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ANTECEDENTS AND OUTCOMES OF BUSINESS INFORMATION TECHNOLOGY ALIGNMENT: AN EMPIRICAL STUDY ON JORDANIAN HOTELS

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Abstract: The current research paper aims to examine the role of antecedents of Business Information Technology (BIT) alignment encompassing the topics of shared domain knowledge, Information Technology (IT) success, organization size, IT management sophistication, employee satisfaction, and customer loyalty) in enhancing BIT alignment, and in turn, financial performance at five and four-star hotels operating in Jordan. In order to achieve the main goal, data of the study were acquired through 400 questionnaires of 37 items delivered to the study respondents. The study hypotheses were tested through Partial Least Squares Structural Equation Modeling (PLS-SEM). The results of the paper showed that that shared domain knowledge, IT success, IT management sophistication, Employee satisfaction, and customer loyalty impact BIT alignment, while organization size did not. Further, the results revealed an impact imparted by BIT alignment on hotel financial performance. The results of this study contribute to the hotel industry by examining antecedent factors that enhance BIT alignment, and in turn, financial performance at five and four-star hotels operating in Jordan. Thus, the current study is a valuable addition to the literature in two ways namely in theory and in practice. Business Information Technology Alignment could also help firms learn more about information technology and increase their usage of it. Furthermore, Business Information Technology Alignment has the potential to attenuate the relationship between IT expenditure and corporate performance. This indicates that organizations can improve their performance just by aligning their business and information technology, without increasing their information technology investment. Also, the usage of IT systems assists the service business by improving service performance and increasing operational efficiency.

Keywords: information technology, business intelligence, business information technology, financial performance, Jordanian hotels

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INTRODUCTION

Business Information Technology Alignment (otherwise known as BIA) facilitates organizations in many of their tasks, as gaining the best return on their investment in IT (Avison et al., 2004; Kashanchi & Toland, 2006; Sieber et al., 2022; Junidar et al., 2023). BIA also could facilitate organizations in finding out what IT entails (Njanka et al., 2021; Salama et al., 2025), in addition to facilitating organizations in increasing their use of IT (Beimborn et al., 2007). Furthermore, the relationship between IT investment and firm performance could be moderated through BIA (Byrd et al., 2006). This demonstrates the ability of firms to improving their performance by just making business and IT more aligned with one another, while their IT investment does not have to be increased. In this regard, the alignment level may be evaluated to increase its tangibility. In a study by Luftman (2000), the processes of alignment in organizations were evaluated. The author additionally proposed an alignment maturity scale, and the scale includes five levels as follows: the initial/ad hoc process level; the committed process level; the established focused process level, the improved/managed process level, and the optimized process level.

In a study by Weiss & Anderson (2004), an alignment value matrix was proposed based on Daft (2001) model. The matrix included two axes that demonstrate the organization's alignment profile. The first axis displays the level of integration between business and IT, followed by the second axis that displays the value contributed by IT to the business. The first axis denotes the organizational management aspect while the second axis denotes the complexity aspect of the system. Meanwhile, the organization's profile includes the organization's operational resource profile, the organization's strategic resource profile, as well as the organization's strategic weapon profile. Through these two axes, the BIA level of

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organization can be ascertained, allowing the organization to identify what to be done to achieve better alignment (Luftman, 2000; 20); the organization can decide to change or retain their current alignment level.

For organization, identifying and understanding the enablers or antecedents of BIA will allow the organization to focus on what can increase their BIA the most, to allow the organization to consequently increase their alignment level. When organization could identify what causes BIA, they could decrease the risk of alignment management failure from inefficient resources management (Weiss & Anderson, 2004; Junidar et al., 2023). Having such ability will decrease time and money wasting from having to resolve the IT issues from this poor management (Chan, 2002). Accordingly, the present work attempted to find out the theoretical conflicts as reported in the literature and then presented the latest discoveries on recent technology. The following key question had guided this work: "What are the antecedents of BIA as of today?"

The above question has been addressed by scholars for some time, resulting in varying answers – the answers vary owing to the continuous technological development in the business environment. Hence, BIA antecedents have been continuously studied. Utilizing the past findings on BIA antecedents and some new information from actual business practices, a model was constructed in this study. In the fast-developing digital world today, technology adoption is both a competitive advantage and a strategic necessity for any organization. Businesses today heavily rely on technological innovations to improve their decision-making, streamline operations, in addition to providing customers with superior value, in line with the requirements of the increasingly dynamic markets and customer demands towards efficiency, speed and personalization. Automation, cloud computing, data analytics and artificial intelligence are among the innovative technologies that are increasingly popular in use among organizations, as these technologies offer agility, scalability and resilience towards persistent changes in the market. Organizations with the ability to adopt and integrate technology effectively are more likely to achieve long-term success and sustainability.

Business Impact Analysis (BIA) is a systematic process of identifying and assessing the possible impacts of disruptions caused by unforeseen events or emergencies, to vital business operations. Using BIA facilitates organizations in prioritizing their most vital functions and resources, allowing organizations to manage their risks more effectively. BIA also facilitates organizations in their continuity planning. Organization needs to be sustainable, and sustainability can be achieved through adaptability of organization towards their present-day environment (Weiss & Anderson, 2004; 9). Furthermore, three research objectives were developed based on the problem statement, as follows:

1. To reevaluate the impact imparted by BIA on organizational performance within the present environment;
2. To identify the antecedents of BIA;
3. To corroborate the different impacts from the antecedents on BIA.

The remaining of this paper is organized as following. The next section provides an overview of relevant literature, while section 3 presents the theoretical model and hypothesis development. Section 4 presents the research methodology and section 5 presents the results of hypothesis testing. The last two sections present the research results discussion along with the implications of these results while last section concludes with key research output.

LITERATURE REVIEW

1. BIA Alignment

BIA encompasses the correct and timely use of information technology (IT), harmoniously with the strategies, goals and needs of business (Luftman et al., 1999; Luftman, 2000). It also involves connections between business and IT at the strategic or planning level, looking specifically at how far the IT mission, objectives, and plans provide support, and also at the same time are being supported by the mission, objectives, and plan of the business in question (Tan & Gallupe, 2006; Chan & Reich, 2007). Additionally, BIA studies were exploring various topics and contexts.

Some studies were examining alignment at various levels, including at the strategic level (Luftman, 2000; Cragg et al., 2002; Silva et al., 2007), the operational level (Beimborn et al., 2007; Junidar et al., 2023) as well at the IT project level (Jenkin & Chan, 2010). This allows the comparison to be made in the alignment between organizational structure and IT structure (Gordon & Gordon, 2000; Chan, 2002). As reported by Beimborn et al. (2007), the initial BIA studies were primarily looking at the alignment between business strategies and IT strategies. This could be attributed to the view that the alignment of strategies will lead to the alignment of the structure. Chan (2002) additionally reported that alignment at the strategic level has been reported in some case studies, as more crucial than that at the operational level.

This owes to the expectation of management towards the achievement of increased return from the strategic level in comparison to that from the operational level. Notably, for the context of this study, BIA comprises an alignment existing between the entire business entity and the IT unit from the strategic to the operational levels. The manner in which business and IT are combinable in managerial practice all during the operations of any organization, demonstrate the manner in which organization staffs are able to acquire knowledge among themselves and strategically employ that knowledge.

For an organization, having the strategic and operation levels in alignment with one another is imperative, as to improve performance. In fact, Bergeron et al. (2004) showed that better performance was manifested by organizations whose business strategies, IT strategies, business operations and IT operations were in alignment with one another. In other words, the strategies and operations were not conflicting. It is important for an organization to have a well-established strategic level and follow-ups on this level at the operational level. The effectiveness of a strategy is affirmed when it can be transformed into an actual operation (Feurer et al., 2000; Arefin et al., 2015). Organizations therefore need to be able to implement their strategies at the operational level seeing that this ability is also important, and for this reason, it is reasonable that an organization's BIA evaluation should include both strategic and operational levels.

This study is valuable because it bridges a major gap relating to the knowledge on the functioning of strategic alignment irrespective of organizational level, be it strategic, operational or project level. Cohesive exploration of such dimensions in

this study results in a more in-depth outlook on the alignment practices. Notably, this study illuminates how alignment improves organizational performance, in addition to offering the practitioners with some actionable insights into more effective alignment of IT and business strategies – this will also be a valuable addition to the extant literature.

The Disaster Recovery Institute International (DRII) reported that organizations with formal BIA are much more likely to have fast recovery from disruptions, considering the ability of BIA in identifying the critical functions and the effect of their disruption. This allows organizations to form the right strategies for recovery. Misalignment at the strategic level can cause the organization to engage in initiatives that do not support their achievement of long-term goals which results in the forfeiture of competitive advantage, in addition to resource wastage. Misalignment at the operational level may result in process inadequacies, impaired productivity, or incompatible departmental objectives. Misalignment at the project level can result in budget overruns, scope creep, and failure to deliver the anticipated outcomes, and all of these have effect on the overall performance of organization. The notion of "Strategic BIA" for organization, in the context of this study, encompasses the alignment between business and IT strategies and the alignment between business and IT infrastructure and processes. However, it has been reported that BIA related studies that addressed both levels were yet to be carried out (Beimborn et al., 2007), implying that there exists a gap in the literature. Hence, the present study attempted to introduce a model representing an organization's overall BIA which comprises both the Strategic BIA and Operational BIA. In showing the impact of both types of BIA, the model could be used in identifying the BIA antecedents.

KM mechanisms allow shared domain knowledge while also improving the social dimension of BIA. The findings accordingly demonstrated the significant impact of the practices of structured KM (e.g., communities of practice, shared repositories, and regular cross-functional dialogues) on the improvement of shared domain knowledge, as they (the practices) minimize communication barriers while preserving the social dimension of BIA. The mechanisms by which KM activities allow mutual understanding between business and IT was examined by Kloth & Jonathan (2025), focusing on the factors of social enablers and barriers. Based on the results, the authors indicated that BIA is strengthened by the factors of socialization, externalization (e.g., visual maps), and regular exchange of knowledge. Additionally, Őri & Szabó (2024) reported IT–business strategic alignment as key driver of organizational performance in the information systems domain, as evidenced by improved agility, responsiveness to market changes, and competitive advantage.

Moreover, previous studies (Gong & Ribiere, 2025; Hamzah Mohaisen et al., 2025) have reported that strategic alignment is significantly reinforced by IT success represented by superior project execution, high system quality, and user perceived usefulness. It has been reported that the connection between strategic alignment and overall business benefits is mediated by planning improvements and quality of implementation for IT initiatives. Additionally, strategic alignment is reinforced by investments in advanced IT sophistication. Here, investments in advanced IT sophistication moderate the impact of strategic alignment on firm performance outcomes. The critical role of organizational size was also reported, where, larger firms were found to show more likelihood to create executive-level IT leadership (e.g., appointment of Chief Information Officers which often can be linked to bigger capital expenditure, innovation, and past performance) which demonstrates the firm's strong desire to strategically align its IT in upper-level management.

Advanced IT governance and planning processes (e.g., structured, and integrative IT–business planning) considerably facilitate strategic alignment. It has been shown that cooperation between the business and IT units in comprehensive and meticulous planning processes will result in more effective alignment (Probojakti et al., 2025). Furthermore, advanced IT infrastructure and dynamic capabilities promote flexibility and alignment, enhancing firm performance amidst precarious environments. Also, extant literature showed direct causal connections between employee satisfaction and strategic alignment. Apart from that, past studies were examining several factors that could affect the perceptions of employees of the IT systems. Among these factors were value of system quality, training, support, and information quality. Therefore, a positive user experience, which can be denoted by the perception of usefulness and sense of satisfaction of user, can improve alignment, especially through support towards system adoption and proper integration of the system into the business workflows.

Notwithstanding, the reviewed literature is lacking in terms of explicit, direct studies that connect customer loyalty to IT–business alignment, albeit the common recognition that alignment is widely known to result in enhanced service delivery, innovation, and firm performance, resulting in stronger customer relationships and loyalty (Shao, 2025). Hence, this effect, even though indirect, is conceivable and aligns with the more general theories of alignment and organizational success.

This study examined the antecedents with major impact on Business–IT alignment in Jordanian hotels, focusing on the organizational, managerial, and technological factors. The impact of Business–IT alignment on the organizational outcomes were examined in the sector under study (the hotel sector). The interrelationships between the antecedents and the outcomes were examined as well. In particular, this study examined how the factors of IT management sophistication, shared domain knowledge, and leadership support contributed to alignment success. The findings of this study could guide hotel managers and IT leaders in their development of strategies to improve alignment and overall performance. Additionally, the study findings could theoretically add to the development of Business–IT alignment models as they could be used in validating the relationships between the antecedents and the outcomes within a service-oriented, tourism-driven economy.

2. Study Context

This study selected the service industry as the study target. Relevant to the study context, the service industry employs both skilled personnel and effective technology in their operations. In fact, this industry needs to have a good blend of human and technology resources to have a successful operation - the situation is different in the manufacturing industry in which technology has been used as replacement to human skills in its key operations (Jawabreh et al., 2024). The service industry benefits from the use of IT systems as these systems improve their service performance while making their operations more efficient. This study specifically selected the hotel sector to represent the service industry,

owing to its expansive IT usage in its operations and marketing, like in its room reservations and customer information tracking. Specifically, through the internet, customers from anywhere could make room reservations (Shatnawi et al., 2024). Also using the internet, the hotel could keep track of customer information, and using such information, the hotel could provide each customer with personalized attention and service in the customer's next visit. The hotel also could employ IT in other parts of operations, like in its back-office supply chain management and inventory control (Nawaf Ma'moun & Saleh Fahed, 2023), to govern activities such as food supplies management corresponding to customer's food order in the hotel restaurant – this order will then be forwarded to the kitchen and will also be applied in the inventory stock list update; a purchase order will then be produced when the stock drops to a minimum level.

IT has been found to increase the performance of hotel enterprises, by increasing the operational efficiency, market expansion service quality, and customer satisfaction as well (Chathoth, 2007; Lam et al., 2007; Junidar et al., 2023). In this regard, in order for business enterprise – in this case, the hotel enterprise - to achieve the highest investment value, the IT of the business should be aligned with the strategies and operations of business (Sigala et al., 2004). BIA is indeed important to business organizations but efforts in demonstrating its importance to business are still fairly recent. For organizations, they could learn how to benefit more from the current IT environment without having to expand their IT investment while also learning how to exploit the key factors as an effort to improve their alignment within.

HYPOTHESES DEVELOPMENT

1. Shared domain knowledge

Shared domain knowledge between the business and IT units encompasses understanding and learning between them (the units of business and IT), resulting in the businesspeople having the knowledge on how to adopt the IT knowledge and the IT people having the knowledge on how the business operates. Shared domain knowledge can be understood as IS and line managers' understanding and appreciation for the technology and processes impacting their joint performance (Nelson & Cooprider, 1996). Within the context of BIA, shared domain knowledge has been reported as among the key enablers – there were five key enablers for BIA altogether – as reported by Nath (1989), Luftman et al. (1999), as well as by Teo & Ang (1999). Furthermore, the link between shared domain knowledge and BIA has often been reported in many studies, including Reich & Benbasat (2000) and Chan et al. (2006). In this study, the factor of shared domain knowledge was examined to determine if it was still a factor of BIA. Evaluating this factor would show the understanding of IT and business towards one another, the appreciation of IT and business towards one another, and how business and IT become part of each other's main activities. The following hypothesis was hence proposed:

H1. Shared domain knowledge has a positive relationship with Business-IT Alignment.

2. IT success

The link between successful IT implementation and BIA has been reported in several studies including Chan et al. (2006), Reich & Benbasat (2000) and Teo & Ang (1999). Somehow, it should be noted that past success of IT implementation by organization will only be worthy if it also includes the current IT achievement of organization. This demonstrates the importance of having a consistently credible IT. In this regard, Thomas & Fernández (2008) presented the criteria to be employed in IT success evaluation. The authors proposed considering three aspects namely the aspects of project management encompassing the capability of IT projects management within certain budget and timeline, the technical aspect involving the capacity in delivering work of high quality to fulfil user requirements, and the business aspect comprising the capacity to fulfil the business requirements. The following hypothesis was hence brought forth:

H2. IT success has a positive relationship with Business-IT Alignment.

3. Organization size

Organization size is about to how large the organization is, and size of organization denotes the organization's management complexity, but past findings on this subject have not been conclusive. For instance, in a business organization, Chan et al. (2006) reported the presence of a link between organization size and BIA; however, the link did not seem to exist in academic organizations. Notably, in studying SMEs and large organizations, Gutierrez et al. (2009) indicated that neither did not differ in terms of their BIA factor ranking. Furthermore, IT studies that also examined firm performance mostly treated the factor of organization size as a control variable, not as a direct independent variable (Bhatt & Grover, 2005; Zhang, 2005). Considering this fact, it can be understood that the factor of organization size could have varied implications; it can also act as a moderator. The effect of organization size on BIA was examined in this study, by examining BIA as both antecedent and moderator to BIA. This study hence proposed the hypothesis below:

H3. Organization size has a positive relationship with Business-IT Alignment.

4. IT management sophistication

The subject of IT sophistication was taken into account in this study, in terms of its evaluation particularly. In this regard, studies on IT management sophistication have been carried out by several authors including (Gupta et al., 1997; Suraweera et al., 2005; Ilmudeen & Bao, 2020; Junidar et al., 2023). Among these studies, the one by Suraweera et al. (2005) was considered in this study owing to its relevancy. This study reported three components playing the role as the main factors of IT management sophistication as follows: IT planning (e.g., IT plan validity, thoroughness and competitiveness), IT project control or monitoring (e.g., IT direction, operation and resources control), and IT leader's leadership qualities (e.g., capability of leader of IT in resolving issues and inspiring IT staff in accomplishing the IT objectives). This paper hence proposed the following hypothesis:

H4. IT management sophistication has a positive relationship with Business-IT Alignment.

5. Employee satisfaction

For hotels, employee satisfaction significantly facilitates its accomplishment of the financial goals, and it has been reported that hotels with high-level employee satisfaction tend to provide customers with better experience. According to Chi & Gursoy (2009), when employees are satisfied, they are more likely to feel motivated and work harder; the situation is the opposite for dissatisfied employees. As such, the hypothesis below was proposed:

H5. Employee satisfaction is positively related with hotel financial performance.

6. Customer loyalty

Hotel industry is a highly competitive industry, where hotels consistently have to compete with one another to gain customers. For this reason, hotels need to achieve customer satisfaction and loyalty of highest level possible. The effect of customer satisfaction on firm profitability has been reported to be positive, and is manifested through positive word of mouth (WOM), more purchases from customers, lower price sensitivity, and lower chances of brand switching (Wilkins, 2010; Ahmed et al., 2020). The hypothesis below was hence proposed:

H6. Customer loyalty is positively related with hotel financial performance.

7. Business-IT Alignment and hotel financial performance

Oftentimes, an organization's performance is determined through its achieved revenue. However, the IT impact on an organization, including the impact of BIA, is often indirect rather than direct. Furthermore, IT imparts non-financial benefits to the organization, as it makes work more effective, decreases costs, and reduces waiting time for customers. For hotels, the use of IT makes them more competitive. Hence, the construct of organizational performance in this study was examined based on the non-financial aspects utilizing four measurements proposed by Reijers & Mansar (2005), proposed in the Devils' Quadrangle. Time, cost, quality, and flexibility are the aspects measured, and each is substitutable for one another upon the requirement of operational decisions. For instance, high quality service is very costly (high costs incurred), while fast service (high-speed service delivery) may impair flexibility. Therefore, this study proposed testing the hypothesis below:

H7. Business-IT Alignment is positively related to hotel financial performance.

Figure 1 presents the research model of the current research.

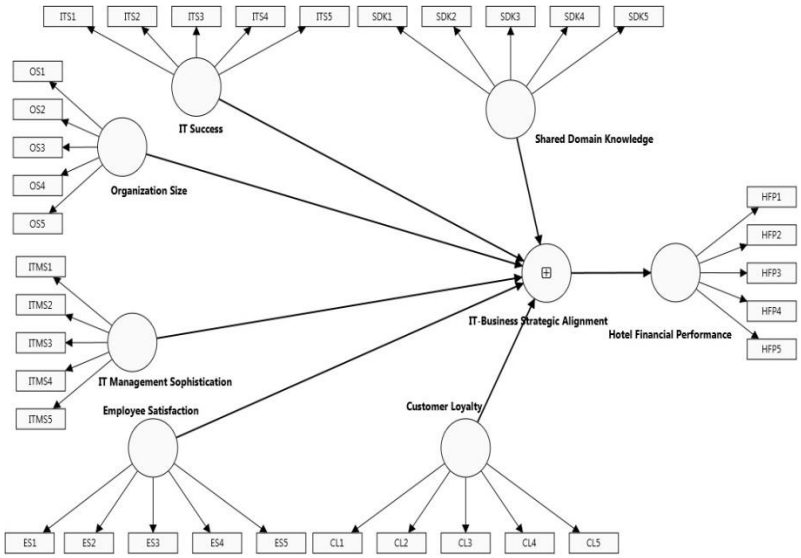

Figure 1. Research model (Developed by authors based on previous literature review)

RESEARCH METHODOLOGY

The methodology chosen to be utilized in this study is elaborated in this section, detailing on the research measures, tool used in gathering data, research population and the study sample.

1. Research measures

In essence, the construction of this study was grounded upon past theoretical and empirical works. Variables frequently used IT management were used in this study, specifically for measuring the variables of communication between IT and business, IT sharing knowledge with business, business sharing knowledge with IT, IT operation and implementation success, and business sharing planning with IT – these variables were based on Charoensuk et al. (2014), involving correspondingly seven, four, five, five, and three items. For IT-business operational alignment, it was measured based on three items from Chan et al. (2006). Four items adapted from Preston & Karahanna (2009) were used in measuring business IT strategic alignment, while three items adapted from Al-Refaie (2015) were used in measuring the financial performance of hotel.

2. Population and sampling

The study respondents were staffs from hotels of four stars and five stars in Aqaba city in Jordan. These staffs – the ones chosen to partake in this study – were those with familiarity with information management, and they were selected using a judgment sampling technique. Paper-based surveys were used in obtaining the empirical data.

The questionnaire survey items were adapted from past literature and were specifically tailored for hypotheses testing. There were two sections in the questionnaire. This study has selected Aqaba in Jordan owing to its status as a Special Economic Zone (ASEZ). Additionally, Aqaba is increasingly significant in contributing to the national economic development and technological advancement of Jordan. Aqaba is also currently a concentrated hub of business activity, logistics, and tourism. Hence, Aqaba is ideal for the study context. This study employed the Harman's one-factor test. In the first section, the items were for obtaining the respondent's demographic information like the respondent's gender, age, level of education, personal income, work position, and the class of the hotel.

The other section comprises questions representing the study's independent, mediating and dependent variables. Table 1 accordingly provides the demographic data of the study respondents.

Table 1 on the respondents' demographic profile for this study is demonstrating that the respondents were typically female, and most were between 30 and 40 years old. The table also shows that most were holder of bachelor's and master's degree, 46.6% of these respondents were working in four-star hotels, and most were holding the position of director.

The questionnaire was sent to four lecturers for reviewing – these lecturers were experts in hotel information management – and they were asked to find any possible problems with the instruments in terms of wording, content, as well as vagueness. A number of changes were accordingly made after the review, observing the feedback provided. Then, the revised questionnaire was distributed to six selected staff in a pilot study. Prior to the study, all likely participants were well-versed in the nature of the study. They were also asked to provide explicit approval beforehand.

In determining the sample size, the rules of thumb for Structural Equation Modeling (SEM) application within PLS were applied. This was to achieve results with validity and reliability. For a complicated path model, the sample size should be at least 200 (Kline, 2010). In this study, 400 questionnaires were returned, and 201 of these returned responses were considered usable based on Kline (2010) and Pallant (2005). Table 2 shows the constructs and measurement items.

Table 1. Description of the respondents' demographic profiles

Category	Category	Frequency	Percentage%
Gender	Male	119	0.298
	Female	281	0.702
Age	18 to 25 years old	55	0138
	25 to 30 years old	80	0.2
	30 to 40 years old	151	0.377
	More than 40 years old	114	0.285
Education level	Below high school	9	0.022
	High school	121	0.302
	Diploma	15	0.038
	Bachelor	116	0.29
	Master	114	0.285
	Doctorate	25	0.063
Personal income ($) monthly	Less than 750	55	0.138
	750- less than 1500	220	0.55
	More than 1500	125	0.312
Work Position	Head of Department	205	0.512
	Director	101	0.256
	Executive Manager	30	0.075
	Supervisor	64	0.16
Hotel Classification	Four Stars	222	0.555
	Five Stars	178	0.445

Table 2. Constructs and measurement items

Construct	Measurement Items
Shared domain knowledge	IT sharing with business • IT staff are aware of the business nature and of their own needs. • IT staff are aware of the main business operational issues or activities. • IT staff take part in major business operational issues or activities. • IT staff show appreciation to the business value to IT. Shared domain knowledge - Business sharing with IT • Business managers are aware of the nature of IT and what are required by IT staff. • Business staff have awareness of the nature of IT and what are required by IT staff. • Business staff know or take part in major IT operational issues or activities that are associated with the business. • Business staff show appreciation towards the IT contribution to business; particularly towards the increased productivity/efficiency of daily operations.
IT success	• Project is completed on-time. • Project is manageable within the budget, as planned. • Delivery of system is as required by users. • Delivery of a system of good quality. • IT projects outcomes fulfill the business objectives.
Organization size	• Number of rooms. • Number of staff.
IT	• Top management displays leadership on IT issues.

management sophistication	• Top management leads in dealing with IT as a critical success. • Top management leads the IT management. • Top management demonstrates leadership in accomplishing the IT objectives through the formation of vision for IT staff. • Top management demonstrates leadership in the accomplishment of IT objectives through providing the inspiration to IT staff. • Top management demonstrates leadership in the accomplishment of IT objectives through its guidance and direction to the IT staff. • Top management demonstrates leadership on IT training.
Employee satisfaction	• My job is secure. • At certain times like during urgent situations, the hotel shows empathy towards the employees. • My job does not make me feel unreasonably stressed out. • The Teamwork is encouraged and practiced.
Customer loyalty	• This hotel is first on my list for my future visit. • Next time visiting, I would consider using the various services offered by this hotel (e.g., room services and swimming pool). • I would recommend my family and friends to use this hotel. • The hotel thoroughly and quickly handles complaints.
Business IT strategic alignment (BS)	• The information systems strategy seems to be well-matched with our hotel's corporate business strategy. • In this hotel, decisions in information systems planning are fully associated with the hotel's strategic plan. • Our hotel has closely aligned business strategy and information systems strategy. • The information systems implemented in our hotel help ease the strategic business planning.
Hotel financial performance (FP)	• Our hotel achieves sales growth higher than average in the hotel industry. • Our hotel achieves high profitability as opposed to the hotel industry average. • Our hotel achieves market share higher than that of leading competitor.

DATA ANALYSIS AND RESULTS

1. Measurement model results

Table 3 displays the achieved Cronbach's alpha (α) and CR values for this study. Clearly, all values are greater than 0.7. Hence, the constructs can be said to have tolerable internal reliability. For the measurement item, the achieved factor loading is larger than 0.70 and this demonstrates acceptable convergent validity (Hair et al., 2021), for the achieved average variance extracted (AVE), it is higher than 0.50, which means that the model shows good convergent validity (Hair et al., 2021). Fornell–Larcker criterion was applied in the discriminant validity measurement of the study constructs. As indicated by Fornell & Larcker (1981), it is necessary that the square root of AVE is larger than the overall number of correlations in rows and columns. As evidenced by the data provided in Table 4, the discriminant validity of the constructs of this study can be affirmed.

Table 3. Convergent validity

Construct	Cronbach's α	CR	AVE
Shared Domain Knowledge	0.899	0.908	0.714
IT Success	0.926	0.928	0.776
Organization Size	0.910	0.967	0.678
IT Management Sophistication	0.924	0.933	0.767
Employee Satisfaction	0.930	0.934	0.782
Customer Loyalty	0.913	0.940	0.740
Business IT Strategic Alignment	0.915	0.922	0.747
Hotel Financial Performance	0.908	0.914	0.730

Table 4. Fornell-Larcker criterion

Construct	CL	ES	HFP	ITMS	ITS	BIA	OS	SDK
CL	**0.860**							
ES	0.138	**0.884**						
HFP	0.120	0.415	**0.854**					
ITMS	0.463	0.496	0.151	**0.876**				
ITS	-0.147	-0.368	0.094	-0.589	**0.881**			
BIA	0.291	0.602	0.599	0.427	-0.195	**0.864**		
OS	-0.290	0.175	0.259	-0.271	0.457	0.093	**0.823**	
SDK	0.134	0.355	0.286	0.189	-0.140	0.484	0.084	**0.845**
CL: Customer Loyalty, ES: Employee Satisfaction, HFP: Hotel Financial Performance, ITMS: IT Management Sophistication, ITS: IT Success, BIA: Business IT Strategic Alignment, OS: Organization Size, SDK: Shared Domain Knowledge								

Table 5. Heterotrait-monotrait ratio (HTMT) – Matrix

Construct	CL	ES	HFP	ITMS	ITS	BIA	OS	SDK
CL								
ES	0.138							
HFP	0.125	0.446						
ITMS	0.476	0.528	0.154					
ITS	0.206	0.395	0.116	0.638				
BIA	0.299	0.645	0.646	0.453	0.207			
OS	0.318	0.163	0.252	0.335	0.522	0.066		
SDK	0.140	0.384	0.313	0.206	0.155	0.526	0.089	
CL: Customer Loyalty, ES: Employee Satisfaction, HFP: Hotel Financial Performance, ITMS: IT Management Sophistication, ITS: IT Success, BIA: Business IT Strategic Alignment, OS: Organization Size, SDK: Shared Domain Knowledge								

As for the Heterotrait-Monotrait Ratio (HTMT); the achieved ratios need to be lower than the cut-off value of 0.85 proposed by Henseler et al. (2015). From the obtained HTMT values provided in Table 5; the values are all between 0.089 and 0.646. This shows the fulfilment of the discriminant validity condition.

2. Structural model results

2.1. Multicollinearity

Collinearity among predictors is ascertained through the variance inflation factor (VIF). In their study, Hair et al. (2021) indicated the need to have VIF values lower than 5 to affirm the non-presence of multicollinearity. Table 6 relevantly shows that all VIF values are less than 5, demonstrating no multicollinearity for all predictors.

Table 6. Multicollinearity test

Constructs	VIF
Shared Domain Knowledge -> Business IT Strategic Alignment	1.161
IT Success -> Business IT Strategic Alignment	2.123
Organization Size -> Business IT Strategic Alignment	1.715
IT Management Sophistication -> Business IT Strategic Alignment	2.289
Employee Satisfaction -> Business IT Strategic Alignment	1.799
Customer Loyalty -> Business IT Strategic Alignment	1.449
Business IT Strategic Alignment -> Hotel Financial Performance	1.000

2.2. R square

R^2, as described in Hair et al. (2011), can be applied in measuring the coefficient of determination and the significance level of the path coefficients (beta values). As illustrated in Figure 2, in this study, the achieved R^2 is 0.495. Worded another way; 49.5% of the variance of Business IT Strategic Alignment is explicable through the following factors: IT success, Organization size, IT management sophistication, Employ satisfaction, and Customer loyalty.

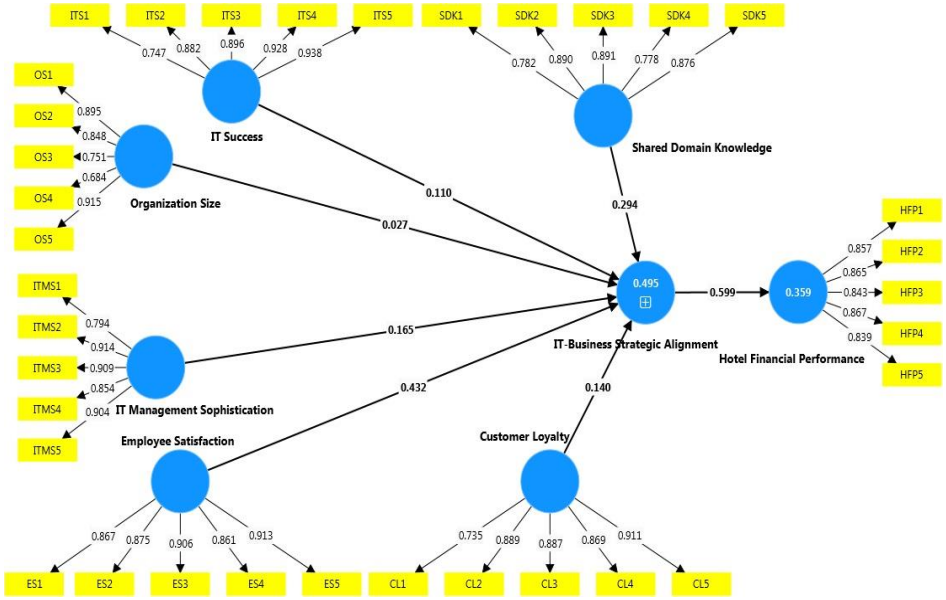

Figure 2. R^2 and Path coefficient

2.3. Hypotheses testing

The statistical significance was evaluated further in this study, through the structural model's path coefficients computation and bootstrap analysis. Table 7 accordingly shows positive statistical relationship between the factors of IT success, IT management sophistication, employee satisfaction and Customer loyalty, and Business IT Strategic Alignment. Meanwhile, the Business IT Strategic Alignment imparts significant positive impact on the hotel financial performance. Contrariwise, insignificant relationships appear to occur between Organization size and Business IT Strategic Alignment. Overall, the achieved results supported all hypotheses, with the exception of H2. Path coefficients, T value and P value are accordingly shown in Table 7.

Table 7. Hypotheses testing result

Hypotheses	Std. Beta	t-value	p-value	Result
SDK → BISA	0.294	7.545	*p*< .001	Supported
IT Success → BISA	0.110	2.668	0.008	Supported
Organization Size → BISA	0.027	0.497	0.620	Not supported
ITMS → BISA	0.165	3.748	*p*< .001	Supported
Employee Satisfaction → BISA	0.432	9.920	*p*< .001	Supported
Customer Loyalty → BISA	0.140	4.254	*p*< .001	Supported
Business IT Strategic Alignment → BISA	0.599	15.119	*p*< .001	Supported

DISCUSSION AND IMPLICATIONS

In essence, the present study attempted to present the latest BIA antecedents for today's business and technology setting. In particular, three specific objectives have been set for the purpose to recognize the antecedents of BIA from the strategic to the operational levels within the context of an organization; to identify the various impacts imparted by each antecedent on BIA; in addition to ascertaining the impact of BIA the firm, particularly on its operational performance. Utilizing the findings from prior studies and additional information provided by the industry experts, a theoretical model was proposed, and this study can be considered as one of its kind because it examines alignment within an organization from a higher level (Strategic BIA) to a lower level (Operational BIA). The fulfilment of the study's objectives can be viewed in Figure 2. Other important finding of this study is on the effect of the engagements of Jordanian managers in exploitative works on the financial performance of the firm. A positive relationship between exploitative strategic alignment and financial firm performance was also reported in past studies including Ahmed et al. (2023) and Shahzad et al. (2025), moderated by environmental competitiveness. Hence, IT managers should increase their exploitative activities to increase firm performance.

Results for objectives one and two affirmed the three direct factors impacting BIA in this following order (from the highest to lowest): shared domain knowledge between business and IT, success of IT operation from past to present, and IT management sophistication. As clearly shown, shared domain knowledge imparted the greatest impact on BIA, and this finding is agreement with that of past studies. Results also showed a strong role of communication effectiveness in promoting shared domain knowledge. This demonstrates the impact of the link between communication and shared domain knowledge on BIA. It also means that when communication is effective between the shared domain knowledge and the IT and business units, the organization's level of alignment will increase. For the second direct factor namely the success of IT operation from the past to the present; results showed that past and present successes of IT both facilitate alignment. Notably, this study is unique as it considered both past and present success, while past studies only considered past IT success. This finding showed the increase in the alignment in an organization due to the increase in trust and confidence resulting from the consistent satisfactory IT operations to the needs of business from past to present.

In order to affirm the results, the model, constructs, data, and relevant literature were analyzed again. The study constructs on IT management were carefully constructed from the literature, and in this study, IT sophistication was distinguished - at the managerial level and at the technical level – and this was not done in past studies (there was no distinction made between the two levels). With respect to the measurement of IT management sophistication, this study employed three proven key components reported in the literature. This finding could significantly add to the research domain. Additionally, the discovery of negative relationship between IT management and BIA is linkable to the fact that the dominance of IT management in an organization will make business and IT less aligned, because dominance of IT management makes business operation less flexible. According to the results, the level of planning sophistication between the business and IT units affects IT management. Relevantly, Chan et al. (2006) reported that BIA modeled planning sophistication had impact on shared domain knowledge. A similar approach was attempted in this study, but results were not significant, which means that the proposed model was not an ideal fit.

Findings showed organization size playing the role of a moderator rather than as a BIA antecedent as initially proposed in this study. In particular, as a BIA antecedent, a weak relationship value of organization size was demonstrated. Hence, organization size can affect the manner in which an organization executes the overall planning between the business and IT plan, and how organization manages the IT unit. In accomplishing the third research objective, results showed positive effect of BIA on organizational performance. This finding supports that of past relevant studies. Still, considering the use of qualitative measurement on performance in this study, the finding may be perceived as biased - personal judgments of performance may result in biased responses. However, quantitative measures were also used in this study, particularly with the use of questions on occupancy rate (or room utilization) during the interviews with respondents. Using occupancy rate value as a percentage allows comparison among hotels of varied sizes. The results obtained in this study supported the findings of studies that employed models with qualitative measure of performance.

The variances between different levels of alignment were also examined in this study and we found domination of the alignment at the strategic in the organization, despite considering the operational BIA. Hence, the strategic BIA can be said to represent the entire alignment of an organization with practical implications based on the obtained outcomes or results. Also, BIA consistently improves organizational performance from previous time to present time. These findings demonstrate the need for practitioners to understand the importance of alignment from the strategic to the operational levels as both become the building blocks to the organizational alignment. Additionally, the discovery of the domination of the strategic alignment on the general alignment implies the need for the organization to start its alignment from the strategic level.

Results showed shared domain knowledge as the factor with the most amount of impact on alignment. This implies the need for organization to emphasize knowledge sharing between business and IT units as a way of promoting alignment. Additionally, results showed the ability of effective communication in increasing the level of knowledge sharing and understanding across units. Furthermore, the IT operation outcome from past to present as the second key factor, were found to affect alignment with respect to user requirements fulfilment, business objectives accomplishment, good-quality work delivery, and timelines and budgets management. Although the finding in this study is in agreement with previous studies, the present study also stresses the present outcome in addition to the past outcome. It is necessary for organizations to assure that its IT unit always delivers outcomes that fulfill the needs of business.

Outcomes showed that strong IT management can lead to lower alignment, which implies the need for organization to be aware that the IT management does not dominate the business unit. There needs to be a decent balance between the business sphere and the IT sphere; the businesspeople focus on business management and utilize IT as a means to accomplish their

business goals, while the IT unit makes sure that it meets business needs and manages the IT unit. When business dominates, IT could lose the chance to show its ability. On the other hand, when IT dominates, business could lose flexibility.

With balanced business and IT, the organization could increase its performance both financially and non-financially, as both domains would have the optimal ability to support one another. The management success of the IT unit is affected by the ability of both business and IT in structuring their organizational plans. In other words, it is affected by the level of planning sophistication of both business and IT. This discovery is valuable for practitioners; it provides understanding of the need for organizations to construct both business and IT plans together as this will assure that both parties would lend support to one another. Lastly, results demonstrated the significance of organization size in the actual implementation of alignment model, and that alignment relationship level seems higher in larger organizations as opposed to in smaller counterparts. This finding demonstrates the need for large organizations management to increase their effort and resources in pursuing alignment.

Limitations and Recommendations

A number of limitations of this study can be highlighted, with the first being the study's research model as it was created for the hotel sector specifically. For this reason, the outcomes of the study should only be generalized to the hotel business. Results showed business operations and performance as the two constructs unique to the sector examined in this study – the hotel sector - in the operational aspects. Hence, the proposed model needs to be revised before being applied to other industries. Another limitation is the use of only the internal factors of BIA, while some external factors, for instance, changes that occur in the economic environment, can have an impact on the organizational strategies and BIA. However, the external factors were not addressed in this study – making this study limited in this matter.

Lastly, this study was conducted involving organizations with single IT units supporting the entire organization, disregarding those with autonomous business unit in its management of IT system.

By addressing the alignment at both strategic and operational levels and offering a more comprehensive alignment model, this study has filled the literary gap. Factors that affect alignment and the alignment impact were also empirically ascertained in this study. For the next studies, comparison should be made, focusing on identical industry, but in different countries or regions, with the proposed model and measurement instrument revised as needed to fit the study context. A comparison group should comprise different business or technological environments; comparison may be made between industries that utilize technically skilled people (providers of mobile phone) and the traditional businesses (finance, retail, and so forth).

Additionally, the evidence of moderating role of organizational size may imply the need to carry out a comparison study involving firms of different sizes – this would expand the study results. Another point worth noting is that BIA in an organization with different IT governance, in the IT management/governance proliferation particularly, may differ according to business and technical contexts of a particular industry, making the exploration of this aspect challenging, considering the constant technological evolution over time, and the adaptation capability of people to the continuously altering environments.

Also, some scholars may find the discovery of the negative relationship between IT management sophistication and alignment an interesting finding, that is worthy for further scrutiny. In theory, some results can be perceived as unexpected but in the actual setting, there are always possibilities. However, the model was revised prior to the presentation of this paper, and so, the resulting outcomes can be viewed as valid and reliable. Still, the resulting outcomes may be verified again using a different dataset, or, IT management could be remodeled using a fresh uni-dimensional construct – this was not possible in this study owing to the impossibility of performing an additional survey. Finally, a case study may also be carried out, particularly to observe alignment development in an organization over time, to show how the alignment emerges in an organization.

CONCLUSION

Business-IT Alignment in the hotel industry was examined in this research work were the factors that propel to the occurrence of alignment and the impact of these factors on the industry were explored. This work provides some key insights and addition to the literature in two ways namely in theory and in practice. Theory-wise, this study brings to the recognition of the value of a Business-IT Alignment at both strategic and operational levels. There were four components covered, as can be viewed in Henderson & Venkatraman's (1993) Strategic Alignment Model – it should be noted that studies in this area usually applied the model in part, not in full (Hussin et al., 2002; Junidar et al., 2023). This study essentially attempted to demonstrate how practitioners could employ alignment at the strategic level so that it could affect the operational level to achieve the maximum benefits. The proposed hypothesis on the positive impact of BIA on operational performance was supported by the findings. In practice, this study facilitates organization in understanding and appreciating the benefits of BIA and more.

Somehow, the primary goal of this study was to increase the IT value through BIA use, to achieve the maximum benefits in the shortest duration possible. However, as BIA value is intangible, it may not be noticeable immediately. Additionally, the findings demonstrated the benefits BIA and that organizations could manage the antecedents of BIA.

With good alignment, organizations could reap the benefits of the IT system and consequently improve its performance. Not only that, but organizations could also improve its management of people in business and IT, to prepare them for the impending future technology. Please fulfill the contribution of the authors following the Model above:

Author Contributions: Conceptualization, R.M.D. and A.B.M; methodology, R.M.D. and M.A.O.; software, R.M.D. and R.M.T.; validation, R.M.D. and D.A.A.; formal analysis, R.M.D. and R.M.T.; investigation, D.A.A. and T.M.J.; data curation, R.M.D. and D.A.A.; writing - original draft preparation, R.M.D. and D.A.A.; writing - review and editing, R.M.D. and M.A.O.; supervision, R.M.D. and T.M.J.; project administration, R.M.D. and D.A.A. All authors have read and agreed to the published version of the manuscript.

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