



STRATEGIC ALIGNMENT BETWEEN IT AND BUSINESS STRATEGY: IMPACT ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

In today's digital economy, organizations depend heavily on information technology (IT) to enhance competitiveness, efficiency, and innovation. Strategic alignment between IT strategy and business strategy ensures that technological investments support organizational goals and deliver measurable value. Organizations that successfully align IT capabilities with business objectives often experience improved operational performance, enhanced innovation capacity, and stronger market competitiveness. However, many organizations still struggle to integrate IT initiatives with strategic decision-making processes. Strategic alignment between Information Technology (IT) strategy and business strategy has become a critical determinant of organizational success in the digital economy. Organizations increasingly rely on technology to improve operational efficiency, enhance innovation capability, and achieve superior performance outcomes. This study examines the impact of IT-business strategic alignment on organizational performance through the mediating roles of innovation capability and operational efficiency. A quantitative research design was employed using a structured questionnaire distributed to employees and managers across technology-driven organizations. A total of 441 valid responses were collected and analyzed using Structural Equation Modeling (SEM). The findings indicate that IT adoption significantly influences innovation capability and operational efficiency, which in turn positively affect organizational performance. The results highlight the importance of aligning technological initiatives with strategic business objectives to achieve sustainable competitive advantage.

Keywords: *Strategic Alignment, IT Strategy, Organizational Performance, Innovation Capability, Operational Efficiency, Structural Equation Modeling.*

INTRODUCTION

In the contemporary digital economy, organizations increasingly rely on information technology (IT) to support their strategic objectives and enhance overall organizational performance. The rapid advancement of digital technologies, including cloud computing, artificial intelligence, big data analytics, and enterprise information systems, has transformed the way organizations operate and compete in the global marketplace. As a result, the role of IT has evolved from a traditional support function to a strategic resource that contributes directly to organizational innovation, operational efficiency, and long-term competitiveness. Organizations that effectively leverage technological capabilities are able to respond quickly to market changes, improve internal processes, and deliver enhanced value to customers.

Strategic alignment between IT and business strategy has therefore become a critical issue for modern organizations. Strategic alignment refers to the degree to which an organization's information technology strategy supports and complements its business strategy and objectives. When IT initiatives are aligned with business goals, organizations are able to utilize technological resources more effectively, resulting in improved decision-making, enhanced productivity, and greater operational flexibility. Conversely, a lack of alignment between IT and business strategies can lead to inefficient resource utilization, increased operational costs, and missed strategic opportunities.

In recent years, the concept of IT-business strategic alignment has gained significant attention in both academic research and managerial practice. Organizations are increasingly investing in digital transformation initiatives to integrate technology into their core business processes. Digital transformation involves the adoption of advanced technologies to redesign organizational structures, improve service delivery, and enhance innovation capabilities. However, the success of digital transformation initiatives largely depends on the extent to which technological investments are aligned with broader business strategies. Without proper alignment, technological implementations may fail to generate the expected organizational benefits.

Another important aspect of strategic alignment is its influence on innovation capability and operational efficiency. Innovation capability refers to an organization's ability to develop new products, services, and processes by leveraging technological knowledge and organizational resources. IT systems facilitate innovation by enabling information sharing, data analysis, and collaboration across different functional units. Similarly, operational efficiency refers to the ability of an organization to utilize resources effectively in order to maximize productivity while minimizing costs. Advanced information systems allow organizations to automate routine processes, improve workflow management, and enhance the accuracy of operational activities. When IT strategies are properly aligned with business objectives, organizations can simultaneously improve innovation capability and operational efficiency.

Organizational performance is often considered the ultimate outcome of successful strategic alignment between IT and business strategies. Organizational performance encompasses both financial and non-financial outcomes, including profitability, productivity, market share, customer satisfaction, and operational effectiveness. Organizations that integrate IT initiatives into their strategic planning processes are more likely to achieve superior performance outcomes. By aligning technological capabilities with strategic objectives, firms can improve their ability to compete in dynamic business environments and sustain long-term growth.

Despite the recognized importance of IT-business strategic alignment, many organizations still face challenges in effectively integrating technological strategies with business objectives. Differences in organizational culture, lack of communication between IT and business managers, and inadequate strategic planning often hinder alignment efforts. Moreover, the rapid pace of technological change requires organizations to continuously update their IT strategies to ensure compatibility with evolving business goals.

Consequently, understanding the impact of strategic alignment on organizational performance has become an important area of research in the fields of information systems and strategic management.

In this context, the present study aims to examine the relationship between strategic alignment between IT and business strategy and organizational performance. The study specifically investigates how IT adoption influences innovation capability and operational efficiency, and how these factors contribute to improved organizational outcomes. By analyzing empirical data collected from IT-enabled organizations, the research seeks to provide insights into the role of strategic alignment in enhancing organizational competitiveness and performance. The study contributes to the existing literature by providing empirical evidence on the importance of integrating information technology strategies with business objectives. The findings are expected to assist managers and policymakers in understanding how technological investments can be strategically utilized to improve organizational performance. Furthermore, the research highlights the need for organizations to develop comprehensive IT strategies that support business goals, foster innovation, and enhance operational efficiency in an increasingly technology-driven business environment.

LITERATURE REVIEW

Strategic alignment between information technology and business strategy has been widely discussed in the information systems and management literature as a key driver of organizational success. Sabherwal et al. (2019) emphasized that strategic alignment refers to the congruence between IT capabilities and organizational objectives, enabling firms to effectively utilize technological resources for achieving strategic goals. Organizations that successfully align IT with business strategy can improve coordination between departments and enhance operational decision-making processes. Similarly, Benitez et al. (2018) argued that IT-business alignment facilitates the integration of technological resources with organizational processes, which improves innovation and performance outcomes. Their research indicates that firms with strong alignment capabilities are able to adapt more effectively to environmental changes and market dynamics. In addition, alignment allows organizations to synchronize IT investments with long-term business strategies, ensuring that technological resources generate value for the organization.

According to Shao (2019), strategic alignment is not a static concept but a dynamic capability that requires continuous adaptation between business strategy and information systems. As organizations adopt new digital technologies, they must constantly revise their IT strategies to maintain alignment with business objectives. Research further suggests that effective alignment enhances organizational innovation by facilitating information sharing and knowledge integration across functional units. Chau et al. (2020) also noted that strategic alignment plays a mediating role between digital platform capabilities and innovation performance. Organizations that align their technological capabilities with strategic goals are more likely to achieve sustainable competitive advantage. Furthermore, alignment improves organizational agility by enabling firms to respond quickly to technological and market changes. Studies in digital transformation literature also confirm that aligning digital strategies with business objectives improves organizational competitiveness and performance outcomes.

The adoption of information technology has become a fundamental factor for fostering innovation capability within organizations. Davenport and Ronanki (2018) argued that the integration of advanced technologies such as artificial intelligence and data analytics enables organizations to develop innovative solutions, automate processes, and create new value propositions. Their research highlighted that companies adopting intelligent technologies are able to enhance product development, improve service delivery, and strengthen innovation processes.

Similarly, Cockburn, Henderson, and Stern (2019) emphasized that technological advancements significantly influence innovation capability by enabling organizations to process large volumes of data and generate new insights. This capacity allows firms to identify emerging market opportunities and develop innovative products and services. The authors also noted that organizations leveraging digital technologies are better positioned to enhance research and development activities. According to Raisch and Krakowski (2021), artificial intelligence and digital technologies contribute to both automation and augmentation within organizations. Automation improves operational processes, while augmentation supports human decision-making and creativity. As a result, firms adopting advanced technologies experience higher levels of innovation capability and improved strategic outcomes.

In addition, Rubio-Andrés et al. (2024) found that digital transformation strategies significantly influence firm innovation and organizational effectiveness. Organizations that adopt advanced digital technologies develop stronger innovation capabilities because these technologies facilitate knowledge sharing, experimentation, and collaboration across departments. Overall, previous studies consistently highlight that IT adoption acts as a catalyst for innovation by enabling organizations to leverage digital resources for creating new products, services, and business models.

Operational efficiency refers to the ability of an organization to maximize output while minimizing resource consumption and operational costs. In modern organizations, information technology plays a crucial role in improving operational efficiency by automating processes, optimizing resource allocation, and enhancing productivity. Bakar and Ahmad (2020) explained that operational efficiency involves the effective management of resources, processes, and technologies to ensure timely service delivery and improved organizational productivity.

Research by Bradley et al. (2012) demonstrated that effective utilization of IT resources significantly improves operational performance by streamlining workflows and reducing operational errors. When organizations integrate information systems with business operations, they are able to monitor processes more effectively and identify inefficiencies in real time. This integration also supports data-driven decision making and enhances organizational agility. Furthermore, Tallon et al. (2019) emphasized that IT-enabled operational capabilities allow organizations to achieve greater efficiency in production, logistics, and service delivery. Their study suggested that firms with advanced IT infrastructure are able to optimize resource utilization and improve coordination among departments. As a result, organizations experience reduced operational costs and improved productivity.

While studies have shown an association between strategic alignment and operational efficiency, recent research has demonstrated how IT strategy can support the streamlining of organizational activities to enhance performance. In addition, companies that use digital technologies to transform their operational processes are better equipped to achieve increases in operational efficiency and competitive advantage than those that do not. The concept of performance is defined as the capacity for an organization to meet its financial, strategic, and operational goals. With regard to performance, Brynjolfsson and McAfee (2017) assert that digital technologies enable organizations to process information more efficiently and make more informed decisions through the utilization of data. Companies that successfully integrate technology into their business processes are more likely to exceed expectations regarding performance. Similarly, Mikalef et al. (2020) determined that big data analytics capabilities substantially affect organizational performance because they create better decision-making processes and provide companies with the opportunity to discover new market opportunities. As such, organizations using advanced technological capabilities may be able to increase operational efficiency while increasing innovation performance at the same time. Technology adoption was found to positively affect company performance by Jiang, Liang, and Liang (2021), who specifically looked at emerging markets. They discovered that digital technologies contribute to increased financial performance as well as improved operational results through effective resource allocation and strategic decision making. More recently, authors have documented that digital transformation initiatives strongly influence organizational effectiveness. Verhoef et al. (2021) indicated that companies implementing digital technologies were better positioned to compete, gain customer satisfaction, and achieve enhanced operational performance. In summary, current research clearly indicates that organizations with significant IT capability-strategic business alignment will be best-positioned to optimize overall organizational performance and remain competitive over the long term within the digital economy.

Research Model

- IT Adoption → Innovation Capability → Organizational Performance
- IT Adoption → Operational Efficiency → Organizational Performance

Hypotheses Development

Hypothesis	Statement	Result
H1	AI adoption positively influences innovation capability	Supported
H2	AI adoption improves operational efficiency	Supported
H3	AI adoption positively affects organizational performance	Supported
H4	Innovation capability improves organizational performance	Supported
H5	Operational efficiency improves organizational performance	Supported

Mathematical Model Opted

The relationships among variables are expressed using regression equations.

MODEL 1

Innovation Capability (IC)

$$IC = \beta_0 + \beta_1(\text{IT Adoption}) + \varepsilon$$

MODEL 2

Operational Efficiency (OE)

$$OE = \beta_0 + \beta_2(\text{IT Adoption}) + \varepsilon$$

MODEL 3

Organizational Performance (OP)

$$OP = \beta_0 + \beta_3(\text{IT Adoption}) + \beta_4(\text{IC}) + \beta_5(\text{OE}) + \varepsilon$$

Where:

β_0 = Constant

β_1 - β_5 = Regression coefficients

ε = Error term

RESEARCH METHODOLOGY

The present study adopts a quantitative research approach to examine the strategic alignment between information technology and business strategy and its impact on organizational performance. Quantitative research is considered appropriate for this study because it allows the researcher to measure relationships among variables using statistical techniques and to analyze patterns derived from a large number of respondents. The survey method was employed as the primary research strategy since it enables the systematic collection of standardized data from participants across different organizations. Through this method, the study was able to obtain reliable responses related to IT adoption, innovation capability, operational efficiency, and organizational performance. The research design also facilitates the empirical testing of the proposed conceptual model and hypotheses developed for the study. The research design of the study is descriptive and analytical in nature. The descriptive component focuses on understanding the current level of alignment between IT and business strategy within organizations, while the analytical component evaluates the relationships between the study variables using statistical techniques. This approach allows the study to not only describe the existing practices of IT adoption but also analyze their influence on organizational outcomes. The design therefore provides a comprehensive framework for examining how technological initiatives contribute to improved innovation capability, operational efficiency, and overall performance in modern organizations.

The sample size for the study consists of 441 respondents, which includes managers, IT professionals, and employees working in IT-enabled organizations. The respondents were selected from different

departments and hierarchical levels to ensure a broad representation of organizational perspectives. A sample size of this magnitude is considered adequate for empirical research and statistical modeling, particularly when applying advanced analytical techniques such as regression analysis, structural equation modeling, and other multivariate methods. The relatively large sample size also increases the reliability and generalizability of the research findings. To ensure that the collected data adequately represents the population of interest, the study employed stratified random sampling as the sampling technique. In this approach, the target population was divided into different strata based on relevant organizational characteristics such as department, managerial level, and functional role. Random samples were then drawn from each stratum to ensure proportional representation. This sampling technique helps reduce sampling bias and improves the accuracy of the research results. By incorporating participants from multiple organizational levels and functions, the study captures a diverse range of insights regarding the implementation and impact of IT strategies. Primary data for the research were collected using a structured questionnaire. The questionnaire was designed to measure the key constructs included in the research model, such as IT adoption, innovation capability, operational efficiency, and organizational performance. The questionnaire contained multiple statements related to each construct, and respondents were asked to indicate their level of agreement with each statement. Prior to full-scale data collection, the questionnaire was carefully reviewed to ensure clarity, relevance, and validity of the items. The structured format of the questionnaire helped maintain consistency in responses and facilitated statistical analysis. The measurement of responses was based on a five-point Likert scale, which is widely used in social science and management research. The scale allows respondents to express the intensity of their agreement or disagreement with each statement presented in the questionnaire. The response categories were structured as follows: 1 represented strongly disagree, 2 represented disagree, 3 represented neutral, 4 represented agree, and 5 represented strongly agree. The use of the Likert scale enables the quantification of subjective perceptions and attitudes, making it possible to analyze them using statistical techniques. Overall, the research methodology adopted in this study provides a systematic and reliable framework for investigating the relationship between IT-business strategic alignment and organizational performance. The use of a structured survey instrument, an adequate sample size, and a stratified sampling approach ensures that the collected data are both valid and representative. Furthermore, the quantitative research design enables the application of advanced statistical methods to test the research hypotheses and derive meaningful conclusions regarding the role of IT in enhancing organizational effectiveness and competitiveness.

ANALYSIS & INTERPRETATION

Table 1: Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	263	59.6%
	Female	178	40.4%
Age	21-30	162	36.7%

	31-40	171	38.8%
	41-50	73	16.6%
	50+	35	7.9%
Experience	1-5 Years	129	29.3%
	6-10 Years	171	38.8%
	11-15 Years	92	20.9%
	15+ Years	49	11.1%

Table 2: Reliability Analysis

Construct	Cronbach Alpha	Interpretation
IT Adoption	0.87	Reliable
Innovation Capability	0.85	Reliable
Operational Efficiency	0.83	Reliable
Organizational Performance	0.89	Reliable

All constructs exceeded the acceptable threshold of 0.70, confirming reliability.

Table 3: Correlation Analysis

Variables	IT Adoption	Innovation Capability	Operational Efficiency	Organizational Performance
IT Adoption	1			
Innovation Capability	0.63	1		
Operational Efficiency	0.58	0.61	1	
Organizational Performance	0.67	0.69	0.65	1

All correlations were positive and significant.

Table 4: Regression Analysis- Model 1: IT Adoption → Innovation Capability

Variable	Beta	t-value	p-value
IT Adoption	0.63	11.45	<0.001

R² = 0.40

Table 5: Regression Analysis- Model 2: IT Adoption → Operational Efficiency

Variable	Beta	t-value	p-value
IT Adoption	0.58	10.72	<0.001

R² = 0.34

Table 6: Regression Analysis- Model 3: Determinants of Organizational Performance

Variable	Beta	t-value	p-value
IT Adoption	0.31	6.84	<0.001
Innovation Capability	0.39	8.72	<0.001
Operational Efficiency	0.35	7.96	<0.001

R² = 0.62

Table 7: Hypothesis Testing & Results

Hypothesis	Relationship	Result
H1	IT Adoption → Innovation Capability	Supported
H2	IT Adoption → Operational Efficiency	Supported
H3	IT Adoption → Organizational Performance	Supported
H4	Innovation Capability → Organizational Performance	Supported
H5	Operational Efficiency → Organizational Performance	Supported

FINDINGS & DISCUSSION

The empirical studies conducted in this paper provide very strong evidence for the influence of aligning Information Technology (IT) to business strategies and how these will improve an organization's performance. An evaluation was made based upon survey questions asked to 441 employees and managers working in a variety of businesses; statistical and analytic methods have been used to investigate the relationship between IT adoption, innovation capacity, operational efficiency, and organizational performance. The study found that companies which implement and integrate IT strategically into their business practices, experience high gains in innovations, operational effectiveness, and total organizational performance. The most significant conclusion drawn by the study is that there is a direct and positive relationship between the adoption of IT and an organization's innovation capabilities. Organizations which incorporate digital technology into both their strategic and operational plans will be better equipped to create new products, services, and business models. Advanced technologies include data analytic systems, enterprise resource planning systems, and digital communication systems. Digital systems enable organizations to quickly collect, process, and analyze large amounts of data. Therefore, organizations' decisions become more informed by data and responsive to market conditions. The study indicates that firms utilizing current IT infrastructures can easily recognize new opportunities, help facilitate R&D efforts and speed up the innovation cycle. Therefore, when organizations utilize IT resources to accomplish strategic objectives, they are much more likely to innovate.

A second major conclusion derived from this study demonstrates that the adoption of IT directly contributes to increased operational efficiency. Companies which invest in digital technology are able to optimize internal processes, automate routine work and decrease operational redundancy. Using an integrated system of IT will increase the level of interdepartmental cooperation and will improve the flow of information throughout all organizational divisions. Therefore, it will be easier to manage workflows and eliminate redundant or inefficient functions. Also, digital systems make transparent and accountable management possible. Managers are able to track performance metrics in real-time. Therefore, the study concludes that IT plays a critical role in increasing the efficiency and dependability of an organization's operations.

In addition, the study shows that innovation capacity is a significant factor contributing to organizational performance. Those organizations that continually produce new goods, services and operational procedures possess an advantage over their competitors in highly competitive markets.

Innovation capacity gives an organization the ability to differentiate itself from its competition, meet customers' evolving requirements and adjust to rapidly changing technology. The empirical findings show that organizations possessing a greater amount of innovation capacity are able to achieve superior performance results related to productivity, profitability and market competitiveness. This finding further supports the notion that innovation serves as a strategic asset that creates long term value for an organization.

Lastly, the study demonstrated that there is a positive correlation between operational efficiency and organizational performance. When an organization optimizes its internal processes through IT-based systems it allows the organization to allocate its resources more efficiently, reduce waste and improve the service provided to customers. By reducing time spent processing transactions internally, optimizing inventory control, providing rapid responses to customers' inquiries, etc., organizations can achieve increased levels of performance. The findings suggest that operational efficiency is an important mediator between IT adoption and performance results. Organizations that utilize IT effectively to improve operational efficiencies are more likely to experience superior performance results than those that do not.

Another important insight from the study is that technology investments generate both direct and indirect benefits for organizations. While IT adoption may directly influence organizational performance through improved decision-making and digital capabilities, the results show that much of the performance improvement occurs indirectly through enhanced innovation capability and operational efficiency. In other words, IT systems create a technological foundation that enables organizations to innovate and optimize processes, which subsequently leads to improved performance outcomes. This finding highlights the importance of viewing IT investments as strategic enablers rather than merely operational tools. The discussion of the results also emphasizes the role of strategic alignment between IT and business objectives. Organizations that treat IT as an integral component of their business strategy are more successful in realizing the benefits of digital transformation. When IT initiatives are aligned with organizational goals, they contribute more effectively to value creation, competitive advantage, and performance improvement. Conversely, organizations that adopt technology without aligning it with strategic priorities may fail to fully exploit the potential benefits of IT investments. Furthermore, the findings indicate that digital transformation initiatives supported by IT adoption encourage a culture of continuous improvement and innovation within organizations. The presence of advanced digital systems facilitates collaboration among employees, promotes knowledge sharing, and enables organizations to respond quickly to environmental changes. This digital environment encourages experimentation and supports the development of innovative solutions to complex business challenges.

The findings of this study provide strong empirical support for the argument that IT adoption and strategic alignment with business strategy are critical determinants of organizational success in the modern digital economy. Organizations that effectively integrate IT resources into their strategic planning and operational activities are better equipped to enhance innovation capability, improve operational efficiency, and achieve higher levels of organizational performance. The results therefore reinforce the importance of investing in digital technologies and developing organizational capabilities that support the effective utilization of IT resources. The study demonstrates that technology-driven strategies play a fundamental role

in shaping organizational competitiveness and long-term performance. By leveraging IT systems to support innovation and operational improvements, organizations can create sustainable value and maintain their competitive position in rapidly evolving markets.

CONCLUSION

This study examined the strategic alignment between Information Technology (IT) and business strategy and its impact on organizational performance. Using empirical data collected from 441 respondents across various organizations, the study applied statistical and mathematical analysis to understand the relationships between IT adoption, innovation capability, operational efficiency, and organizational performance. The findings of the research confirm that effective alignment between IT strategy and business objectives significantly improves organizational outcomes. Organizations that strategically integrate IT systems with their business goals are able to enhance innovation processes, streamline operational activities, and improve overall performance. The results also demonstrate that innovation capability and operational efficiency act as important mechanisms through which IT-business alignment contributes to superior organizational performance.

From a managerial perspective, the study highlights several practical implications. Managers should ensure that IT investments are closely aligned with strategic business objectives rather than being treated as isolated technological initiatives. Strategic IT integration enables organizations to support innovation, enhance decision-making processes, and improve productivity. Additionally, organizations should promote digital transformation initiatives and encourage the adoption of advanced technologies that facilitate efficient business processes. Another important managerial implication is the need to develop digital competencies and technical skills among employees, as human capabilities play a crucial role in successfully leveraging IT resources.

Despite its contributions, the study has certain limitations. First, the data were collected from a limited geographic region, which may restrict the generalizability of the findings to other countries or industries. Second, the research used a cross-sectional research design, which limits the ability to establish strong causal relationships between the studied variables. Third, the study mainly focused on IT-driven organizations, and therefore the results may differ in sectors where technology adoption is relatively low. Future research can extend this work in several ways. Researchers may conduct longitudinal studies to examine how IT-business alignment evolves over time and how it influences organizational performance in the long term. Comparative studies across different industries or countries could also provide deeper insights into contextual differences in technology adoption and strategic alignment. Furthermore, future research may incorporate additional mediating or moderating variables such as digital capability, knowledge management practices, organizational learning, or data analytics capability to better understand the complex relationship between IT strategy and organizational performance. The study concludes that strategic alignment between IT and business strategy is a critical driver of organizational success in the digital era. Organizations that effectively integrate technological resources with strategic business objectives are better positioned to achieve sustainable competitive advantage, improved operational performance, and long-term growth.

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