



The Level of IT-business Strategic Alignment and Its Impact on Organizational Excellence: A Study of the Jordanian Mining Sector

Raid Mohd Al-Adaileh*

Department of MIS, Faculty of Business, Mutah University, Jordan. *Email: radaileh@mutah.edu.jo

ABSTRACT

This study measures the level of IT-business strategic alignment and its impact on organizational excellence as perceived by managers of the Jordanian mining sector working in managerial positions. The study is a quantitative study that is based on the use of a questionnaire which is designed for the purpose of this study a comprehensive sampling strategy is used to select the participants due to the limited population size (managerial positions). 150 questionnaires were personally distributed. 117 were analyzed. SPSS.22 and AMOS.23 are used to analyses the data and to test the study hypotheses. The study revealed that the level of IT-business strategic alignment as well as the level of organizational excellence within the context of Jordanian Mining Sector are medium as perceived by managers. The study also found that the level of IT-business strategic alignment has a direct significant statistical impact on the overall organizational excellence and its five proposed dimensions as perceived by managers.

Keywords: Strategic Alignment, Excellence, Information Technology, IT-business Alignment, Culture, Leadership

JEL Classifications: L1, L86

1. INTRODUCTION

Organizations of varying fields are paying a lot of their attention and heavy investments to maximize the value of their IT investments and its potential role in enhancing organizational excellence. Achieving IT-business strategic alignment within the organization is the IS discipline that focuses on helping the organizations to reach to this end. However, despite the large number of studies that were conducted in the last few decades especially in developed countries, there is still a huge gap concerning the successful model for strategic IT-business alignment (Gutierrez, 2014). Most of the available studies were focused on measuring the level of alignment (e.g. Luftman, 2000; Khaiata and Zualkernan, 2009; Gerow et al., 2015). Other studies investigated the factors that can affect the level of alignment (e.g. Weiss and Anderson, 2004; Gutierrez et al., 2009; Samper et al., 2013). However, misalignment between IT strategy and business strategy is still a common problematic scenario as some argued (e.g. Almajali and Dahalin, 2011). Accordingly, scholars (Raymond and Croteau, 2009; Johnson and Lederer, 2010) have called for further research efforts examining the interrelationships between IT and business.

This paper attempts to shed light on this concern within the context of the Jordanian Mining Sector (JMS), JMS is one of the most important strategic industries in Jordan with total exports equals 632.5 million Jordanian Dinars in 2014 (Jordan Chamber of Industry, 2014). In particular, the current study will focus on identification of the level of IT-business alignment and its potential impact on the overall organizational excellence as well as on its dimensions. The selection of this issue is generated from the idea that the real value of IT resources are in fact emerging from the ability of these resources to create and sustain a strategic business advantage as well as enhancing the effectiveness of an organization. The ambitious aim is to propose and validate a model that can provide guideline for decision makers and executives to improve the level of alignment between IT strategy and business strategy in a systematic way that can improve the organizational excellence.

2. PROBLEM STATEMENT

Lots of research studies have tried to explore the complex interrelationships between IT and business (e.g. Venkatraman and Camillus, 1984; Henderson et al., 1992; Papp, 1999; Raymond

and Croteau, 2009; Johnson and Lederer, 2010; Almajali and Dahalin, 2011; Gutierrez, 2014). This theme of research is referred to as IT-business strategic alignment. The real value of IT cannot be realized with the absence of high level of such strategic alignment. Since organizations in different sectors are spending a lot of investment on IT-related projects. They sure expect an added-value. However, considering the large percentage of failed IT project (Myers, 1994; Brown and Jones, 1998; Olesen and Myers, 1999; Gargeya and Brady, 2005). The added value is still doubted. Nonetheless, one could argue that the whole issue of IT-business strategic alignment is still a new issue within the context of Arab organizations. Moreover, moving from the typical focus on organizational performance which is the focus of most of the available studies into the more comprehensive concept of organizational excellence has become a driving concern for many types of business organizations.

This study argues that the real value of both business strategies and IT strategies is best seen as improvement in the overall organizational excellence. Based on the above discussion, this research attempts to answer the following main question:

What is the impact of the level of IT-business strategic alignment on organizational excellence within the context of JMS?

3. AIMS AND OBJECTIVES

The main aim of this research is to explore the direct impact of the level of IT-business strategic alignment on organizational excellence within the context of JMS as perceived by managers. Moreover, the study attempts to achieve the following objectives:

1. To define the level of IT business strategic alignment within the context of the JMS as perceived by managers.
2. To define the level of organizational excellence within the context of the JMS as perceived by managers.
3. To provide a set of recommendations and directions to both academics and decision makers concerning the interrelationships between the variables of the study based on its findings.

4. BACKGROUND AND HYPOTHESES GENERATION

4.1. Strategic IT-business Alignment

Alignment between IT and business simply represents the state of fit between IT investment, direction and strategy and the overall direction of business. It is an attempt to create and continuously maximize the value of IT in serving business processes and functions. Chebroly (2013, p. 2) defined the concept of strategic IT-business alignment as *“the art and science of formulating, integrating, and implementing decisions between the business and IT, which enables an organization to achieve its objectives.”* IT-business alignment as defined by Almajali and Dahalin (2011, p. 2) means *“the degree of correspondence of an organizations IT strategy and IT infrastructure with the organization’s strategic business objectives and infrastructure.”* This emphasizes the fact that the value of IT is generated from the level of support it provides to

business strategy. All IT applications and investments accordingly can be described as organizational solutions to challenges posed by the business environment (Salwe et al., 2010).

In supporting this argument, Gutierrez (2014) argued that alignment at strategic level is not sufficient and a continuous process of reconciliation between strategy formulation and strategy implementation is required. Recognition of the importance of alignment must not only be on the top management level, understanding of IT role in performing business processes must be shared on all levels of organization to create and enhance successful fit between IT and business processes of all types. Luftman (2004) stated that IT applications can support all types of business processes including strategic, tactical, and operational processes.

Yet, Almajali and Dahalin (2011) presented a causal model for quantitative testing of the impact of six antecedents that could lead to strategic alignment. They argue that despite the growing body of research concerning this area, recent scholars (e.g. Raymond and Croteau, 2009; Johnson and Lederer, 2010) have continuously called for further investigation for examining the factors that affect IT-business alignment; and the coupling processes from alignment to enhance sustainable competitive advantage. Accordingly, they propose a six variables-model to explain the interaction between IT strategy and business strategy. Their proposed antecedents include leadership, structure and process, service quality, value and belief, IT managerial resource, and IT implementation success. The study revealed that general support for the hypotheses that leadership, values and belief, IT managerial resources, service quality, and IT implementation successes significantly impact IT- business strategic alignment. However, no relationship is found between structure and process and strategic alignment. A widely used strategic alignment model is the Luftman’s (2000) maturity assessment model that consists of 6 alignment areas (communications, competency, governance, partnership, scope, and skills) with multiple attributes for each area. All areas should be given attention to mature the alignment between business and IT.

Additionally, Weiss and Anderson (2004) argued that the alignment of business and IT strategies has can enhance organizational ability to create and improve efficiencies, reduce costs, create barriers to entry, improve customer and buyer/supplier relationships, and to create new products and business solutions. However, the achievement of these benefits depends, as one could argue on the level of alignment between the two incidents.

Any proposed IT-Business alignment strategy must consider serving of all organizational processes to achieve organizational excellence. Accordingly, this study defines IT-Business alignment as the process of creating a state of fit between IT strategy and overall business strategy in a way that can serve strategic, tactical and operational business processes and accordingly improve the organizational excellence.

However, to measure the level of IT-business strategic alignment, the study proposed the following hypothesis:

Hypothesis No. 1: The level of IT business strategic alignment within the context of JMS is low as perceived by managers.

4.2. Organizational Excellence

Organizational excellence is considered as one of the most important management concepts as well as a key objective for today's business organizations. It helps organizations to achieve a strategic competitive advantage by offering superior kinds of services to others (Elkhaldi, 2012). Excellence determines the ability of organizations to achieve superior quality and performance as compared by rivals (Ahadinezhad et al., 2012).

Organizational excellence can be defined as the overall organizational direction in its attempt to exploit all the critical opportunities using effective strategic planning that is based on a shared organizational vision supported by the clarity of objectives and adequacy of the available resources (Burkhart, 1993). Excellent organizations are in continuous search for victory and excellence using the best global practices. They are connected to their customers and clients' relations support and interaction (Gilgeous and Gilgeous, 1999).

The European foundation of the quality management views excellent organizations as any organization that achieves and sustains superior levels of performance that meets or exceeds the expectations of its stakeholders. Accordingly, an excellent organization will pay attention to all organizational aspects in order to help the managers reach a better position comparing with its rivals (Meyer and Herscovitch, 2001). Organizations that seek excellence are perceived as those organizations that focus their concerns and beliefs around the concept of evolution and intended to do so by defining the existing level of development and defining the gap between this level and the desired level. Then, they seek to get rid of all the technical difficulties and other difficulties that delay the implementation of this evolution. According to Sharma and Kodali (2008), organizational excellence means reaching the highest level of excellence which makes the organization suitable and competitive at a global level.

The idea of organizational excellence is built upon the organizational ability to develop the supporting forces for excellence in the organization which comes from the organizations' ability to achieve rapid change rates to help achieving and maintaining a competitive position. These forces may include human resources, organizational culture, organizational structure, the growing sense of quality, and the ability to employ technology in the organizational processes effectively (Zayed, 2003).

Accordingly, this research views organizational excellence as the ability of an organization to outperform its competitors not only through enforcing outstanding organizational practices but also through successful integration among all organizational components including leadership, human resources, organizational culture, organizational structure and organizational processes. Consequently, the current study will seek to evaluate the level of organizational excellence through testing the following hypothesis:

Hypothesis No. 2: The level of organizational excellence within the context of JMS is low as perceived by managers.

4.3. Strategic Alignment and Organizational Excellence

Rookhandeh and Ahmadi (2016) investigated the relationship between applying IT and achieving organizational excellence in the state banks of the city of Marivan. They revealed that there is a significant and positive relationship between applying IT and achieving organizational excellence. They also argued that industries which had greater access to IT were more successful in implementing organizational excellence models. Accordingly, they recommended that the organizations must develop their use of IT in administrative processes in order to develop organizational excellence.

Zegardy and Ismaili (2008) in their research concluded that Iranian organizations which had broader access to IT, were more successful in applying organizational excellence model and achieving higher rates in this model. Al-Faouri et al. (2009) emphasized that there is a significant relationship between IT-business related factors including senior executive support for IT, IT involvement in strategy development, IT understanding of the business, business/IT partnership, well prioritized IT projects, IT demonstrated leadership and IT-business strategic alignment enablement. Moreover, Shamekh (2008) argues that bridging the alignment gap between business strategy and IT strategy will help organizations to achieve and sustain strategic alignment which, in turn, can enhance the overall organizational performance.

Based on the above, it seems that any organization that is willing to differentiate its performance from its competitors must effectively and efficiently use IT. The role of IT in achieving high levels of performance can be justified based on its contribution in making constructive and informed decisions to support the vision and mission of the organization which affects the strategic goals of the organization. This contribution, however, requires high level of alignment between IT applications and strategy from the one hand and the organizational corporate, business, and functional strategies which as one could argue is the basis for gaining and maintaining not a strategic competitive advantage. That is not easily imitated by rivals.

Today's rapidly changing business environment is forcing organizations to re-think their organizational structures and processes to achieve organizational excellence and effectiveness (Rao, 2015). Bhatt et al. (2010) revealed that organization's IT infrastructure has strong relation with the availability of information that contribute in making strategic decisions toward achieving best performance. Bhatnagar (2007) also argued that many organizations structure their IT and information flow in a way to be centralized thus resulting in the control of information which in turn may result significant power structure within the organization.

Al-Adaileh (2008) argued that extensive use of IT application in general can lead to many structural changes in including changing the structure from vertical to horizontal (flat), wider

span of control, closer organizational levels, more, smooth communication and information flow, and more delegation with better control). One also could argue that more effective use of IT as an integral part of business can encourage job enrichment and job enhancement. Moreover, effective use of IT applications in serving organizational strategies can lead to the emergence of new management paradigms that are more open, innovative and participative (Al-Adaileh and Siddiqi, 2003). Moreover, Qawasmeh et al. (2013) in their study, which explored the impact of organizational culture on its excellence, confirmed a strong positive correlation between overall organizational culture and the level of organizational excellence including management excellence, managers' excellence, organizational structure excellence, and strategy excellence.

This study argues that the realization of these positive organizational changes is influenced by the level of strategic IT-business alignment. Additionally, the interrelationships between the two main incidents including IT-business strategic alignment and organizational excellence have not been investigated comprehensively which calls for some in-depth analysis of such issue. We argue that most of the available studies tend to focus on the traditional concept of organizational performance which is better seen as part of excellence.

Based on the above discussion and considering the scarcity of the research within this research particular context, the current study proposed the following hypothesis:

Hypothesis No. 3: The level of IT-business strategic alignment has no direct significant statistical impact on organizational excellence (leadership excellence, managers' excellence, process excellence, culture excellence and structure excellence) within the context of JMS as perceived by managers.

To test this main hypothesis, the following sub-hypotheses are proposed:

Hypothesis No 1.3: The level of IT-Business strategic alignment has direct significant statistical impact on leadership excellence.

Hypothesis No 2.3: The level of IT-Business strategic alignment has direct significant statistical impact on managers' excellence.

Hypothesis No 3.3: The level of IT-Business strategic alignment has direct significant statistical impact on process excellence.

Hypothesis No 4.3: The level of IT-Business strategic alignment has direct significant statistical impact on culture excellence.

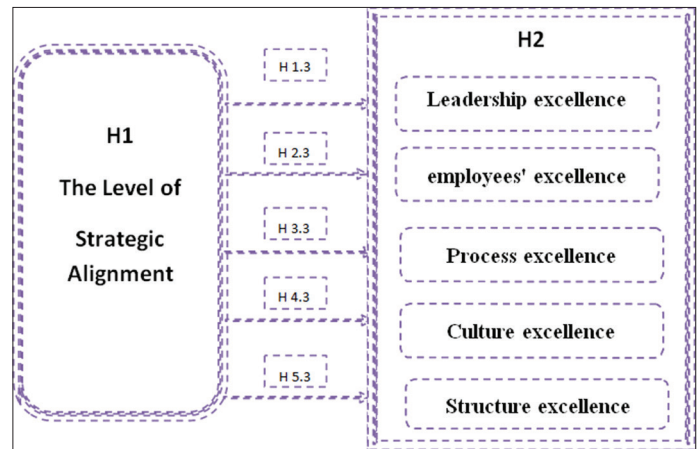
Hypothesis No 5.3: The level of IT-Business strategic alignment has direct significant statistical impact on structure excellence.

5. RESEARCH CONCEPTUAL MODEL

To test the above hypotheses, the following research model is proposed (Figure 1).

Table 1 presents the operational definitions of the organizational excellence dimensions.

Figure 1: Proposed research model



6. RESEARCH METHODOLOGY

This study adopted a descriptive and analytical approach. Quantitative survey was used to collect the necessary data to answer the research question and to test the proposed hypotheses. This enables collecting data from the largest possible percentage of the population of the study.

Quantitative analysis was conducted using aspects of Statistical Package for the Social Sciences (SPSS. 22) and AMOS.23. This included the use of descriptive statistics frequencies, and structural equation modelling. A questionnaire was developed, face validity and contents validity were judged to achieve the objectives of the study. The answers were classified according to Likert scale and were ranged from (1) (strongly disagree) to (5) to (strongly agree).

The study population included all managers of the mining industry companies in Jordan working in managerial positions. The selection of this portion of the population was due to the nature of the research focus and variable which are related to some strategic issue that are highly relevant to managerial activities. A comprehensive sampling strategy is used to select the participants due to the limited population size (managerial positions). 150 questionnaires were personally distributed. 129 questionnaires were collected. 12 were excluded and accordingly, 117 were analyzed. Table 2 shows the sample characteristics.

The internal consistency reliability was measured by applying the Cronbach's alpha test to each individual variable as well as the overall measure (Table 3). According to this test, the overall reliability level was equal to (0.87) which is considered as an acceptable level of reliability (Sekaran, 2003). All individual values were accepted as they ranged from 0.79 to 0.83.

7. HYPOTHESES TESTING AND DISCUSSION

7.1. Hypothesis No. 1 (H.1)

The level of IT business strategic alignment within the context of JMS is low as perceived by managers.

Table 1: Operational definitions of organizational excellence dimensions

Organizational excellence dimensions	Operational definition
Leadership excellence	The ability of the leader to exploit organizational opportunities, to enforce continuous development, to accept business challenges, and to successfully formulate competitive business strategies in a way that can enhance the overall organizational capabilities to face a turbulent and rapidly changing business environment
Managers' excellence	The level of skills and knowledge that is hold by managers and their ability to participate effectively in the processes of decision making. It also represents the managers' level of loyalty and commitment
Process excellence	Process excellence is about improving the way in which organization creates and delivers value to its customers through continuous development efforts, effective exploitation of the available technology, effective utilization of its resources, and continuous adaptation to external environmental forces
Culture excellence	The availability of supportive cultural attributes that can encourage openness to change, information sharing, innovation, team working, and excellence in relation to business operations as well as its external environment
Structure excellence	The ability of organizational to enforce a smooth flow of information, materials, and business processes in a way that can facilitate organizational performance, enhance organizational adaptability and achieve organizational goals

Table 2: Sample characteristics

Demographic variables	Classification	Frequency (%)
Gender	Male	60 (51.3)
	Female	57 (48.7)
Education level	Secondary	34 (29.1)
	Bachelor	41 (35.0)
	Postgraduate	42 (35.9)
Experience	<5 years	38 (32.5)
	5-9 years	46 (39.3)
	10 years or more	33 (28.2)

Table 3: Cronbach's Alpha for the scales

Variables	Alpha
The level of strategic alignment	0.81
Leadership excellence	0.80
managers' excellence	0.82
Process excellence	0.83
Culture excellence	0.79
Structure excellence	0.81
Overall	0.87

In order to test this hypothesis, arithmetic means and standard deviations were extracted to determine the level of strategic fit between the organization's strategy and information technology strategy. Means values were classified according to the following criteria: From 1 to 2.49 (low), from 2.50 to 3.49 (medium), and from 3.50 to 5 (high). Table 4 shows the results of this analysis.

The results showed that the level of strategic alignment between the organization's strategy and IT strategy was medium, with an overall mean equals (3.37) and standard deviation (1.10). Paragraph which states that "There is a consensus and harmony between corporate strategy and IT strategy in the company" ranked first with a mean value equals (4.03). Last came the paragraph which states that "The company prepares a strategy for the use of IT that is consistent with corporate strategy" with a mean value equals (3.08).

This indicates the need to improve this level which, in its current state, might hinder the value of IT investments. It seems that the

alignment process of IT and business and the managerial practices that are necessary to enable such an alignment is still limited. this finding that agrees with most of the available studies concerning the limited level of alignment between IT and business in general (e.g. Mazen et al., 2015; Gutierrez, 2014). this also might be seen as an important practical implication that can be generated for decision makers not only within the research particular context (JMS) but also within the larger context of Jordanian companies.

7.2. Hypothesis No. 2

The level of organizational excellence within the context of JMS is low as perceived by managers.

In order to test this hypothesis, arithmetic means and standard deviations were calculated to determine the overall level of organizational excellence as well as the levels of its dimensions (leadership excellence, managers', excellence, process excellence, culture excellence, Structure excellence). Table 5 shows the results of this analysis.

The results showed that the level of organizational excellence according to the participants' perceptions was medium, with an overall mean equals (3.48) and standard deviation (1.09). Structure excellence ranked first with high level and a mean value equals (3.60) and standard deviation equals (1.03). Last came managers' excellence dimension with a medium level and a mean value equals (3.35) and standard deviation equals (1.20).

As reaching the highest possible level of organizational excellence seems a strategic logical desire for any organization, this evidence indicates the need for more managerial concern to improve all dimensions of excellence. The multi facial nature of "excellence" must be considered.

7.3. Hypothesis No. 3

The level of IT-business strategic alignment has no direct significant statistical impact on organizational excellence within the context of JMS as perceived by managers.

Table 4: Means and standard deviations for the statements measuring the level of strategic alignment as perceived by the participants

Statement	Mean±standard deviation	Ranking	Level
There is a consensus and harmony between corporate strategy and IT strategy in the company	4.03±1.11	1	High
The use of IT is important to achieve the General objectives of the company	3.77±1.04	2	High
The company’s management has a clear understanding of the role of IT in the company	3.49±0.99	3	Medium
I believe that people working in the field of IT in the company have a clear understanding of the company’s corporate strategy	3.49±0.99	3	Medium
The management of the company plays an important role in supporting IT in the company	3.33±1.10	4	Medium
Information technology projects are an important priority for the management of the company	3.29±1.10	5	Medium
All necessary resources for IT projects in the company are provided	3.22±1.09	8	Medium
All managers participate in the corporate strategies of the company	3.17±1.15	9	Medium
The company’s management is committed to the strategic investment in IT	3.28±1.17	6	Medium
The company prepares a strategy for the use of IT that is consistent with corporate strategy	3.08±1.15	11	Medium
IT investments aim to achieve the company’s overall goals	3.15±1.14	10	Medium
I am convinced with the level of coordination between different departments and senior management in the company	3.22±1.17	7	Medium
Overall mean	3.37±1.10	-	Medium

Table 5: Means and standard deviations for the statements measuring the level of organizational excellence as perceived by the participants

Organizational excellence dimensions	Mean ± standard deviation	Ranking	Level
Leadership excellence	3.40 ± 1.09	4	Medium
managers’ excellence	3.35 ± 1.20	5	Medium
Process excellence	3.58 ± 1.07	2	High
Culture excellence	3.48 ± 1.08	3	Medium
Structure excellence	3.60 ± 1.03	1	High
Overall mean	3.48 ± 1.09	-	Medium

To test this hypothesis, simple regression was used as shown in Table 6.

R² value of 0.287 indicates that the independent variables “the level of strategic alignment” can explain 28.7% of the variance in the dependent variable “organizational excellence. To insure the validity of the model to test the main hypothesis of the study, Table 7 shows the results of ANOVA test which shows that the overall regression model is significant ($F = 46.187$, $\alpha < 0.000$).

To provide more in-depth understanding of this influential relationship, the following section will test the impact of the level of IT-business strategic alignment on the five proposed dimensions of organizational excellence.

7.3.1 Testing of sub-hypotheses 3.1-3.5

In order to test the impact of the level of IT-business strategic alignment on the dimensions of organizational excellence, structural equation modeling (SEM) was used as the main analysis method. SEM is a collection of statistical models that seeks to explain relationships among multiple variables. It enables researchers to examine interrelationships among multiple dependent and independent variables simultaneously (Hair et al., 2006). The measurement was performed using the SEM approach based on AMOS v.23 software. Figure 2 shows that the research proposed model with path analysis.

Table 6: Model summary

Model	R	R ²	Adjusted R ²	Standard error of the estimate
1	0.535a	0.287	0.280	0.57496

^aPredictors: (Constant), strategic alignment

Table 7: ANOVAa for the overall regression model

Model 1	Sum of squares	Df	Mean square	F	Sig.
Regression	15.268	1	15.268	46.187	0.000b
Residual	38.016	115	0.331		
Total	53.284	116			

^aDependent variable: Organizational excellence. ^bPredictors: (constant), Strategic alignment

Table 5 outlines that the result for the hypothesis. The constructs’ CR is above 0.7 which demonstrated good composite reliability. In addition, Table 8 shows the standardized path coefficient for research variables. Furthermore, the analysis shows that independent variable (Strategic alignment) has a significant statistical impact on all of dependent variables (organizational excellence factors) according to $P < 0.05$.

As well as, Table 9 represent R² values for all dependent variables. Independent variable strategic alignment explains 27% from culture excellence variance, 17% from leadership excellence, 15% from operational excellence, 14% from managers’ excellence and 10% from structure excellence.

Table 8: The results for the hypothesis one

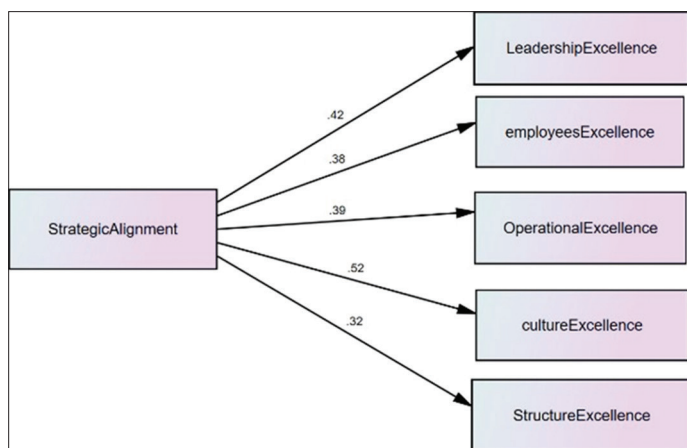
Direct affect (strategic alignment affecting organizational excellence dimensions)	Estimate	S.E.	C.R.	P
Strategic alignment				
Leadership excellence	0.473	0.094	5.019	***
Managers' excellence	0.514	0.117	4.408	***
Operational excellence	0.451	0.100	4.530	***
Culture excellence	0.626	0.096	6.548	***
Structure excellence	0.364	0.101	3.601	***

***P<0.05

Table 9: The R² results research variables

Research variables	R2
Culture excellence	0.27
Leadership excellence	0.17
Operational excellence	0.15
Managers' excellence	0.14
structure excellence	0.10

Figure 2: Path analysis of the proposed model



This agrees with most of the available studies that emphasized the significant impact of IT- business alignment on organizational overall performance (e.g. Johnson and Lederer, 2010; Almajali and Dahalin, 2011; Gutierrez, 2014) in general and its overall excellence (e.g. Zegardy and Ismaili, 2008; Al-Faouri et al., 2009; Rao, 2015; Rookhandeh and Ahmadi, 2016). Since the level of IT business strategic alignment within the context of JMS is medium as perceived by managers, this calls for more concern to improve this level and accordingly improve the level of organizational excellence.

8. CONCLUSION AND RECOMMENDATIONS

The findings of this study provided more insights concerning the issue of IT-business alignment. The study provided a theoretical model that can enhance the level of strategic alignment and maximize its support for organizational excellence. The final validated model might be used by decision makers in organizations. Since the outcomes of this study showed that the level of strategic alignment between the organization's strategy and IT strategy was medium. Management must make more efforts to enhance this level by directing all their IT investments towards serving

organizational strategy. Any justification of these investment must be based on their real added value to the overall strategic direction on the organization.

Moreover, the results showed that the level of organizational excellence according to the participants' perceptions was medium. Accordingly, more efforts must be made to improve this level. This involves addressing all the factors that can contribute towards better and improved excellence.

As the outcomes of the current study revealed that strategic alignment has direct statistical impact on organizational excellence and can explain from 27% of the variance in culture excellence to 10% of the variance in structure excellence, co-ordination between IT departments and top management as well as higher level of participation in the strategy formulation process by IT specialists is crucial to improve the level of alignment and accordingly enhance organizational excellence.

REFERENCES

Ahadinezhad, M., Badami, R., Mostahfezian, M. (2012), Organizational intelligence and excellence based on EFQM model among the Isfahan sport Boardsare interrelated. *World Journal of Sport Sciences*, 6(4), 328-330.

Al-Adaileh, R. (2008), *Essentials of Management Information Systems*. 1st ed. Karak-Jordan: Yazeed Publications.

Al-Adaileh, R., Siddiqi, J. (2003), *Information Technology Diffusion: A Strategic Perspective*, Paper Presented At: IAMOT 2003, Nancy-France: ENSGSI.

Al-Faouri, A., Alkasasbeh, M., Alkhaldi, F. (2009), Enabling IT/Business Strategic Alignment: An Empirical Study on the Telecommunications Sector in Jordan. *Jordan Journal of Business Administration*, 5(2), 273-292.

Almajali, D.A., Md Dahalin, Z. (2011), Factors Influencing IT-business Strategic Alignment and Sustainable Competitive Advantage: A Structural Equation Modelling Approach. Finland: Communications of the IBIMA. p1-12.

Bhatnagar, A. (2007), *Strategic Information Systems Planning: Alignment of 'IS/IT' Planning and Business Planning*, Unitec New Zealand. Available from: http://www.coda.ac.nz/cgi/viewcontent.cgi?article=1000&context=unitec_scit_di, [26/10/2008]. [Last accessed on 2016 Nov 15].

Bhatt, G., Emdad, A., Roberts, N., Grover, V. (2010), Building and leveraging information in dynamic environments: The role of IT infrastructure flexibility as enabler of organizational responsiveness and competitive advantage. *Information and Management*, 47(7-8), 341-349.

Brown, A.D., Jones, M.R. 1998. *Doomed to failure: Narratives of inevitability and conspiracy in a failed IS project*. Organization

- Studies, 19(1), 73-88.
- Burkhart, P.J. (1993), *Successful Strategic Planning in USA*. New Jersey: Prentice Hall.
- Chebrolu, S. (2013), How does alignment of business and IT strategies impact aspects of IT effectiveness. *International Journal of Applied Management and Technology*, 12(1), 1-15.
- El-Masri, M., Orozco, J., Tarhini, A., Tarhini, T. (2015), The Impact of IS-Business Alignment Practices on Organizational Choice of IS-Business Alignment Strategies, PACIS Proceedings. Paper No. 215.
- Elkhaldi, S. (2012), *The Role of Quality of Service and The Abilities of Organizational Learning in Developing the Excellence Culture a Field Study in Industrial Companies Listed in Kuwait Financial Stock Market Master*. Jordan: Degree Thesis, Business Faculty, Middle East University. p.126.
- Gargeya, V.B., Brady, C. (2005), Success and failure factors of adopting SAP in ERP system implementation. *Business Process Management Journal*, 11(5), 501-516.
- Gerow, J., Thatcher, J., Grover, V. (2015), Six types of IT-business strategic alignment: An investigation of the constructs and their measurement. *European Journal of Information Systems*, 24, 465-491.
- Gilgeous, V., Gilgeous, M. (1999), A framework for manufacturing excellence. *Integrated Manufacturing Systems*, 10(1), 33-44.
- Gutierrez, A. (2014), *Alignment of Information Systems' Projects with Business Strategy: Evolution of Thinking and Practice*, Regent's Working Papers in Business and Management, Working Paper No. 1407.
- Gutierrez, A., Orozco, J., Serrano, A. (2009), Factors affecting IT and business alignment: A comparative study in SMEs and large organizations. *Journal of Enterprise Information Management*, 22(1/2), 197-211.
- Hair, J.F. Jr., Black, W.C., Babin, B.J., Anderson, R.E., Tatham, R.L. (2006), *Multivariate Data Analysis*. 6th ed. Upper Saddle River, NJ: Pearson-Prentice Hall.
- Henderson, J., Thomas, J., Venkatraman, N. (1992), *Making Sense of IT: Strategic Alignment and Organizational Context*. Sloan School of Management, Massachusetts Institute of Technology. Working Paper No. 3475-92 BPS.
- Johnson, A., Lederer, A. (2010), CEO/CIO mutual understanding, strategic alignment, and the contribution of is to the organization. *Information and Management*, 47(3), 138-149.
- Jordan Chamber of Industry. Available from: <http://www.jci.org.jo/DetailsPage/SectorsEN.aspx?ID=22>. [Last accessed on 2016 Mar 21].
- Khaiata, M., Zualkernan, I. (2009), A simple instrument to measure IT-Business alignment maturity. *Information Systems Management*, 26, 138-152.
- Luftman, J. (2000), Assessing business-IT alignment maturity. *Communications of AIS*, 4, 1-50.
- Luftman, J. (2004), *Managing the Information Technology Resource: Leadership in the Information Age*, 1/e. Pearson: Prentice Hall.
- Meyer, J.P., Herscovitch, L. (2001), Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11, 299-326.
- Myers, M.D. (1994), A disaster for everyone to see: An interpretive analysis of a failed is project. *Accounting, Management and Information Technologies*, 4(4), 185-201.
- Olesen, K., Myers, M.D. (1999), Trying to improve communication and collaboration with information technology - An action research project which failed. *Information Technology and People*, 12(4), 317-332.
- Papp, R. (1999), Business-IT alignment: Productivity paradox payoff? *Industrial Management and Data Systems*, 99(8), 367-373.
- Qawasmeh, F., Darqal, N., Qawasmeh, I. (2013), The role of organization culture in achieving organizational excellence: Jadara university as a case study. *International Journal of Economics and Management Sciences*, 2(7), 5-19.
- Rao, M. (2015), Embrace change effectively to achieve organizational excellence and effectiveness. *Industrial and Commercial Training*, 47(3), 145-150.
- Raymond, L., Croteau, (2009), Manufacturing strategy and business strategy in medium-sized enterprises: Performance effects of strategic alignment. *IEEE Transactions on Engineering Management*, 56(2), 192-202.
- Rookhandeh, N., Ahmadi, K. (2016), Exploring the relationship between applying information technology and achieving organizational excellence in state banks. *International Journal of Management, Accounting and Economics*, 3(2), 105-122.
- Salwe, Q., Ahmed, M., Aloufi, K., Kabir, M. (2010), Strategic information systems alignment: Alignment of IS/IT with business strategy. *Journal of Information Processing Systems*, 6(1), 121-128.
- Samper, T., Ferrer, E., Ruiz, I. (2013), Moderating effects of human factors on IT-business alignment and IT effectiveness in modern firms. *Journal of Knowledge Management, Economics and Information Technology*, 4(2), 21-35.
- Sekaran, U. (2003), *Research Method for Business: A Skill Building Approach*. 4th ed. New York: John Wiley and Sons.
- Shamekh, F. (2008), *Business-IT Strategic Alignment Concept in Theory and Practice*, Master Thesis in Software Engineering and Management, IT University of GÖTEBORG.
- Sharma, M., Kodali, R. (2008), Development of a framework for manufacturing excellence. *Measuring Business Excellence*, 12(4), 50-66.
- Venkatraman, N., Camillus, J.C. (1984), Exploring the concept of "Fit" in strategic management. *The Academy of Management Review*, 9(3), 513-520.
- Weiss, J., Anderson, D. (2004), *Aligning Technology and Business Strategy: Issues and Frameworks. A Field Study of 15 Companies*, Proceedings of the 37th Hawaii International Conference on System Sciences.
- Zayed, J. (2003), *Organizational Performance Excellence: The Road to the Future Organization*. Cairo, Egypt: The Arab Organization for Administrative Development.