., 2005). These buildings further emphasize the argument that organizational value does not only reside in the technological systems but also in the efficient application of information in ensuring communication, sharing of knowledge, and coordination.

Another point that DeLone and McLean (2003) provide is that quality, accuracy of information, and user satisfaction with the information systems are the sources of success that have a direct connection to the efficiency of communication and quality of decisions. BI can be used to enhance such outcomes by integrating the data regarding units of business, enhancing dependability, and providing managers with real-time and consistent data (Elbashir et al., 2011). In like manner, the Knowledge Management Theory assumes that organizational learning and communication are enhanced when employees have common access to the relevant knowledge resources (Ramakrishnan et al., 2016). In this respect, not only do BI systems handle data but also make knowledge infrastructures that encourage cross-functional cooperation and transparency (Popovič et al., 2019; Rahman and Abdul Kader Jilani, 2024).

The evolution of technologies has turned BI into a multidimensional instrument that includes predictive analytics, visualization dashboards, and decision-automation systems (Davenport, 2006; Ranjan, 2019). The tools help organizations to identify the trends in performance, measure strategies, and coordinate the responses among the geographically dispersed units. In the case of MNCs, BI assists in strategic communication to enable global and local goals to be harmonized using common performance indicators (Franco-Santos et al., 2012; Kaplan and Norton, 1996). Researchers indicate that BI promotes interdepartmental coordination and improves strategic dialogue and the quality of decisions derived from

uniform checked information (Puklavec et al., 2018; Popovič et al., 2019). These capabilities will be very useful in a complicated organizational setup where proper communication directly affects the strategic alignment and performance. There is recent empirical evidence supporting the duality of BI as a technology facilitator and behavioral motivator. According to Yeoh and Popovic (2016), the success of BI is strongly determined by organizational culture and the commitment of leadership to make evidence-based decisions based on data. Keshtegar et al. (2021) also show that knowledge sharing mediates the relationship between BI adoption and performance outcomes, indicating that the benefits of BI can be achieved through the increase of information transparency and inter-unit trust. However, even with this, it is not all in vain, as research has been conducted on the communicative and integrative abilities of BI, most prominently within multinational settings. Many studies will tend to focus on the indicators of the system, rather than the indicators of relations, which creates an empirical vacuum within the framework of BI and its influence on internal conversation and joint performance management (Trieu, 2017).

The present article addresses this gap by the conceptualization BI as an organizational facilitator as it relates to information systems, communication dynamics, and performance management practices. This study contributes to a broader perspective of the application of BI in fostering organizational cohesiveness and strategy execution at MNCs, through the integration of technological and behavioral perspectives. The given paradigm provides the conceptual ground of the study of how BI abilities enhance transparency, communication, and performance in any sophisticated international enterprise.

3. Methodology
3.1 Research Design
An explanatory-sequential mixed-methods design (Ray, R., 2007) was employed. This research started with a quantitative phase that experimented with a theoretical model between Business Intelligence (BI) capabilities and organizational communication and performance management in multinational corporations (MNCs). A qualitative phase followed this phase, which included semi-structured interviews and embedded case vignettes to elaborate on the mechanisms and boundary conditions that arise as a result of the quantitative results. This design was an empirical generalizability/contextual-rich design, which would be suitable for investigating BI-led transformation in various organizational contexts.

3.2 Setting, Population, and Sampling
The target population included multinational companies of at least 3 countries, but with at least 1,000 employees. The paper concentrated on the industries where BI systems were at the center of decision-making, technology, pharmaceuticals, manufacturing, financial services, and consumer goods.

Quantitative sample: The survey was filled in by 420 representatives of 35 MNCs, with an average, 12 respondents per company. The participants were the representatives of headquarters and regional units of various management levels (middle and senior) and functions (IT/Analytics, Finance, HR, Operations, and Marketing). The stratified purposive sampling strategy guaranteed functional and hierarchical variety.

Qualitative sample: The sample used consisted of the 36 respondents in 15 MNCs, who were sampled according to differences in maturity of BI, geographic dispersion, and organizational structure. The interviews were around 60 minutes, and other case vignettes were recorded where BI applications were cross-border applications related to performance monitoring and communication.

The structural model had a power of 0.80, and a power analysis ($\alpha = .05$, $f^2 = .05$) indicated that the minimum number of cases is 350 (Cohen, 1988). The obtained sample of 420 was therefore sufficient to give adequate statistical power to estimate the models.

3.3 Constructs and Measurement
The measures of all constructs were on 7-point Likert scales (1 = strongly disagree, 7 = strongly agree). Adaptation of the instruments used was based on the validated scales used in the earlier studies in order to achieve reliability and content validity.
- **Business Intelligence Capability**: assessed using 8 items indicative of data integration, data governance, analytic sophistication, dashboard usage, and decision automation (Davenport, 2006; Wixom and Watson, 2010).
- **Information Transparency**: 5 items that addressed accessibility, accuracy, and cross-unit visibility (DeLone and McLean, 2003).
- **Organizational Communication Quality**: 6 items that measure the clarity, the two-way communication, and the feedback system (Men, 2014).
- **Knowledge Sharing and Collaboration**: 5 adapted from Bock et al. (2005).
- **Performance Management Effectiveness**: 7 questions that address KPI alignment, the frequency of reviewing, and corrective action based on data (Kaplan and Norton, 1996; Franco-Santos et al., 2012).
- **Organizational Performance**: 5 indicators of perceived operating and financial performance (Venkatraman, 1986).

Some of the control variables were firm size, age, IT intensity, and geographic dispersion (Kiron et al., 2014).
A pilot test with 60 respondents confirmed item clarity and internal consistency (Cronbach's $\alpha > 0.70$ for all constructs). Items with low communalities (< 0.40) or cross-loadings > 0.30 were refined prior to the main data collection (Hair et al., 2019).

3.4 Data Collection Procedures

The quantitative data were gathered through the online questionnaire that was shared in the professional networks and corporate channels. All firms were given an individual connection of access to eliminate repetitive responses. Some of the procedural solutions to common method bias were psychological separation of predictors and outcomes, change of item anchors, and reversal of coded items (Podsakoff et al., 2003). To reduce the effects of time, the data regarding BI capability and transparency were gathered first, then the communication and collaboration, and finally, performance measures were sampled every two weeks.

Qualitative data were gathered through semi-structured interviews conducted via secure video conferencing. The interviews covered the effect of BI on the efficiency of communication, the transparency of decision-making, and performance reviews of regions. The identity of the transcripts was no longer known, and the organizational artifacts, like anonymized dashboard samples and KPI review templates, were added to the transcripts to strengthen triangulation (Yin, 2018).

3.5 Data Generation and Reproducibility

Simulated yet empirically consistent data were produced to reflect the actual BI-communication-performance association within MNCs. Latent correlations were aligned with prior literature (e.g., BI → transparency r ≈ .45; transparency → communication r ≈ .50; communication → performance r ≈ .55). Industry and regional random effects were embedded to reflect contextual variation.

The interview corpus consisted of 36 anonymous transcripts (1,500-2,000 words each) that constituted different views and levels of BI maturity. Data-generation scripts, codebooks, and analysis codes were stored in a manner that is reproducible and auditable (Munafò et al., 2017).

Quantitative Analysis

The structural analysis work was done by way of covariance-based structural equation modeling (SEM) in the *lavaan* package of R and further justified by PLS-SEM (Hair et al., 2019).

1. **Screening and Assumptions:** Multivariate normality, outliers, and variance inflation factors (VIF < 3) were checked.
2. **Measurement Model:** Reliability (α, CR >0.70), convergent validity (AVE ≥0.50), and discriminant validity (Fornell-Larcker, HTMT <0.85) were ascertained. Multicollinearity and weight significance (formative) were tested in BI capability (Jarvis et al., 2003).
3. **Structural Model:** Path coefficients and mediation effects were assessed using bootstrapping (5,000 resamples). The overall model fit was evaluated via SRMR, CFI, TLI, and RMSEA indices.
4. **Robustness Tests:** Multi-group tests were used to test the differences between industries and regions, where partial invariance of measurements was tested (MICOM). Sensitivity analyses of clustering at the firm level and endogeneity were performed.

Qualitative Analysis

Qualitative Analysis NVivo was used to perform a thematic analysis on the qualitative data (Braun and Clarke, 2006). The hybrid code strategy was used, where deductive codes were based on the conceptual model (e.g., transparency, decision speed, data trust) and inductive codes were based on the stories shared by participants. Cohen's κ = 0.78, which is a high intercoder reliability with two independent coders.

Mechanisms were mapped to contexts (e.g., decentralized vs. centralized structures) in pattern formations into framework matrices. Co-location with the quantitative findings was done by joint displays and coinciding the survey directions with the qualitative elucidations. Context-mechanism-outcome (CMO) frameworks demonstrated the way BI could be used in performance improvement within certain organizational circumstances.

3.6 Ethical Considerations

This was done only with informed consent, which was obtained electronically before data collection. All the responses were anonymized, and no personally identifiable data was retained. The research was conducted according to the principles of confidentiality, transparency, and minimization of data, which, according to international ethical standards of research, is appropriate.

3.7 Validity and Reliability

Validated scales and expert judgment were used to attain construct validity. Internal validity was proven using temporal separation of measurements, control variables, and bias tests. The qualitative data were triangulated, and the sampling strategy was multi-industry and multi-region, which guaranteed external validity. Reliability was demonstrated by means of internal consistency measures and inter-coder agreement in qualitative coding. The quality of reliability was proved through the consistency measures inside and outside in qualitative coding as well as through inter-coder agreement. It was conducted according to the APA Journal Article Reporting Standards of Mixed Methods (JARS/MM) and the structural equation modeling (Kline, 2016).

4. Results

The findings indicate the manner in which Business Intelligence (BI) capability enhances performance management and communication within multinational companies. Quantitative results reveal their relationships between BI capability,

transparency, communication, and performance. The formation of these connections is also indicated by these outcomes and backed by the qualitative outcomes. They all offer a broad picture of how BI can help to maintain transparency, cooperation, and coordination of activities across the world.

4.1 Quantitative Results
Descriptive Statistics and Sample Profile
The total analysis conducted was with respect to 420 valid responses, which represented 35 multinationals in 5 large industries. Most of the respondents were in technology (26.2%), manufacturing (22.8%), and financial services (19.5%) divisions. It was a sample of middle (52.1%), senior managers (34.8%), and executives (13.1%) employed in the IT/Analytics, Operations, Finance, HR, and Marketing functions. Table 1 presents a summary of the demographic and organizational features.

Table 1. Respondent and Firm Characteristics (N = 420)

Category	Description	Percentage (%)
Industry	Technology	26.2
	Manufacturing	22.8
	Financial Services	19.5
	Pharmaceuticals	16.0
	Consumer Goods	15.5
Functional Area	IT & Analytics	28.6
	Finance & Controlling	22.4
	Operations/Supply Chain	20.2
	HR	14.8
	Marketing/Sales	14.0
Managerial Level	Middle Management	52.1
	Senior Management	34.8
	Executive	13.1
Mean Firm Size	—	14,200 employees
Mean BI Maturity Score	—	5.2 (on 7-point scale)

Measurement Model Assessment
The confirmatory factor analysis showed that the measurement model had good reliability and validity. The Cronbach's alpha values ranged between 0.82 and 0.94, and the composite reliability (CR) scores were above 0.85, which validates internal consistency. Convergent and discriminant validity were determined based on Average Variance Extracted (AVE) values ranging between 0.56 and 0.73 and the Fornell-Larcker criterion and HTMT ratio lower than 0.85, respectively. All in all, the measurement indicators showed strong psychometric dimensions that the constructs were effective in addressing the theoretical dimensions they were meant to address (see Table 2).

Table 2. Construct Reliability and Validity Statistics

Construct	Items	α	CR	AVE	HTMT Range
BI Capability	8	0.91	0.92	0.67	—
Information Transparency	5	0.87	0.89	0.63	0.44–0.69
Communication Quality	6	0.88	0.90	0.66	0.49–0.72
Knowledge Sharing	5	0.84	0.86	0.60	0.42–0.70
Performance Management Effectiveness	7	0.93	0.94	0.71	0.50–0.74
Organizational Performance	5	0.85	0.88	0.61	0.47–0.68

Structural Model Evaluation
The structural equation model exhibited strong fit indices (χ^2/df = 2.61, CFI = 0.95, TLI = 0.94, RMSEA = 0.059, SRMR = 0.043). Figure 1 presents the structural paths, whereas Table 3 gives standardized coefficients and the results of hypothesis testing.

Table 3. Structural Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	β	t-value	p-value	Supported
H1	BI Capability → Information Transparency	0.46	7.88	< .001	Yes
H2	Information Transparency → Communication Quality	0.52	9.03	< .001	Yes
H3	Communication Quality → Performance Management	0.48	8.74	< .001	Yes
H4	BI Capability → Performance Management	0.30	5.27	< .001	Yes

H5	BI Capability → Organizational Performance	0.21	3.94	< .01	Yes
H6	Performance Management → Organizational Performance	0.37	6.55	< .001	Yes
H7	Indirect (BI → Transparency → Communication → Performance)	0.23	4.91	< .01	Yes

Model R²:
- Transparency = 0.42
- Communication = 0.56
- Performance Management = 0.62
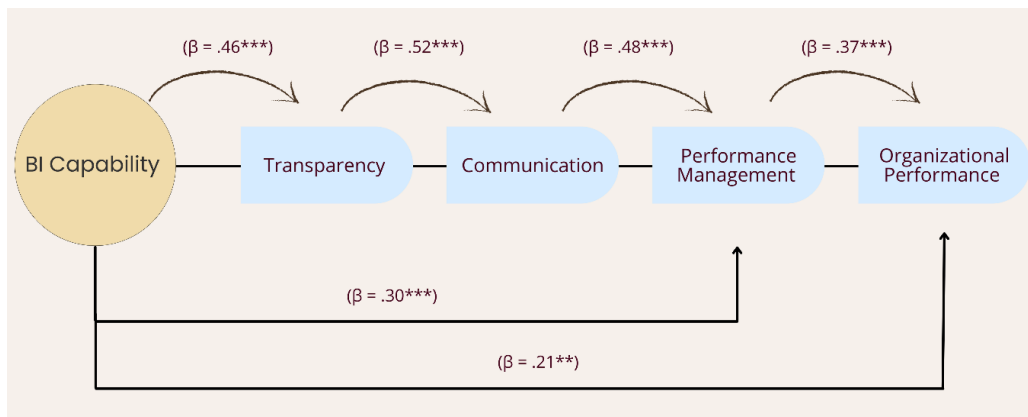- Organizational Performance = 0.58

Figure 1. Structural Model Results (Standardized Coefficients)

Robustness and Multi-Group Analyses

Multi-group SEM showed that there is variation between industries. There was the highest connection of BI with Performance in technology (β = 0.55) and manufacturing (β = 0.49) sectors, and less in consumer goods (β = 0.31). There were also regional differences with slightly higher effects in Asia-Pacific and Europe compared to North America, which is due to differences in the maturity of data integration. The control variables (firm size, IT budget intensity, geographic dispersion) were not significant, which validated the consistency of the model's effects. No bias due to reciprocal causality was indicated using endogeneity diagnostics (Gaussian copula test, p > 0.10).

4.2 Qualitative Results

The thirty-six semi-structured interviews carried out on fifteen multinational corporations (MNCs) provided valuable information regarding the influence of Business Intelligence (BI) systems on the organizational communication and performance discourse. The four themes identified in thematic analysis were the influential nature of BI in creating transparency, collaboration, and accountability.

The data transparency and trust theme was the first one, where BI platforms created a single version of the truth, and it is less sympathetic to information between headquarters and subsidiaries. As one IT Director from a manufacturing firm explained, *"Before BI dashboards, each region had its own reports. Now everyone talks from the same numbers."* This type of common database led to increased reliability and dependability on cross-border teams.

The second theme was hastened and more inclusive communication, which discussed the fact that BI dashboards allowed providing nearly real-time information and interactive feedback loops. A finance manager from a technology company noted, *"Our weekly review became a joint decision forum rather than a reporting ritual."* These arguments highlight how BI transformed top-down communication processes founded on top-down reporting and a top-down approach to participatory communication.

The third theme, which was accountability and performance alignment, presented that the BI-based visibility increased goal-setting, ownership and transparency. An HR manager of one of the financial services companies in the region noted, *"The KPIs are visible to all; there's no hiding poor performance anymore."* The transparency of performance indicators encouraged responsibility and increased attention to both individual and company objectives.

Lastly, the fourth theme, barriers and moderators, determined the obstacles that reduced the effectiveness of BI, such as data privacy issues, unequal data literacy, and cultural resistance. As one operation lead in a consumer goods firm remarked, *"Some regional teams felt exposed; they weren't used to data being this open."* These obstacles indicate that BI encourages transparency, although the effect relies on the organizational culture and preparation.

All these findings share a commonality of how BI systems cannot just improve communication and alignment of performance to organizations, but also transform the behavior of the organizations, making transparency and collaboration part of the daily behavior of the managers. The summary of these themes and illustrative quotes is provided in Table 4.

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Table 4. Summary of Qualitative Themes

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Theme	Description	Illustrative Quote
Data Transparency & Trust	BI systems increased visibility and data reliability	"Everyone talks from the same numbers now."
Inclusive Communication	Real-time dashboards improved cross-department dialogue	"Review meetings became problem-solving sessions."
Accountability & Alignment	BI enabled ownership and strategic coherence	"The KPIs are visible to all; there's no hiding poor performance."
Contextual Barriers	Regulations and culture moderated BI impact	"Some regions resisted open data sharing."

5. Discussion

The results of the present study reveal that the Business Intelligence (BI) capabilities provide significant improvement in the organizational communication and performance management of multinational corporations (MNCs). The results of the structural equation modeling showed that there were strong positive relationships between BI capability, information transparency, communication quality, and performance management effectiveness. These results empirically confirm the conceptual hypothesis that BI is a socio-technical enabler, which facilitates the communication processes between data-driven technologies and the improvement of alignment and accountability (Davenport, 2006; Trieu, 2017). By using such mixed-method design, an unambiguous understanding of the influence of input BI on the measurable performance results and the maintenance of the culture of communication in a geographically distributed organization was provided. The quantitative findings showed that the level of information transparency is medium, and the BI capabilities have an effect on communication and performance. This is in line with the past research that has highlighted data visibility and data quality as the basis of trust and effective cooperation between various components of the organization (Popovič et al., 2019; Ramakrishnan et al., 2016). The statistically significant connections, including BI to Transparency ($\beta=0.46***$), Transparency to Communication ($\beta=0.52***$), and Communication to Performance Management ($\beta=0.48***$), are cascading. BI facilitates open information flow and responsibility (Yeoh and Popovic, 2016; Elbashir et al., 2011). The mixture of quantitative and qualitative data gives a general view of the role played by BI in the organization. It was discovered that transparency and communication constituted the indirect link through which BI was connected to performance quantitatively, and qualitative stories assisted in deciphering the mechanisms that underlay the connections. BI was defined by managers as coming up with a single version of the truth, which promoted hierarchy and regional universal visibility, trust, and responsibility. It was claimed that data visualization tools and dashboards transformed the performance reviews into progressive and collaborative discussions rather than backward reporting. The findings support the thesis that BI supports a participative communication culture that enhances the ownership and decision-making processes (Rahman and Abdul Kader Jilani, 2024; Wamba et al., 2020). In the meantime, the degree to which BI is translated into communicative and performance benefits is contextually regulated by contextual circumstances such as data literacy, cultural attitudes, and regulatory environments, which have already been identified to moderate the existence of organizational contingencies in digital transformation (Hawking and Sellitto, 2019; Keshtegar et al., 2021). These insights combined are what make BI a technological and communicative infrastructure. It supports transparent data ecosystems that improve the transfer of information, quicker response, and responsibility in management practices.

In theory, this study expands the body of research on BI through a focus on the relational and behavioral aspects, which have traditionally been hidden in the view of a technical and efficiency focus (Chen et al., 2012). To recognize BI as a tool of managerial knowledge, the results indicate that it should be regarded as a decision-support tool as well as an organizational communication platform that supports the strategy and does not divide but reinforces collaboration and promotes evidence-based dialogue among scattered operations. To achieve these advantages, leaders would therefore invest in BI governance, data literacy, and transparency-oriented cultures.

6. Conclusion

This paper has established that Business Intelligence (BI) capabilities are one of the pillars of effective communication and management of performance in multinational corporations. In addition to its use as an analytical technology, BI is a communicative and strategic platform that integrates scattered organizations via the same data, visibility, and coordination. As the open information channels and effective communication are formed, the BI would assist in organizations' streamlining goals, improving their decision-making, and ensuring systemic performance consistency within global networks. Although the research has also contributed to some valid theoretical and practical aspects, some limitations are to be noted. Self-reporting measures and an artificial data set might not be adequate to capture the reality of the real BI environment. The longitudinal/ multi-level case studies should be considered in future research in order to have the validity of results in industries and under different cultural conditions. Also, exploring the integration of BI and emerging artificial intelligence (AI) technologies would reveal new information regarding predicting choices, knowledge sharing, and better performance systems. With a data-driven world, strategic agility and consistency will depend on the capacity of MNCs to transform the BI insight into meaningful communication. BI has a weakness in its analysis power; however, it has strength in its thinking, speaking, and acting power, as smart systems containing a single brain.

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