

Because business performance management activities in large organizations often involve the collection and reporting of large volumes of data, many software vendors, particularly those offering business intelligence tools, market products intended to assist in this process. As a result of this marketing effort, business performance management is often incorrectly understood as an activity that necessarily relies on software systems to work, and many definitions of business performance management explicitly suggest software as being a definitive component of the approach. This interest in business performance management from the software community is sales-driven (Huang and HU, 2007).

(Austin *et al.* 2002) noted that since 1992, business performance management has been strongly influenced by the rise of the balanced scorecard framework. It is common for managers to use the balanced scorecard framework to clarify the goals of an organization, to identify how to track them and to structure the mechanisms by which interventions will be triggered. These steps are the same as those that are found in BPM, and as a result balanced scorecard is often used as the basis for business performance management activity with organizations.

balanced scorecard. The Working Council for Chief Information Officers (2003) did an extensive review of IT scorecards and found that the most advanced scorecards shared the following six structural attributes: Simplicity of presentation. The very best scorecards are limited to a single page of from 10 to 20 metrics written in nontechnical language. Explicit links to IT strategy; the scorecard should be tightly coupled to the IT strategic planning process and assist in tracking progress against IT key goals and objectives. Broad executive commitment; both senior IT as well as senior business managers should be involved in the scorecard process both creation and ongoing. Enterprise-standard metrics definitions; Consensus should be quickly achieved on metrics definitions. The review meeting should focus on decisions rather than debate over metrics. Drill-down capability and available context; the high-level IT scorecard should allow for detailed review of trends or variance by providing more granularities on component elements. Individual manager compensation; should be linked to scorecard performance.

Business owners/managers are unlikely to adopt and align more sophisticated IT if they are not familiar with the more basic ones. Hence, there is a strong argument for researchers to focus studies of small business use of the IT adoption of entry-level technologies. Once small business has adopted Internet technologies at entry level, they can get familiar and comfortable with the Internet and, in time, move on to adoption of more sophisticated IT (Warden and Ng'etich, 2006). They argue that even basic IT can provide tangible benefits to small business users. For many small and large firms in Kenya, information and communication technology is viewed as potentially capable of bringing in some benefits. The high rate at which organizations are buying mobile phones, computer hardware and software as well as using the internet for information and communication is evidence of the increasing awareness of information and communication technology has in the Kenyan market. The business benefits of using information and communication technology include access to new technology and attainment of competitive advantage.

In production enterprises, the most valued IT was mobile telephony and internet as these enhanced the speed and reliability of communication. Use of computers and software to improve production, inventory and accounting was next in line. The curio and craft dealers felt that mobile telephone, email and fax were the most valued aspects of IT as these would keep them in touch with overseas agents and customers. Companies like Kenya Power & Lighting Company which have aligned their IT with their business strategy are gaining a lot from the reduced cost of doing business as well as being a competitive company in the region and this is evident in the reduced number of complaint from their customers as well as reduced cost of pay staffs who have to go to the field to read meters.

2.2 Outcomes That IT Alignment Had On Business Performance

Information technologies (IT) are vital to Company operations. They are tools that improve the quality and efficiency of our work. They are the repositories for critical and sometimes highly proprietary corporate information. The improper access to or the destruction of these resources will have serious consequences for the Company. The strategic use of information technology can help organizations increase their competitive advantage and make considerable improvements in operating performance(Bergeronand ,2001).

De Haas and Kleingeld (2009), posits that developing a business strategy with an IT component that is aligned with business objectives, and is supported by sound business justification, will enable organizations to improve performance, increase productivity, and serve customers more effectively. It will also help mitigate the risks involved with technology decisions.IT acts as a facilitator. It is a medium that permits large volumes of information to be stored, processed or transferred at lightning speed. This means that there is more information at hand to make decisions, maintain relationships, monitor markets or follow movements (Frigo and Mark, 2002).

Miles and Snow (1978) opines that the power of this notion should not be underestimated, it allows people to make decisions based on masses of up to date information. The military, educational institutions and large business have long understood the power of this notion but it has only been in the last ten years that mainstream society has also embraced the power of information for both social movements and small business.

Information Technology is an enabler, only a select minority of specialized companies in the world can claim that IT is their business. Most corporations and institutions use Information Technology to enable functions that drive their core business. This may include better communication between staff, suppliers or customers or it may include better asset management. Whatever the function, digital communication makes the storage, processing or transfer of information more efficient than ever before. But it is important to note that in essence it does not change core businesses, ideals, ethics or movements. It just enables them to function at a greater scale much more efficiently.Information Technology assumes the role of custodian. As data and information is amassed on just about any subject you care to imagine, massive stores of data are emerging ready to service any new requests. And therein lies the security paradox that modern Information Technology presents. One can argue that more available information makes our lives more efficient, safer and richer. Whilst the other argument is that the very same information that provides these benefits is also our achilles heal due to the security implications of unauthorized infiltration (Wright and William,1999).

There is little doubt that the role of information technology is directed and constrained by the very technology that defines it. Today, that technology allows us to collect, manipulate and communicate masses of information. As a consequence, the role of IT revolves around improving the efficiency, capacity, speed or accuracy of any elements that can benefit from the functions that modern Information Technology systems provide (Tegarden and David ,1999).

2.3 Business Strategy And IT Strategy

By stressing the importance of linking IT applications to strategy via the identification of critical success factors (CSF), Rockart (1979) acted as a precursor in the domain of the strategic alignment between business strategy and IT strategy. Later on, the link between the two constructs has been studied within various frameworks, adopting different points of view and definitions. McFarlan, McKenny and Pyburn (1983), for instance, stressed the importance of the strategic value of IT and addressed the issue of applications evaluation. Porter and Millar (1985) highlighted the contribution of IT in enhancing the competitive position of the organization. Das, Zahra and Warketin (1991) identified four dimensions related to the strategic deployment of information technology: competencies, role of IT, design and the development of IS, and infrastructures all set to support business strategy and lead to business performance.

Henderson and Venkatraman (1993) explained the links between business strategy and IT strategy, which they defined in terms of three components: technology scope, systemic competencies, and IT governance. Chan, Huff, Barclay and Copeland's (1997) construct of strategic orientation of information systems focuses on the fit between the firm's application portfolio and its strategic orientation. Vitale, Ives and Beath (1986) identified two fundamental ways to look at the relationship between business strategy and IT strategy: the dependent approach and the impact approach. The dependent approach means that IT strategy supports business strategy in the same way as any other organization functional strategy, be it marketing, finance or production. The impact approach is considered as more powerful in the sense that the IT function could give the lead to the organization's mission and goals, and therefore being determinant of the business strategy.

As explained by Brown and Sambamurthy (1999), IT enables business strategies and allows the firm to adopt a stronger competitive posture. While earlier studies insisted that IT strategy and business strategy should be aligned, it appeared in recent studies that various types of fit could exist and that organizational performance would vary dependent upon them. Among the various types of fit, Bergeron and Raymond (1995) found the moderation model to better explain the performance impacts of aligning business strategy with strategic IT management than the matching model which was not supported by any significant relationship with performance. In this case, performance was measured by growth, profitability and return on assets; while business strategy was defined by the strategic activities and strategic IT management by IS positioning, strategic use of IT, new IT applications, architecture planning, and security. Similar results were obtained by Chan *et al.* (1997).

Using a gestalts perspective, Teo and King (1996) confirmed the existence of four types of integration between business planning and IS planning (administrative, sequential, reciprocal, and full integration); their proposition that greater fit supports a firm's business strategies more effectively was confirmed by the significant positive relationship of planning integration with IS contributions to organization performance. Using Miles and Snow's (1978) typology, Sabherwal and Chan (2001) concluded along the same lines : for prospector and analyzer types of business strategies, an alignment among business and IS strategies led to higher performance.

2.4 Organizational Structure And IT Structure

The structure of a firm is the complex set of goals, functions and relationships among units that allow an organization to react effectively to market demands. It is dependent upon the level of coordination, formalization and specialization of organizational tasks. Factors such as technology, environmental uncertainty and strategy may be linked to organizational structure (Galbraith, 1972; Lawrence and Lorsch, 1973; Détrie, 1993). In particular, the fit between IT structure and organizational structure has long been considered to play a role in explaining firm performance. In a decentralized organization, information technology is thought to enable decentralization of control and delegation of decision authority by facilitating the dissemination and sharing of information throughout the firm (Tavakolian, 1989; Currie, 1996). A complex structure implies more elaborate coordination, control and communication mechanisms which in turn require enabling information technology (Leifer, 1988). Firms that are required, by their rapidly changing environment, to be dynamic and adaptive need an efficient and flexible information system architecture, not only to prosper but to survive (Allen and Boynton, 1991).

Some emerging organizational forms, such as virtual firms, would not even exist without the presence of appropriate information technology architecture. Researchers have conceptualized the IS structure component of the alignment along three dimensions. The first is the IS organizational architecture dimension, which comprises the locus of responsibility of the IS function and the degree of decentralization of the IS organizational structure (Tavakolian, 1989; Allen and Boynton, 1991; Brown and Magill, 1994). The second dimension is the

technological architecture dimension, encompassing the degree of application and data integration, standardization of the technology, and the nature of hardware deployment (Ein-Dor and Segev, 1982; Leifer, 1988; Fiedler, Grover and Teng, 1996; King and Sethi, 1999).

The third dimension is the process and skills dimension, which includes planning mechanisms and the standardization of application development and implementation approaches (Allen and Boynton, 1991; King and Sethi, 1999). In this body of work, some researchers assume that fit results from IS structure following organizational structure, since they see IS structure as a reflection of the characteristics of organizational structure. Studies that adopted this conceptualization of fit are primarily interested in determining if indeed such a relationship existed (Olson and Chervany, 1980; EinDor and Degev, 1982; Tavakolian, 1989; King and Sethi, 1999). Another stream of research rather sees fit as a goal to reach, and focuses on finding how to organize the IS function so as to align it with organizational structure (Leifer, 1988; Allen and Boynton, 1991; Fiedler, Grover, and Teng, 1996).

Finally, others see fit as emerging through joint adjustment between organizational structure and IS/IT delivery capability (Markus and Robey, 1983; Henderson and Venkatraman, 1993; Croteau, Solomon, Raymond and Bergeron, 2001). However, only Croteau (2001) examined the performance outcomes of the fit between organization structure and IT structure, adopting a covariation perspective; they found that a better fit of organization and IT through the simultaneous development of infrastructures, where respective design issues are jointly addressed, led to higher business growth and increased profitability.

While several authors, previously cited, have adopted a contingency perspective to examine the relationships between organizational and IT strategy and structure, only a small number of the studies empirically examined the impact of the fit between these variables and organizational performance. That is, studies examined the impact on performance of the fit either between business strategy and IT strategy or between organization structure and IT structure. However, contingency theorists argue that a holistic, rather than a bivariate conceptualization of fit, has greater explanatory power because of its ability to retain the complex and interrelated nature of the relationships between constructs (Drazin and Van de Ven, 1985; Miller, 1981; Venkatraman and Prescott, 1990). Applied to the present context, such a holistic approach would mean that the impact of the fit between all four variables on firm performance should be examined rather than bivariate fit.

Some IT researchers have proposed such holistic conceptualizations. For instance, the framework, proposed by Henderson and Venkatraman (1993) stresses the importance of aligning external and internal business domains (business strategy and organizational infrastructure and processes) with external and internal IT domains (IT strategy and IT infrastructure and processes). Such a fit between these domains is deemed to improve business performance. Strategic alignment is conceptualized here as a process of continuous adaptation and change. Thus, it does not matter if the impetus for change originates in business strategy or is enabled by the IT strategy. Rather, it is the resulting co-alignment of all aspects that is important.

2.5 Business Performance Measurement

Simmons, 2000 asserts that business performance measurement and control systems are the formal, information-based routines and procedures managers use to maintain or alter patterns in organizational activities. A typical performance measurement helps businesses in periodically setting business goals and then providing feedback to managers on progress towards those goals. The time horizon for these goals can typically be about a year or less for short-term goals or span several years for long-term goals. Since a BPM system measures performance, it is important to define what performance is. Lebas and Euske (2002) provide a good definition of performance as “doing today what will lead to measured value outcomes tomorrow.” BPM then is concerned with measuring this performance relative to some benchmark, be it a competitor’s performance or a preset target.

According to Simmons, 2000 measurement systems are comprised of multiple measures. A measure (or metric) is a quantitative value that can be used for purposes of comparison. A specific measure can be compared to itself over time, compared with a preset target or evaluated along with other measures. Since a measure is used for the purpose of comparison, it need not represent an absolute value. For example, in measuring customer profitability, knowing the relative distance in profitability between two customers may be as valuable (and more easily gotten) than knowing the absolute value for a customer’s profitability. Moreover, many BPM systems normalize a measure into a value that promotes comparison not just with itself, but also with other measures.

Following Simmons (2000), measures can be objective or subjective. Objective measures can be independently measured and verified. Subjective ones cannot. Measures are also typically classified as financial or non-financial. Financial measures are typically derived from or directly related to chart of accounts and found in a company's profit and loss statement or balance sheet, such as inventory levels or cash on hand. Non-financial measures are measures not found in the chart of accounts, such as customer satisfaction scores or product quality measures. Measures are also leading or lagging. Lagging measures give feedback on past performance, such as last month's profit, and typically do not provide insight into future performance. Leading indicators, in contrast, are designed to measure future performance, and more often than not, future financial performance. Some leading indicators to future performance might include customer defection rate, customer satisfaction scores or changes in consumer confidence. Measures are either complete or incomplete. Complete measures capture all the relevant attributes of achievement, whereas incomplete measures do not. Measures are also responsive or not responsive. Individuals can influence responsive measures, whereas non-responsive measures are outside the influence or control of an individual (such as consumer confidence). Measures may be related to inputs into a process, feedback on the performance of a process itself or they may be related to the outcomes or outputs from the process. Measures may be related to human performance, process performance or market conditions. Some, but not all, measures are directly related to the firm's strategy and are critical for its successful execution of its strategy. These are called critical or key performance indicators. Finally, measures can refer to tangible things, often recorded in the chart of accounts, such as inventory levels, accounts receivable balances, employee headcount, or can refer to intangibles such as level of skill or knowledge, creativity and innovation.

Simmons, 2000 found that most practitioners (and software vendors) refer to the type of measurement that helps companies monitor its current and past state. Thresholds, both low and high, for key performance indicators (KPIs) are set and managed by exception. When data begins to move outside the threshold limits, the performance measurement system can alert management, who then attempt to diagnose the problem and address its causes. This type of measurement is referred to as diagnostic control systems. While this type of measurement provides management with basic control over the firm and an "auto-pilot capability that can keep the firm on target with its goals, it is frequently insufficient for success.

According to Simmons (200), interactive control systems "are the formal information systems that managers use to personally involve themselves in the decision activities of subordinates. Interactive control systems help managers integrate new data and learning into the decision-making process. Diagnostic and interactive control systems are not disjoint. In fact, an important synergy may exist between the two as multiple diagnostic control systems serve as a basis for dialog between levels in the firm (de Hass & Klein geld, 1999). This strategic dialog can aid in managers questioning the validity of its control system, constituting double-loop learning which challenges controlling assumptions or variables for the process, the business unit or the firm.

BPM systems need to provide insight into different units or levels of analysis. Performance can be ascribed to corporations, business units, support or functional units, teams and workgroups and individuals. One key benefit of BPM systems lies in their ability to help align these different levels of analysis in the firm. Many corporations consist of several business units or divisions that compete in different markets with differing strategies.

According to Kaplan and Norton, 2001 a corporate-wide BPM system can help articulate the theory of the firm (why different business units exist within the corporation) and improve overall performance by exploiting synergies between the business units. At the lowest level of analysis lies measurement of human performance, for which the literature and examples are rich and long. In between the business unit and the individual lie other layers, such as the functional or service group, workgroup or team and the business activity. BPM systems are often designed to be a vehicle for strategic dialog within the firms. Therefore, performance metrics and scorecards scattered horizontally and vertically across a corporation, need to be coherent so that the conversations between people about the strategy is consistent and all the different measurement units contribute to the performance of the corporation overall (de Hass and Klein geld, 1999).

2.6 Reasons for measuring business Performance

Business performance measurement has a variety of uses. Bititci, Carrie and Turner(2002) list the following reasons companies measure business performance: to monitor and control to drive improvement to maximize the effectiveness of the improvement effort, to achieve alignment with organizational goals and objectives ,to reward and to discipline. Simmons (2000) looks at business performance measurement as a tool to balance five major tensions within a firm: balancing profit, growth and control balancing short term results against long-term

capabilities and growth opportunities balancing performance expectations of different constituencies, Balancing opportunities and attention and balancing the motives of human behavior.

2.7 Customer value

Gale, 1994 noted that with the recent strong focus on customers, businesses have begun to deploy technologies, and measurement systems, to manage business activities that directly or indirectly interact with the firm's customers. These customer relationship management (CRM) technologies are providing firms with better data integration and hence better measurement regarding customers. With the obvious strategic importance of customers, it is natural for businesses to begin exploring more robust ways of measuring customers and the related business activities. Gale (1994) explains the role of managing customer value in the context of the Baldrige National Quality Award's customer focus and satisfaction criteria, which comprises about 30% of the overall score for the award.

Customer value analysis is sufficiently rich and complex to require more robust analytical tools and frameworks for measurement Gale (1994) offers seven tools: the market-perceived quality profile which breaks down the firm's offering(s) into a set of attributes that are scored and weighted from the customer's perspective, the market perceived price profile which breaks down the firm's offering price (in many businesses and markets price is composed of multiple aspects) into a set of attributes that are scored and weighted from a customer's perspective, the customer value map depicts the firm's relative perceived offering price and relative perceived offering performance along and 2-dimensional grid against competitors, won/lost analysis researches further reasons and facts about why a customer defected or decided to buy the firm's offering, head-to-head area chart of customer value is a graphic display of how the firm's offering is performing against a single competitor, key events timeline depicts how the firm's and competitors actions change the market's perception of performance of each offering attribute an a what/who matrix is a tool for tracking who is responsible for what actions that will change the firm's ability to improve its ability to manage customer value.

Rust, et al (2000) decompose the customer problem down to three top-level areas (with further decomposition beneath each of the three): Value equity refers to the customers perceptions of value, brand equity refers to the customers subjective appraisal of the brand and retention equity refers to the firm building relationships with customers and encouraging repeat-purchasing. These three areas correspond to three distinct disciplines in the CRM and marketing literature (brand management, customer value analysis and customer loyalty analysis), each with its own detailed measurement approaches. Kellen (2002) numerous other CRM measurement frameworks exist. The implications for BPM systems are clear: measuring business activities and outcomes regarding customers is becoming increasingly complex and increasingly important to the firm's strategy.

2.8 Quality Management

Kaplan & Lamotte, 2001 noted that over the past few decades, many firms have adopted various quality programs, such as Total Quality Management (TQM), Six Sigma, European Foundation Quality Management (EFQM) and The Baldrige National Quality Program to improve the quality of the manufacturing and service offerings. A central tenant for all of these programs is business performance measurement. Foreexample, the Baldrige National Quality Program measures businesses in seven categories and the EFQM in nine: Baldrige categories; Leadership, Human Resource Focus, Strategic Planning, Process Management, customer and market focus, information and Analysis and business Results while EFQM Criteria has leadership, people, policy and Strategy, partnerships and resources, processes, people results, customer results society results key performance indicators. Kaplan and Lamotte (2001) further argue that quality program performance measurement need not be exclusive of balanced scorecard measurement systems. They point out differences and synergies between the frameworks, the BSC emphasizes explicit causal links through strategy maps and cascaded objectives more than the quality programs do the BSC targets breakthrough performance whereas the quality programs rely on benchmarking approaches the BSC sets strategic priorities for process enhancements the BSC integrates budgeting, resource allocation, target-setting, reporting and feedback on performance into ongoing management processes. Quality programs, while grounded in product quality improvement and applied to many other business processes (Wruck & Jensen, 1998), are continuous improvement frameworks that might not be best suited to help manage discontinuities in business strategies (Kaplan and Lamotte, 2001).

Despite the differences between quality programs and the BSC, Kaplan and Lamotte (2001) see a symbiosis between the two frameworks. They point out similarities in the four perspectives of the BSC and the four sub-categories (customer-focused results, financial and market results, human resource results and organizational effectiveness results) in the Baldrige Business Results category. The EFQM is also converging on more detail in assessing the organization's results. Proponents of the Baldrige frameworks also note the shift over the years to integrated measurement. In 1997, the Baldrige criteria moved "further away from a perceived narrow focus on

‘managing quality to a comprehensive framework for improving overall organizational performance excellence’ (Evans, 1997).

2.9 Summary

The literature review indicates that alignment IT in business is believed to improve organizational performance management must incorporate a degree of high level planning, because developments and the building of infrastructure cannot be carried out in a random manner with bottom-up disjointed developments. Parties need to formulate coherent priorities for business decisions and their subsequent technical implications (Janis, 2006).

Literature also suggests that alignment of IT with business improve business performance. Business performance may be defined as the well-being and strength of the enterprise relative to its competitors. Alignment of IT with business performance and other organizational requirements is believed to improve organizational performance and enhance competitiveness (Reich and Benbasat, 2000). Researchers also argued that a firm's inability to realize sufficient value from its IT investments is due in part to an absence of this alignment (Presley, 2006).

2.10 Research gap

This research shows that there exists a gap where the mismatch resulting from aligning IT to business performance might have spilt to work places in real life disputes between IT department and business sides. This conflict may contribute to frustration, resistance and lack of goodwill when realizing business goals. This challenge can lead to delays in early realization of return in investment on IT assets with benefits accrued after maybe towards three years after the IT infrastructure is tending to zero value in the books and more personnel have embraced technology.

Despite much expectation from business side for quick gains, IT instead is seen as a wrong investment move with real benefits realized sometimes after one year at minimum (Ciborra, 2000). When IT is aligned to business performance major gains can be achieved but in many cases the alignment might fail to achieve its intended goal because managers do not understand or are not well trained to merge the two. This failure thus makes us study the challenges many managers face when undertaking the alignment process.

3.0 METHODOLOGY

3.1 Research design

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research (Robson, 2002). In this study a descriptive survey design was used. This research problem could best be studied through the use of a descriptive survey. Descriptive research portrays an accurate profile of persons, events, or situations (Saunders, Lewis and Thornhill, 2003). Surveys allow the collection of large amount of data from a sizable population in a highly economical way. Therefore, the descriptive survey was deemed the best strategy to fulfill the objectives of this study. Population Sampling according to Mugenda & Mugenda (2003) for the descriptive survey, 10% of accessible population is acceptable as being representative of the total population and therefore 30% sample size was within the accepted range. Furthermore, the reason of selecting 30% of total population of forex bureau staff was that they had good knowledge in IT department and in operation for the last ten years. The study targeted the Directors, Operation managers and IT Managers of the 66 registered forex Bureau in Nairobi County. The bureau are approximated to be having over 60 staff working in the above positions.

Data collected was analyzed by descriptive analysis. According to Myers, M. (1997), the descriptive statistical tool helps the researcher to describe the data and determine the extent to be used. The findings was presented using tables and charts. The Likert scale was used to analyze the mean score and standard deviation, this helped in determining the extent to which the bureau faced different challenges in its IT alignment to business strategy. Data analysis will use the Statistical Package for Social Sciences (SPSS) software Version 20, the reason being this version is the latest SPSS version and is accurate. Tables were used to summarize responses for further analysis and facilitate comparison.

4.0 Discussions

4.1 IT Strategy-Alignment Practices

The respondents were requested to indicate the extent on various. Majority of the respondents indicated that basic IT can provide tangible benefits to small business users to a great extent as shown by a mean score of 2.3607, Once small business has adopted Internet technologies at entry level, they can get familiar and comfortable with the Internet and, in time, move on to adoption of more sophisticated IT to a moderate extent as

4.2 Outcome of IT alignment to business Strategy

The study sought to rate the extent to which the respondents agree on the statements regarding outcome of IT alignment to business strategy. In achieving this research task a linkert scale was adopted where; 5 Very great extent, 4 Great extent, 3 Moderate extent, 2 little extent and 1 No extent. The results on outcome of IT alignment to business strategy can be is shown in the table below:

Table 2 Outcome of IT alignment to business Strategy

Statement	Mean	Std Dev.
Protects the organization from civil and legal liability as a result of information inaccuracy or the absence of due care	4.3705	0.58528
Increases predictability and reduces uncertainty of organization operations by lowering information security-related risks to definable and acceptable levels	4.2672	0.77921
Ensures that there is firm foundation for efficient and effective risk management	3.8689	0.57560

Increases level of assurance that critical decisions are not based on faulty information.	3.2738	0.45441
Decreases likelihood of violation of privacy providing greater confidence when interacting with trading partners	3.3489	0.77891
Enables new and better ways to process electronic transactions thus reducing operational costs by providing predictable outcomes and mitigating risk factors that may interrupt the process	3.5734	0.77925
Enables organizations to have a competitive advantage over their competitors	3.6734	0.77931

The study found that: Protects the organization from civil and legal liability as a result of information inaccuracy or the absence of due care, a mean of 4.3705 was derived showing that they agree; Increases predictability and reduces uncertainty of organization operations by lowering information security-related risks to definable and acceptable levels, a mean of 4.2672 was derived showing that they agree; Ensures that there is firm foundation for efficient and effective risk management a mean of 3.8689 was derived showing that they agree; Increases level of assurance that critical decisions are not based on faulty information., a mean of 3.2738 was derived showing that they are moderate; Decreases likelihood of violation of privacy providing greater confidence when interacting with trading partners, a mean of 3.3489 was derived showing that they are neutral; Enables new and better ways to process electronic transactions thus reducing operational costs by providing predictable outcomes and mitigating risk factors that may interrupt the process, a mean of 3.5734 was derived showing that they agree; Enables organizations to have a competitive advantage over their competitors, a mean of 3.6734 was derived showing that they agree to a great extent.

4.3 Relationship Between IT strategies and Business Strategies

With the obvious IT strategic importance, it is natural for businesses to begin exploring more robust ways of measuring IT and the related business activities	2.3934	1.54141
Measuring business activities and outcomes regarding IT is becoming increasingly complex and increasingly important to the firm's strategy.	2.0328	1.39005
The IT Strategy depicts the firm's relative perceived offering price and relative perceived offering performance	2.1803	1.34794

a. Predictors: (Constant), There are no proper IT Strategy-Alignment Practices process for efficient business performance , Outcome of IT allignment to business Strategy makes no contribution to business performance, IT Strategies and Business Strategies is increasingly becoming complex and increasingly important to the firm's strategy. efficient and flexible Organizational Structure and IT structure leads to imroved business performance.

All the four independent variables that were studied, explain only 57.7% of the implementation of business performance as represented by the adjusted R^2 . This therefore means that other factors not studied in this research contribute 42.3% of the business performance. Therefore, further research should be conducted to investigate the other influences of IT Strategy-alignment practices (16.6%) towards business performance.

4.8 Analysis of Variance (ANOVA)

In trying to test the significant of the model, the study used ANOVA. From table 6 the significance value is 0.001 which is less than 0.05 thus the model is statistically significance in predicting how IT alignment, the outcome , business strategy and IT strategy,organizational structure and IT structure influence business performance. The F critical at 5% level of significance was 2.47. Since F calculated (value =3.916) is greater than the F critical, this shows that the overall model was significant.

Table 6 Analysis of Variance (ANOVA)

large firms , information and communication technology is viewed as potentially capable of bringing in some benefits.. This understanding is also emphasized in the systems of IT alignment, where alignment is seen as a complex and interactive process influenced by many factors such as Organizational structure and IT structure, Outcome of IT alignment to business Strategy , Business strategy and IT strategy,) among other factors and due to these characteristics, firms almost never perform in isolation (Edquist, 2007).

X1- Organizational structure and IT structure

X2- Outcome of IT alignment to business Strategy

X3- Business strategy and IT strategy

X4- IT alignment

Table 7 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.830	6.385		13.756	.000
Organizational structure and IT structure	.165	.063	.176	-2.633	.010
Outcome of IT alignment to business Strategy	.385	.043	.677	8.877	.001
Business strategy and IT strategy	.118	.032	.252	3.667	.002
IT alignment	.502	1.344	.748	9.824	.000

a. Business Performance

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Findings

The findings and the results of the research have been presented in a more technical and analytical way in the chapters. This section summarizes the main research findings intending to present some recommendations.

The study found that majority of the respondents believes the impact of Internet on efficiency and information

been very quick in their uptake of new technology and. Business owners or managers are unlikely to adopt and align more sophisticated IT if they are not familiar with the more basic ones, the business benefits of using information and communication technology include access to new technology and attainment of competitive

increased profitability. Strategic alignment is conceptualized as a process of continuous adaptation and change;

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