



Digital Marketing Capability as a Source of Competitive Advantage: The Role of Customer Analytics Capability in Enhancing Firm Performance

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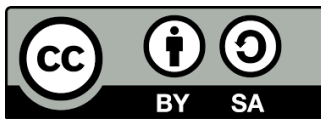
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Abstract

The widespread adoption of digital marketing technologies has intensified competition, raising questions about how firms can develop sustainable competitive advantages when digital platforms and tools are easily accessible to competitors. This study aims to conceptualize digital marketing capability as a source of competitive advantage and explain the role of customer analytics capability in strengthening its contribution to firm performance. A conceptual literature review was conducted using library research involving 31 scholarly articles published between 2016 and 2022. The literature was examined through thematic analysis to identify theoretical relationships among digital marketing capability, customer analytics capability, competitive advantage, and firm performance. The findings suggest that digital marketing capability supports organizational performance through effective channel management, digital communication, customer relationship management, and marketing technology utilization. However, its strategic value becomes more sustainable when complemented by customer analytics capability, which transforms customer data into actionable insights, improves targeting accuracy, optimizes marketing resource allocation, and facilitates organizational learning and innovation. Five theoretical propositions were formulated, alongside three boundary conditions involving data-driven organizational culture, customer privacy management, and firm size. The study concludes that competitive advantage depends on integrating digital marketing execution with analytical capabilities rather than relying solely on digital channel adoption. Theoretically, this research offers an integrated conceptual framework for future empirical testing. Practically, it highlights the importance of coordinated investments in digital marketing competencies, customer analytics, and responsible data governance to improve organizational competitiveness and performance.



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INTRODUCTION

Digital transformation has fundamentally changed the competitive landscape of contemporary business by reshaping how organizations communicate with customers, deliver value, and develop marketing strategies. Digital technologies, including social media, search engines, online marketplaces, mobile applications, and customer relationship management

systems, have become integral components of modern marketing activities. Kannan and Li (2017) emphasize that digital marketing encompasses interconnected technologies and processes influencing customer interactions throughout the marketing value chain. Similarly, Sridhar and Fang (2019) highlight the increasing importance of digital, data-rich, and developing-market environments in shaping contemporary marketing strategies. These developments indicate that digital marketing is no longer merely an alternative promotional channel but an organizational capability that contributes to strategic decision-making, customer engagement, and competitive positioning.

Despite the widespread adoption of digital technologies, organizations experience substantial differences in their ability to translate digital marketing investments into superior business performance. Access to digital platforms does not automatically generate sustainable competitive advantage because competing firms can adopt similar technologies, advertising tools, and communication channels. Herhausen et al. (2020) identified gaps between existing and required digital marketing capabilities, demonstrating that organizational readiness remains a significant challenge. Ritz et al. (2019) further examined digital marketing adoption among small businesses and emphasized the importance of organizational conditions influencing successful implementation. These studies suggest that competitive advantage depends not simply on the availability of digital marketing technologies but on an organization's ability to develop distinctive competencies, coordinate resources, and continuously improve marketing practices.

The Resource-Based View (RBV) provides a theoretical foundation for understanding how organizational resources and capabilities contribute to competitive advantage. According to Barney et al. (2021), organizational value creation depends on the strategic characteristics and utilization of firm-specific resources and capabilities. From this perspective, digital marketing capability represents more than technological infrastructure; it encompasses organizational knowledge, managerial competencies, operational routines, and the ability to integrate digital technologies into marketing activities. Morgan et al. (2018) emphasize the importance of marketing capabilities in explaining organizational performance, while Homburg and Wielgos (2022) demonstrate the relevance of digital marketing capabilities to firm performance beyond traditional marketing capabilities. Wang (2020) also examines digital marketing capabilities from a relational perspective, emphasizing their relevance to international business performance. Collectively, these studies establish digital marketing capability as an important organizational resource associated with competitive outcomes.

Previous research has investigated the dimensions and performance implications of digital marketing capability across different organizational contexts. Apasrawirote et al. (2022) reviewed the conceptualization of digital marketing capability and highlighted the diversity of definitions and components within the existing literature. Chinakidzwa and Phiri (2020) examined digital marketing capabilities among small and medium-sized agro-processing enterprises in Zimbabwe and reported their relevance to market performance. Similarly, Eller et al. (2020) investigated the antecedents, consequences, and challenges of digitalization among small and medium-sized enterprises, emphasizing the importance of technological resources, employee competencies, and digital strategies. These findings demonstrate that

digital marketing capabilities contribute to organizational competitiveness. However, they also indicate that the performance implications of digital marketing depend on broader organizational capabilities and contextual conditions.

An important limitation of relying exclusively on digital marketing capability is the increasing accessibility and replicability of digital technologies. Competitors can adopt similar advertising platforms, customer communication tools, and marketing applications, potentially reducing the distinctiveness of technological resources. Teece et al. (2016) explain that organizations operating in dynamic environments require capabilities that enable them to identify emerging opportunities, respond to uncertainty, and reconfigure resources. This perspective suggests that sustainable competitive advantage requires continuous organizational learning and adaptation rather than static technological adoption. Consequently, firms must develop complementary capabilities that enable them to transform digital marketing activities into valuable organizational knowledge and strategically differentiated customer experiences.

Customer analytics capability represents a potentially important complementary organizational resource. It refers to the ability to collect, integrate, analyze, interpret, and utilize customer-related data to support marketing decisions and organizational performance. Digital marketing activities generate substantial amounts of information through customer searches, online transactions, social media interactions, purchasing behavior, and responses to marketing campaigns. However, the availability of customer data does not necessarily produce strategic value unless organizations possess the technological infrastructure, analytical competencies, and managerial processes required to transform data into actionable insights. Gupta and George (2020) conceptualize big data analytics capability as a combination of tangible, human, and intangible organizational resources, while Akter et al. (2016) emphasize the importance of aligning analytics capabilities with business strategy to improve firm performance.

Previous studies have demonstrated the relevance of customer analytics to marketing effectiveness and competitive performance. Erevelles et al. (2016) explain how big data consumer analytics can transform marketing by enabling organizations to generate deeper insights into customer behavior. Kitchens et al. (2018) highlight the strategic value of integrating relationship-oriented customer data from multiple sources. Hossain et al. (2020) examine customer analytics capability in data-driven retailing, contributing to its conceptual development and operational understanding. Furthermore, Hossain et al. (2021) investigate customer analytics-driven value creation and its relevance to sustaining competitive advantage. These studies indicate that customer analytics capability extends beyond technical data processing by supporting the development of customer knowledge, organizational responsiveness, and value creation.

Empirical research also supports the relationship between marketing analytics and organizational performance. Cao et al. (2019) examine marketing analytics from a dynamic capability perspective and identify its relevance to marketing decision-making and product development. Hallikainen et al. (2020) demonstrate the contribution of customer big data analytics to business-to-business sales and customer relationship performance. Similarly, Mikalef et al. (2020) investigate the relationship between big data analytics capability and competitive performance through dynamic and operational capabilities, while Wamba et al.

(2017) examine the performance implications of big data analytics and dynamic capabilities. These findings collectively suggest that analytics-related competencies may strengthen organizational performance by improving decision quality, facilitating resource coordination, and supporting organizational adaptation.

Although digital marketing capability and customer analytics capability have received substantial scholarly attention, the two research streams have frequently been examined through different theoretical and disciplinary perspectives. Digital marketing capability research has primarily emphasized marketing processes, channel integration, customer engagement, and organizational performance, whereas customer analytics research has focused on data integration, analytical competencies, decision-making, and information-driven value creation. Consequently, a more integrated conceptual explanation is needed to clarify how these capabilities complement each other in generating competitive advantage. In particular, the relationship between digital marketing capability and sustainable performance requires further theoretical examination because digital marketing tools are increasingly accessible, whereas firm-specific customer knowledge and organizational learning routines may be more difficult for competitors to imitate.

Based on the reviewed literature, three principal research gaps can be identified. First, existing studies establish the relevance of digital marketing capability and customer analytics capability to firm performance, but their complementary roles are not consistently integrated into a unified conceptual framework. Second, the mechanisms through which customer analytics capability may enhance the strategic value of digital marketing capability require clearer theoretical explanation, particularly regarding customer targeting, marketing resource allocation, and organizational learning. Third, the contextual conditions influencing these relationships, including data-driven organizational culture, responsible customer data management, and firm size, require more explicit consideration within an integrated model of competitive advantage. Addressing these gaps is important for explaining why organizations using comparable digital marketing technologies may achieve different performance outcomes.

The novelty of this study lies in developing an integrated conceptual framework that positions customer analytics capability as a complementary strategic capability linking digital marketing activities with organizational performance and competitive advantage. Unlike approaches examining digital marketing and analytics capabilities separately, this study synthesizes their theoretical relationships and identifies three mechanisms through which customer analytics capability may enhance digital marketing effectiveness: improved customer targeting and personalization, more effective allocation of marketing resources, and continuous organizational learning and innovation. Furthermore, the framework formulates five theoretical propositions concerning the relationships among digital marketing capability, customer analytics capability, firm performance, and competitive advantage. It also identifies three boundary conditions—data-driven culture, customer privacy management, and firm size—that may influence the strength and sustainability of these relationships. The contribution is conceptual; the proposed relationships are derived from literature synthesis and have not been empirically tested in this study.

This conceptual integration is grounded in the Resource-Based View and dynamic capabilities perspectives. The Resource-Based View explains why organizational competencies embedded in knowledge, routines, and resource configurations may provide greater strategic value than widely accessible digital technologies. Meanwhile, the dynamic capabilities perspective emphasizes the importance of organizational learning, adaptability, and resource reconfiguration in responding to changing competitive environments. Customer analytics capability may connect these perspectives by enabling organizations to transform digital interactions into customer knowledge and continuously refine marketing decisions. Consequently, the combination of digital marketing capability and customer analytics capability provides a theoretical basis for understanding how firms may develop more differentiated and adaptable marketing strategies.

Based on these considerations, this study aims to examine digital marketing capability as a potential source of competitive advantage and explain the role of customer analytics capability in enhancing its contribution to firm performance. Specifically, the study seeks to clarify the conceptual dimensions of digital marketing capability, synthesize previous findings concerning the strategic value of customer analytics capability, identify the mechanisms connecting both capabilities to organizational performance, and formulate theoretical propositions and boundary conditions for subsequent empirical investigation. To achieve these objectives, the study employs a conceptual literature review involving 31 scholarly articles published between 2016 and 2022, analyzed thematically to develop an integrated explanatory framework.

Theoretically, this study contributes to digital marketing management and strategic management literature by integrating the Resource-Based View and dynamic capabilities perspectives into a conceptual explanation of how digital marketing and customer analytics capabilities may jointly contribute to firm performance. The proposed framework also provides a foundation for future empirical studies examining direct relationships, mediation mechanisms, complementary effects, and contextual influences. Practically, the findings are expected to benefit business owners, marketing managers, digital strategists, and organizational decision-makers by providing insights into the importance of balancing digital marketing investments with analytical competencies and data-driven decision-making processes. Rather than focusing exclusively on digital advertising channels and technological tools, organizations are encouraged to develop integrated customer data systems, analytical skills, and organizational learning practices.

The managerial implications emphasize that sustainable competitive advantage may depend on an organization's ability to transform digital marketing data into meaningful customer insights and strategic actions. Investments in digital marketing infrastructure should therefore be accompanied by the development of customer analytics capabilities, responsible data governance, and organizational cultures that support evidence-based decision-making. For small and medium-sized enterprises, the framework suggests that gradual capability development through accessible analytical tools and systematic customer data management may provide a practical starting point. For researchers, the proposed conceptual relationships offer opportunities for empirical validation across industries, organizational sizes, and

geographical contexts. Ultimately, this study seeks to advance understanding of how complementary digital marketing and customer analytics capabilities can support organizational competitiveness in increasingly dynamic and data-intensive business environments.

METHOD

The article is a conceptual review prepared through library research. No primary data were collected and no statistical tests were performed. A conceptual review is suited to questions that require the integration of ideas from separate bodies of literature in order to propose relationships among concepts, and literature review is recognised as a research method in its own right in business studies (Snyder, 2019).

Sources were located in [month and year of the search] through Google Scholar and OpenAlex using the keywords digital marketing capability, marketing capabilities, customer analytics, marketing analytics, big data analytics capability, competitive advantage, and firm performance. An article was included when it was published in a scholarly journal within the last ten years and addressed at least one of four subjects: digital marketing and its capabilities, customer or marketing analytics, analytics capability and firm performance, or the theory of resources and capabilities. Bibliographic details were checked against the DOI record of each article. The final set consists of 31 articles published between 2016 and 2022, of which 29 are substantive and two are methodological. Selection was purposive and favoured influential and directly relevant studies, so the review does not claim to be exhaustive.

The material was analysed thematically following Braun and Clarke (2019). Each article was read for its definitions, arguments, and findings. Notes were grouped under three headings: the nature of digital marketing capability, the nature of customer analytics capability, and the links between capabilities and performance. The relationships that emerged were then expressed as propositions. All ideas taken from the sources are written in the author's own words and cited in APA style.

RESULTS AND DISCUSSION

What Digital Marketing Capability Is

Marketing capabilities are the processes through which a firm uses its resources to understand and satisfy customers, and they have long been linked to performance in both domestic and international settings (Morgan et al., 2022). Digital marketing capability extends this idea to the digital environment. Drawing on the reviewed studies, it can be described as the ability of a firm to plan, execute, and adjust marketing activities through digital channels in a way that creates value for customers and for the firm. Apasrawirote et al. (2022), who reviewed the literature on the concept, note that it is still defined in several ways and that its components are not yet settled.

Despite the variety of definitions, four components recur, as summarised in Table 1. The first is channel management, the skill of selecting and coordinating channels such as search, social media, email, and marketplaces. The second is content and communication, the ability to produce messages that fit each channel and each stage of the customer journey (Lemon &

Verhoef, 2016). The third is digital relationship management, which covers interaction with customers and partners through digital means. The fourth is the use of marketing technology, including automation and customer relationship management systems that increasingly incorporate artificial intelligence (Davenport et al., 2020; Saura et al., 2021). Herhausen et al. (2020) organise the capabilities that firms need around similar themes, namely channels, social media, digital relationships, and digital technologies.

Table 1. Components of Digital Marketing Capability

Component	Description	Main Sources
Channel management	Selecting, combining, and coordinating digital channels across the customer journey	Kannan & Li (2017); Herhausen et al. (2020); Lemon & Verhoef (2016)
Content and communication	Creating and adapting messages for each channel and audience	Kannan & Li (2017); Apasrawirote et al. (2022)
Digital relationship management	Interacting with customers and partners through digital means and maintaining those relationships	Wang (2020); Herhausen et al. (2020)
Marketing technology use	Applying automation, customer relationship management systems, and artificial intelligence in marketing	Davenport et al. (2020); Saura et al. (2021)

Seen in this way, digital marketing capability is more than the presence of a firm on digital platforms. Two firms may both advertise on the same social network, but one of them may have routines for testing messages, coordinating campaigns with stock and service, and responding to customers within minutes. The difference lies in organizational skill and not in the platform.

Digital Marketing Capability and Competitive Advantage

The available evidence supports a positive link between digital marketing capability and performance. Homburg and Wielgos (2022) show that the capability contributes to firm performance beyond what classic marketing and technology capabilities explain. Wang (2020) finds that digital marketing capabilities support the performance of international firms and stresses their relational character. Among small firms, Chinakidzwa and Phiri (2020) report a positive effect of digital marketing capabilities on the market performance of small and medium agro processors in Zimbabwe, and Eller et al. (2020) find that information technology, employee skills, and digital strategy drive digitalization in small and medium enterprises, which in turn relates to performance.

The more difficult question is whether this advantage endures. From a resource based view, an advantage persists only when the underlying capability is hard for rivals to copy (Barney et al., 2021). Parts of digital marketing capability are easy to copy. Advertising formats are standardised, agencies sell the same services to competing firms, and platform algorithms change in ways that can erase a hard won position overnight. A firm that relies only on channel skills therefore competes on ground that is constantly levelled. Teece et al. (2016) argue that in fast changing environments firms need capabilities that allow them to sense change and

reconfigure what they do. Applied to marketing, this implies that the durable part of digital marketing capability is the part that learns.

Learning requires information, and in digital marketing the information comes from customer data. This is the point at which customer analytics capability enters the argument. Digital channels generate the raw material. Whether that material becomes an advantage depends on a second capability that interprets it.

What Customer Analytics Capability Is

Customer analytics capability refers to the ability of a firm to collect, integrate, analyse, and act on data about its customers. It is a specific form of the broader big data analytics capability, which research describes as a combination of tangible resources such as data and technology, human resources such as technical and managerial skills, and intangible resources such as a data driven culture and organizational learning (M. Gupta & George, 2016). Akter et al. (2016) similarly identify management, technology, and talent as its building blocks. Table 2 adapts these elements to the customer context.

Table 2. Elements of Customer Analytics Capability

Element	Description	Main Sources
Customer data and its integration	Gathering data from many touchpoints and joining them into a single view of the customer	Kitchens et al. (2018); Gupta & George (2016)
Analytical tools and methods	Using models and digital analytics to describe, predict, and prescribe customer behaviour	Gupta et al. (2020); Erevelles et al. (2016)
Analytical and managerial skills	People who can analyse data and managers who can ask the right questions and use the answers	Akter et al. (2016); Cao et al. (2019)
Data driven culture	Shared norms that favour evidence over intuition in marketing decisions	Gupta & George (2016); Hallikainen et al. (2020)
Data protection	Managing and safeguarding customer data responsibly	Hossain et al. (2021); Martin & Murphy (2017)

Several studies clarify the nature of this capability in marketing. Erevelles et al. (2016) argue that big data consumer analytics transforms marketing only when a firm has the physical, human, and organizational resources to exploit it. Kitchens et al. (2018) show that strategic value comes from integrating relationship oriented data from different sources and not from analysing each source separately. Hossain et al. (2020) describe customer analytics capability in retailing as a construct with several dimensions, and their later study links customer analytics driven value creation to sustained competitive advantage (Hossain et al., 2021). Gupta et al. (2020) review the modelling approaches that make such insight possible.

Evidence on outcomes is consistent. Cao et al. (2019) find that the use of marketing analytics improves marketing decision making and product development management, which in turn supports sustained competitive advantage. Hallikainen et al. (2020) show that customer

big data analytics fosters customer relationship performance and sales growth in business to business firms, and that an analytics culture strengthens this effect. In the wider analytics literature, capability in big data analytics improves firm performance directly and through dynamic and operational capabilities (Mikalef et al., 2020; Wamba et al., 2017), and it creates business value by building knowledge and agility (Côte-Real et al., 2017).

How Customer Analytics Capability Enhances the Effect of Digital Marketing Capability

Putting the two capabilities side by side reveals three pathways through which customer analytics capability raises the return on digital marketing capability. The first pathway is precision. Digital channels allow a firm to address customers individually, but only if the firm knows who they are and what they want. Analytics turns behavioural data into segments, predictions, and recommendations, so that channel skills are applied to the right customer with the right message at the right moment in the journey (Lemon & Verhoef, 2016). Without analytics, a firm with excellent channel skills still broadcasts.

The second pathway is allocation. Marketing budgets are spread across channels, campaigns, and customer groups. Analytics makes it possible to measure what each activity contributes and to move resources toward what works. This connects to the long standing concern with marketing performance assessment and accountability (Morgan et al., 2018). A firm that can attribute results to actions learns faster from each campaign than a firm that judges campaigns by impression or habit, and over time the difference compounds.

The third pathway is learning and innovation. Customer data reveal unmet needs, emerging preferences, and reasons for defection. Cao et al. (2019) show that marketing analytics supports product development as well as marketing decisions. In this sense customer analytics capability performs a sensing function in the language of dynamic capabilities (Teece et al., 2016). It feeds the renewal of products, services, and the marketing approach itself, which keeps digital marketing capability from becoming outdated when platforms and customer habits change.

These pathways also explain why the combination is harder to imitate than either capability alone. A competitor can hire the same agency or buy the same software. It cannot easily reproduce years of accumulated customer data, the models tuned to that data, and the routines that connect analysts with marketers. The complementarity between the capability that reaches customers and the capability that understands them is therefore the more plausible source of durable advantage.

Propositions and Conceptual Model

The argument can be summarised in five propositions. Proposition 1 states that digital marketing capability is positively related to firm performance and competitive advantage. Proposition 2 states that digital marketing capability is positively related to customer analytics capability, because wider and more skilful use of digital channels generates richer customer data and stronger demand for insight. Proposition 3 states that customer analytics capability is positively related to firm performance. Proposition 4 states that customer analytics capability

partly mediates the relationship between digital marketing capability and firm performance. Proposition 5 states that the positive effect of digital marketing capability on firm performance is stronger when customer analytics capability is high, which reflects the complementarity of the two capabilities.

In the resulting model, digital marketing capability is the starting variable, customer analytics capability is positioned both as an intermediate variable and as a condition that strengthens the main relationship, and firm performance is the outcome. Performance should be understood broadly. It includes market outcomes such as customer acquisition, retention, and satisfaction, as well as financial outcomes such as sales growth and profitability (Morgan et al., 2022). Competitive advantage is reflected in the persistence of superior performance relative to rivals.

Boundary Conditions

Three conditions are likely to shape the strength of these relationships. The first is a data driven culture. Analytical output has no effect if managers ignore it. Gupta and George (2016) treat such a culture as an intangible resource that is part of analytics capability, and Hallikainen et al. (2020) find that an analytics culture strengthens the effect of customer analytics on customer relationship performance. Akter et al. (2016) further show that the alignment between analytics capability and business strategy matters for performance.

The second condition is the handling of customer privacy. The same data that create insight can damage trust when they are collected or used in ways that customers find intrusive. Martin and Murphy (2017) review the role of data privacy in marketing and show that privacy concerns influence how consumers respond to firms. Hossain et al. (2021) include data management and protection among the elements of customer analytics driven value creation. A firm that neglects privacy may gain precision in the short term and lose customers and legitimacy in the long term, so responsible data practice is a condition for the advantage to last.

The third condition is firm size. Large firms hold more data and can employ specialists, but they often struggle with separate systems and departmental boundaries. Small firms have less data and fewer skills, yet they are close to their customers and can act quickly. For small firms the realistic route is to use the analytics already built into platforms, marketplaces, and low cost tools, and to develop the habit of reading those reports before attempting advanced models (Ritz et al., 2019) . The capability is the same in kind and differs in scale.

Implications

For managers, the first implication is to treat spending on channels and spending on insight as a pair. A budget that funds advertising but not measurement buys reach without learning. A simple diagnostic consists of three questions. Can the firm see one customer across all of its channels? Can it say which marketing activities produced last month's sales? Did any recent change in products or messages originate from customer data? A negative answer to any of these points to the capability that needs attention.

For small and medium enterprises, the implication is encouraging. The entry cost of customer analytics has fallen along with the entry cost of digital marketing. Recording

customer contacts, reviewing platform dashboards every week, and running small tests of prices or messages are within reach of a small team. What matters is regularity. For educators in digital business, the argument suggests that training in content and advertising tools should be accompanied by training in data literacy and experimentation.

For researchers, the propositions invite testing. Survey studies can measure both capabilities and performance and examine mediation and moderation together. Because capabilities and performance may reinforce each other, longitudinal designs would help to establish the direction of effects. Comparative studies across firm sizes and across developed and developing markets would show whether the complementarity holds in settings where data and skills are scarce (Sridhar & Fang, 2019). Qualitative case studies could document how the two capabilities are connected in daily practice.

Limitations

This article is conceptual, and its propositions have not been tested. The review rests on a purposive selection of 31 articles in English published up to 2022, so relevant work may have been missed and more recent developments, including generative artificial intelligence in marketing, are not covered. The definitions of both capabilities remain debated in the literature, and the synthesis offered here reflects the reading of the author.

CONCLUSION

This article asked why digital marketing produces a lasting advantage for some firms and not for others. The reviewed literature indicates that digital marketing capability, understood as the organizational ability to plan and execute marketing through digital channels, contributes to firm performance. Because channels and tools are widely available, however, this contribution is exposed to imitation. The advantage becomes more durable when the firm also possesses customer analytics capability, which converts the data generated by digital marketing into precision in targeting, discipline in resource allocation, and continuous learning.

Five propositions express this argument, and three boundary conditions qualify it: a data driven culture, responsible treatment of customer privacy, and firm size. The practical message is that reaching customers and understanding customers are two halves of one investment. Future research should test the proposed model empirically, especially among small and medium enterprises and in developing markets.

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CONFLICT OF INTEREST

The authors declare that this research was conducted in the absence of any commercial, financial, or other relationships that could be construed as potential conflicts of interest.

AUTHOR'S CONTRIBUTION

Suhendi contributed to the conceptualization of the study, development of the research framework, and preparation of the original manuscript. Solehudin contributed to the literature review, theoretical analysis, and development of the conceptual framework. Fatih Humam Ramadhan contributed to the analysis and interpretation of the literature and refinement of the theoretical propositions. Restu Jahira Dhawi Mughni contributed to literature identification, thematic analysis, and manuscript review and editing. All authors contributed to the refinement of the manuscript and approved the final version for publication.

GENERATIVE ARTIFICIAL INTELLIGENCE USAGE STATEMENT

The authors declare that generative artificial intelligence (AI) tools were used, where applicable, to assist with language refinement and improve the clarity and readability of the manuscript. All AI-assisted content was reviewed and verified by the authors, who remain fully responsible for the accuracy, originality, integrity, and final content of the published article.

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