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To,

Dr. Ratri Lahri

Subject: Confirmation of Research Paper Publication

We are pleased to confirm that your research paper titled **“E-Commerce Adoption and Business Performance among Small Retail Enterprises”** has been successfully published in the Universal Journal of Humanities and Multi-Disciplinary Studies (UJHMDS), ISSN: 3143-7869, **Volume 02, No. 03, Special Issue Jul- Sep 2026.**

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The editorial board extends its sincere appreciation for your valuable contribution to our journal. Your research work demonstrates a high standard of academic excellence and adds significant value to the journal.

We congratulate you on this achievement and look forward to your continued association with UJHMDS in future publications.

With best regards,

Prof. (Dr.) Ajay Shriram Kushwaha

Editor-in-Chief

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