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Business-IT Strategic Alignment as a Driver of Integrated E-Service Delivery in Public Institutions: A PLS-SEM Approach

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Abstract. This study investigates organisational and technological factors influencing Business-IT Strategic Alignment (BITSA) towards designing and implementation of integrated e-service delivery within public institutions, addressing the persistent challenge of siloed, non-interoperable platforms that undermine citizen-centric digital transformation. Grounded in the Strategic Alignment Model (SAM), a cross-sectional survey of 411 respondents from 16 Tanzanian public institutions was conducted, with data analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) to test relationships between alignment constructs and integrated e-service outcomes. The findings reveal that BITSA is a significant positive predictor of integrated e-service delivery (β = 0.196, p < .001), with IT Strategy-Infrastructure/Processes Alignment (β = 0.265, p < .001), Strategic Performance Measures Alignment (β = 0.153, p = .002), and IT-Business Functional Alignment (β = 0.093, p = .047) emerging as key drivers. Conversely, E-services Strategic Collaboration, Communication, and Business Infrastructure Alignment exerted negative effects, reflecting coordination difficulties and structural rigidities. The model explains a moderate portion of the variance in BITSA (R^2 = 16.9%) but only a small share in integrated e-service delivery (R^2 = 3.8%). This study extends alignment theory to the public sector by empirically demonstrating BITSA's enabling role in integrated e-services, while highlighting that successful integration requires enhanced cross-agency collaboration, organisational flexibility, and supportive policies and leadership. Practically, the findings underscore the need for governments to complement technical competence with strategic leadership, collaborative governance, and policy frameworks to achieve sustainable e-service integration.

Keywords: Business-IT alignment, Digital Government, E-Service Integration, Public Sector, PLS-SEM, Strategic Alignment Model.

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1. Introduction

Public institutions around the world are adopting e-services to improve access, efficiency, and trust. Governments implement these digital services to streamline administrative procedures, minimise bureaucratic delays, and enhance transparency for citizens and businesses [1, 2]. In line with this trend, the Tanzanian government has made digital transformation a strategic focus to enhance public service delivery and strengthen accountability [3, 4]. Under the e-Government Authority (eGA), this commitment has yielded tangible outcomes, including the expansion of digital platforms for shared e-services. Evidence shows these initiatives have produced positive results, including streamlining administrative tasks such as tax filing and business registration and enhancing operational transparency within participating institutions [5, 6].

Despite technological progress, the digital environment remains highly fragmented. Many e-services are still developed and managed in isolated institutional silos, hindering interoperability and collaboration towards achieving a common goal across agencies [5, 7, 8]. This fragmentation results from institutional problems, including conflicting mandates and the absence of standardised governance frameworks [9, 10]. As a result, there are duplicated ICT investments, data silos, increased maintenance costs, and inconsistent user experiences, all of which undermine the strategic value and long-term sustainability of digital government efforts [11].

The main challenge has shifted from a lack of technological solutions to the complex task of achieving holistic integration. This fragmentation underscores the key challenge of moving from isolated e-services to integrated, citizen-centred digital ecosystems that facilitate seamless, cross-agency cooperation [10, 12]. Although different platforms and standards, such as the Government Enterprise Service Bus (GovESB), have been developed, enterprise architectures, which are essential for realising technical interoperability, are not enough on their own to overcome institutional barriers [13-15]. Effective integration, encompassing semantic, operational, and strategic alignment, requires a fundamental transformation. This involves embedding digital governance within institutional mandates, harmonising business processes across organisations, and coordinating ICT investments with broader public service objectives and citizens' needs [16, 17]. Therefore, a holistic approach is crucial to ensure that digital initiatives are well coordinated, aligned with strategic goals, and responsive to public expectations.

In this context, Business–IT Strategic Alignment (BITSA), grounded in the Strategic Alignment Model [18, 19], provides a strong theoretical basis for achieving necessary coordination. BITSA emphasises aligning organisational goals and IT capabilities at strategic, structural, and operational levels, enabling institutions to view technology as a vital strategic asset rather than merely a support tool [19]. In Tanzania's public sector, where public institutions have diverse mandates and varying levels of e-service delivery maturity [4, 20, 21], applying BITSA becomes crucial. It offers a structured approach to fostering cross-institutional collaboration, ensuring technical and semantic interoperability, and ultimately supporting the delivery of integrated, citizen-focused e-services.

1.1. Problem statement

Despite its recognised importance, empirical evidence shows that public institutions still struggle to achieve effective Business-IT Strategic Alignment (BITSA) [22]. Most e-government research in Tanzania and similar developing regions has mainly focused on the adoption,

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utilisation, and performance of individual, standalone e-services [23, 24]. Consequently, a significant research gap remains concerning how organisational structures, governance processes, and technological architectures support cross-institutional alignment, which is essential for integrated e-service delivery. This gap reduces understanding of the systemic factors behind ongoing fragmentation and the repeated failure of digital initiatives to meet evolving public expectations [6]. Accordingly, there is a lack of empirical studies on practical strategies to improve BITSA across various public institutions, particularly in Tanzania, to enhance the design and effectiveness of integrated government e-services.

1.2. Objective

This study investigated the organisational and technological determinants of BITSA and examined how BITSA influences the design and implementation of integrated e-service delivery in public institutions.

1.3. Research hypothesis

Grounded in the Strategic Alignment Model (SAM), this study hypothesizes that Business–IT Strategic Alignment (BITSA) positively influences the design and implementation of integrated e-service delivery in public institutions. Specifically, it proposes that alignment across IT strategy and infrastructure, business strategy and IT infrastructure, IT–business functional coordination, and strategic performance measures will enhance integration outcomes. Conversely, misalignment in collaboration, communication, and rigid business infrastructures is expected to exert negative effects. Strategic alignment has been recognized as a multidimensional construct that requires organizational, technological, and cultural coherence. It has also been emphasized that strategic alignment is not merely a technical concept but a critical enabler of digital transformation in public governance.

2. Literature Review

2.1. Theoretical framework

The Strategic Alignment Model (SAM), introduced by Henderson and Venkatraman, remains a foundational lens for understanding how organizations integrate IT capabilities with business strategies [18]. SAM emphasizes that alignment must occur at multiple levels, including strategic, structural, and operational, to ensure IT is treated as a strategic asset rather than a mere support function. It has been suggested that strategic alignment is a multidimensional construct that integrates technological readiness with organizational coherence, thereby reducing fragmentation within digital ecosystems. Similarly, Similarly, it has been argued that sustainable competitive advantage arises not from isolated IT applications but from the continuous exploitation of IT functionality that is aligned with business priorities.

In the public sector, SAM has gained renewed relevance as governments attempt to overcome siloed e-government systems. It has been reaffirmed that strategic alignment requires the harmonization of IT infrastructures with institutional mandates and the integration of IT into organizational workflows to achieve citizen-centric outcomes. Furthermore, strategic alignment has been emphasized as a coevolutionary process in which IT and business strategies continuously adapt to one another, highlighting that alignment is

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an ongoing and dynamic capability rather than a one-time organizational initiative. It has been further emphasized that strategic alignment should be understood as a coevolutionary process in which IT and business strategies continuously adapt to one another. This perspective reinforces the view that Business-IT Strategic Alignment (BITSA) is not a static concept but an evolving construct, particularly within public institutions where organizational mandates and technological infrastructures are highly diverse.

2.2. Empirical review

Empirical evidence provides strong support for the role of Business–IT Strategic Alignment (BITSA) in enabling integrated e-services. Several studies findings revealed that Business Strategy–IT Infrastructure Alignment (BUSITINFRA) significantly enhances BITSA, underscoring the importance of harmonizing institutional strategies with IT infrastructures. For instance, Pesce and Neirotti (2023) emphasized that modernized IT infrastructures and coherent enterprise architectures are prerequisites for interoperability, a conclusion mirrored in the positive path observed here [25].

Conversely, Business Strategy–Business Infrastructure Alignment (BUSBINFRA) demonstrated a negative effect, suggesting that mismatches between strategic intent and infrastructural realities hinder integration. Mendes-Da-Silva and Albertin (2024) observed similar challenges, noting that bureaucratic rigidities and outdated infrastructures often undermine digital transformation efforts [26].

Other studies also revealed that Strategic Collaboration Alignment (ESSCOLA) and Strategic Communication Alignment (ESSCOMA) both negatively influence BITSA. These results highlight poor interdepartmental collaboration and ineffective communication as barriers to coordinated transformation. Van Noordt and Misuraca (2019) believed that siloed communication and low trust weaken cross-agency integration, a perspective reinforced by the negative coefficients observed here [9].

On the other hand, IT Strategy–Infrastructure Alignment (ITSITINFRA) emerged as the strongest positive determinant, confirming the critical role of harmonized IT strategies, standardized processes, and robust infrastructure in enabling integrated e-service systems. It has been demonstrated through PLS-SEM analysis that strategic alignment significantly predicts the success of digital transformation in government sectors, with IT governance and managerial efforts serving as critical mediating factors.

Additional positive effects were observed for IT–Business Functional Alignment (ITBUSFA) and Strategic Performance Measures Alignment (SPMA), demonstrating that embedding IT into workflows and aligning performance frameworks enhance accountability and responsiveness. Nielsen and Ali (2021) argued that coherent performance systems guide transformation and ensure citizen-centric outcomes, which aligns with the empirical evidence presented here [27].

Finally, the significant path from BITSA to integrated e-service delivery provides strong support for the argument that higher levels of alignment directly improve effectiveness. It has been emphasized that strategic leadership and institutional flexibility are critical complements to technical alignment, while strategic alignment has also been confirmed as a key enabler of citizen-focused and interoperable public services. Furthermore, IT flexibility and governance have been demonstrated to significantly influence strategic alignment, whereas bureaucratic rigidity and weak interorganizational collaboration have been found to undermine system integration. In addition, proactive IT-business alignment has been identified as an essential prerequisite for digital transformation in the public sector, and empirical evidence has

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validated that improvisation and contextual adaptation are necessary complements to formal strategic alignment frameworks.

2.3. Conceptual review

Synthesizing theoretical and empirical insights, this study conceptualizes Business–IT Strategic Alignment (BITSA) as a multidimensional construct mediating the relationship between organizational and technological determinants and integrated e-service delivery. Positive drivers include IT strategy–infrastructure alignment, business strategy–IT infrastructure alignment, IT–business functional alignment, and strategic performance measures. Negative constraints include collaboration and communication misalignments and rigid business infrastructures.

Yakuba, Mohsin, and Shao (2024) highlighted the challenges of service integration in Tanzanian e-government systems, noting that siloed infrastructures and inconsistent governance frameworks remain barriers [4]. Their findings support the conceptualization of BITSA as both an enabler and a constraint, requiring not only technical alignment but also organizational flexibility, leadership, and supportive policy frameworks.

This framework reflects the dual dynamics of alignment in digital governance. On one hand, harmonized IT infrastructures and coherent performance frameworks provide the foundation for integration. On the other, bureaucratic rigidity, siloed communication, and weak collaboration mechanisms undermine progress. It has been argued that strategic alignment alone is insufficient without supportive policy frameworks and an enabling organizational culture. In addition, institutional flexibility and strong leadership capacity have been identified as essential factors for sustaining digital transformation initiatives.

Collectively, the conceptual review positions BITSA as both an enabler and a constraint, underscoring the need for governments to invest not only in technical infrastructures but also in collaborative mechanisms, leadership development, and performance accountability. This holistic approach is necessary to achieve sustainable, citizen-centric e-service integration in the public sector.

3. Method

3.1. Research design

This study adopted a quantitative, cross-sectional survey design to examine the organisational and technological determinants of Business-IT Strategic Alignment (BITSA) and its effects on the design and implementation of integrated e-service delivery in public institutions. A cross-sectional design was appropriate because it enabled data collection from a large sample at a single point in time, allowing analysis of relationships among the variables of interest [28]. The quantitative approach facilitated empirical testing of the hypothesised relationships and the mediating role of BITSA, consistent with the Strategic Alignment Model (SAM) [29].

3.2. Sampling strategy and sample size determination

A two-stage sampling approach was employed to ensure robustness in the SEM analysis. In Stage 1, the institutional sampling frame was stratified into four groups based on the Office of the Treasury Registrar classification. From 283 public institutions, only non-commercial institutions (n = 170) and pension funds (n = 8) were included, as these entities are primarily

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responsible for public service delivery. A representative sample of 26 institutions was selected; 16 granted access, yielding a 61.5% institutional response rate (see Table 1).

Table 1. Institutional response rates

S/N	Institution Type	Sampled	Participated	Response Rate
1.	Agency	7	3	42.9%
2.	Authority	12	8	66.7%
3.	Board	4	3	75.0%
4.	Fund	3	2	66.7%
	Total	26	16	61.5%

In Stage 2, purposive and convenience respondent sampling targeted two stakeholder groups: senior management (strategic oversight) and operational users (IT and core business units). The target sample size was determined a priori using the power-based inverse-square-root method for structural equation modelling [30]. Based on a model with 8 latent variables and 8 structural paths, and using an effect size ($\beta = 0.20$) at $\alpha = .05$ [31, 32], the calculation produced a minimum sample size of 192 participants. An initial target sample size of N = 200 was established to ensure sufficient statistical power (≥ .80). Ultimately, 411 valid responses were collected, exceeding the required power threshold.

3.3. Instrument development and validation

A structured, closed-ended questionnaire with a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) was created to measure the constructs. The items were adapted from existing e-service delivery research and customised for Tanzanian public institutions through expert interviews to ensure cultural relevance and clarity. Content validity was established through expert review by four e-government specialists. A pilot test with 35 IT and business professionals confirmed face validity and preliminary reliability, with Cronbach's alpha values exceeding 0.7 [33, 14]. Confirmatory Factor Analysis (CFA) conducted at the pilot stage supported construct validity: all items loaded significantly, AVEs exceeded 0.50, and CRs exceeded 0.70 [35].

3.4. Data collection and analysis

Data collection included both in-person administration and an online Google Form, with formal approval from the relevant public institutions. The process took place from March to August 2025. Data analysis was conducted using IBM SPSS Statistics 28 for descriptive analysis and Smart PLS 5 for Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM). The analysis included preliminary data screening, descriptive statistics, assessment of the measurement model (including reliability, convergent, and discriminant validity), and evaluation of the structural model using a bootstrapping procedure with 5,000 subsamples to assess the significance of the path coefficients. Common Method Bias (CMB) was assessed and found not to be a significant threat.

4. Results

4.1. Descriptive analysis

The demographic profile of respondents provides important insights into the institutional readiness for delivering integrated e-services. Educational attainment is mainly at the middle level, with Bachelor's degree holders (39.42%) and Diploma holders (32.85%) together

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accounting for over 72% of the sample. Master's degree holders represent 16.79%, while only 0.99% hold a PhD. This distribution indicates technical skills but limited advanced expertise, emphasising the need for capacity building and academic partnerships to enhance strategic foresight and innovation. Regarding role distribution, there is a clear dominance of IT Technical Team Members (52.07%) and core business function users (37.96%), whereas leadership positions are underrepresented, with Heads of Department (6.33%), Directors (2.68%), and Managers (0.97%). This imbalance reflects strong technical capacity but weak strategic oversight, highlighting the importance of increased leadership involvement in digital transformation initiatives. Experience levels indicate that most respondents are mid-career professionals, with 52.8% having 7-10 years of service and 30.2% having 4-6 years. While this provides adaptability and operational expertise, the limited number of highly experienced staff raises concerns regarding institutional memory and succession planning. Overall, institutions are staffed predominantly by skilled, mid-career professionals in technical roles, but gaps in advanced education, leadership representation, and institutional diversity hinder the long-term capacity for an integrated e-service initiative.

4.2. Measurement model assessment

The measurement model was initially specified with eight latent constructs and 51 indicators, and later refined to 37 indicators using the PLS-SEM algorithm. Multicollinearity was assessed using Variance Inflation Factor (VIF) values, which ranged from 1.000 to 1.091 at the construct level and from 1.444 to 2.977 at the indicator level, all well below recommended thresholds, confirming the absence of collinearity concerns.

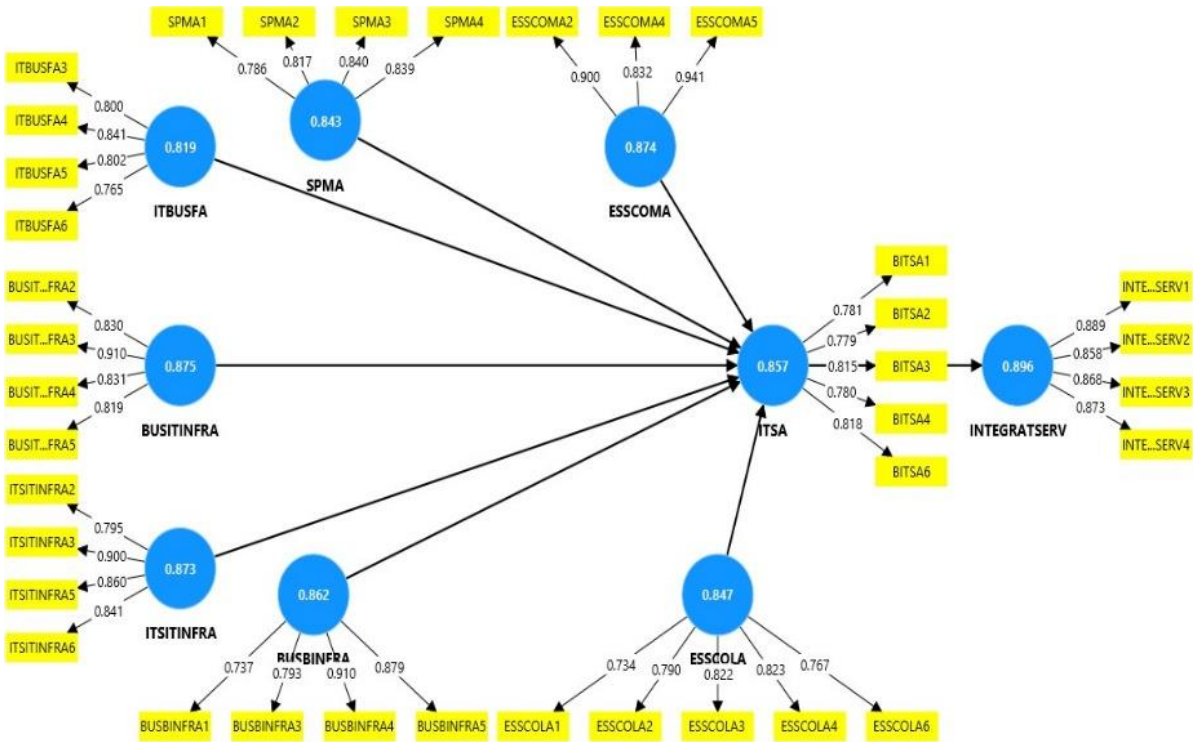

Figure 1. Measurement indicator Factor Loadings

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Confirmatory Factor Analysis (CFA) demonstrated strong reliability, with all loadings statistically significant and above 0.7 (ranging from 0.734 to 0.941), thereby supporting convergent validity (see Figure 1). Internal consistency was confirmed, as Cronbach's Alpha and Composite Reliability exceeded 0.70, while Average Variance Extracted (AVE) values surpassed 0.50, indicating constructs explained more than half of indicator variance. Discriminant validity was established using the Heterotrait–Monotrait (HTMT) ratio, with all values below 0.85 and the highest at 0.326, confirming that constructs are empirically distinct and the measurement model is robust.

4.3. Structural model analysis

The results of the structural model analysis are presented in Table 2. All hypothesised relationships were statistically significant. The structural model was evaluated using a bootstrapping procedure with 5,000 subsamples to assess the significance of the path coefficients. The results, presented in Table 2, indicate that all hypothesised relationships were statistically significant. The results of the structural model provide important understandings into the determinants of effective design and implementation of integrated e-service delivery within public institutions.

Table 2. Structural path coefficients and significance

S/N	Path Relationship	Original Sample (β)	T Statistics	P Values
1.	ITSITINFRA -> BISTA	0.265	5.619	0.001
2.	SPMA -> BISTA	0.153	3.135	0.002
3.	BUSITINFRA -> BISTA	0.094	2.134	0.033
4.	ITBUSFA -> BISTA	0.093	1.987	0.047
5.	ESSCOMA -> BISTA	-0.118	2.414	0.016
6.	ESSCOLA -> BISTA	-0.095	1.964	0.050
7.	BUSBINFRA -> BISTA	-0.087	2.078	0.038
8.	BISTA -> INTEGRATSERV	0.196	3.652	0.000

The analysis shows that Business Strategies and IT Infrastructures (BUSITINFRA) significantly and positively influence Business-IT strategic alignment (BISTA) ($\beta = 0.094$, $t = 2.134$, $p = 0.033$), emphasising the importance of the relationship between institutional strategies and supporting IT infrastructure in establishing a strategic foundation for integrated e-services. On the other hand, Business Strategy and Business Infrastructure (BUSBINFRA) shows a significant but negative effect on strategic alignment ($\beta = -0.087$, $t = 2.078$, $p = 0.038$), suggesting that mismatches in business strategy and infrastructures may hinder the integration of IT and business goals, thereby limiting the deployment of unified e-service platforms.

Regarding e-service specific mechanisms, the findings indicate that E-services Strategic Collaboration Alignment (ESSCOLA) ($\beta = -0.095$, $t = 1.964$, $p = 0.050$) and E-services Strategic Communication Alignment (ESSCOMA) ($\beta = -0.118$, $t = 2.414$, $p = 0.016$) both have negative, significant effects on Business-IT strategic alignment. These results suggest that poor interdepartmental and institutional collaboration and ineffective communication practices regarding e-service initiatives remain major barriers to coordinated digital transformation in public institutions. Such misalignments may hinder the development of interoperable platforms, weaken cross-agency integration, and slow down progress towards seamless public service delivery.

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IT Strategy and IT Infrastructure/Processes Alignment (ITSITINFRA) emerge as the most influential factors promoting Business-IT strategic alignment ($\beta = 0.265$, $t = 5.619$, $p < 0.001$). This emphasises the critical role of harmonised IT strategies, standardised IT processes, and robust infrastructure in enabling integrated e-service systems. In practice, this suggests that public institutions must prioritise the modernisation and strategic management of their core IT assets, such as enterprise architecture, data governance, and standardised processes, as a prerequisite for broader business-IT integration. This internal technological readiness is a more critical enabler than many external or relational factors. Additionally, the significant positive impacts of IT-Business Functional Alignment (ITBUSFA) ($\beta = 0.093$, $t = 1.987$, $p = 0.047$) and Strategic Performance Measures Alignment (SPMA) ($\beta = 0.153$, $t = 3.135$, $p = 0.002$) further demonstrate the vital role of operational coordination and aligned performance measurement frameworks in delivering integrated e-services.

Finally, the path from BISTA to INTEGRATSERV is positive and significant ($\beta = 0.196$, $t = 3.652$, $p < 0.001$), providing strong empirical support for the argument that higher levels of strategic alignment directly improve the effectiveness of integrated e-service delivery in public institutions. This indicates that alignment is not only a managerial or strategic requirement but also a key enabler for creating integrated, citizen-focused, and interoperable e-government services.

Collectively, these findings emphasise that public institutions aiming to improve integrated e-service delivery must prioritise strong strategic alignment across business, administrative, and technological domains, while also addressing ongoing gaps in collaboration and communication that hinder cross-agency integration.

The structural model demonstrates moderate explanatory power for IT–Business Strategic Alignment (BISTA), with an R^2 of 16.9% (Adjusted R^2 = 15.5%), indicating that IT infrastructure alignment, performance measures, and communication factors account for a meaningful share of alignment drivers, while unmeasured variables such as culture, leadership, and stakeholder involvement also play a role. By contrast, Integrated E Services (INTEGRATSERV) shows low explanatory power (R^2 = 3.8%), suggesting that although BISTA significantly predicts integration, strategic alignment alone is insufficient to drive complex outcomes. Broader determinants, including technical factors, organisational culture, policy frameworks, and top management support, need to be considered. The small gap between R^2 and adjusted R^2 values confirms model stability with minimal overfitting, consistent with findings in public-sector alignment research.

5. Discussion and Conclusion

5.1. Discussion of findings

This study provides empirical insights into the determinants of integrated e-service delivery in public institutions. Results confirm that Business-IT Strategic Alignment (BITSA) is a central enabler of citizen-centric digital services, consistent with prior research linking alignment to organisational performance, ICT project success, and transformation [36, 37]. BITSA emerges as a foundational determinant, with misalignment leading to fragmented ecosystems and diminished citizen trust [26, 38].

Contrary to theoretical expectations, Business Strategy–Business Infrastructure Alignment shows a significant negative effect, suggesting that rigid structures, bureaucratic complexities, and outdated infrastructures hinder integration. While prior studies affirm that aligned strategies and infrastructures promote efficiency and agility [39-41], the negative effect

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observed here highlights persistent gaps between strategic intent and operational capacity [26, 42].

By contrast, Business Strategy–IT Infrastructure Alignment demonstrates a strong positive effect, reinforcing IT infrastructure as a strategic foundation for transformation [43, 44]. Well-integrated infrastructures reduce fragmentation, enhance interoperability, and strengthen institutional legitimacy [7, 45]. Similarly, IT-Business Functional Alignment positively influences BITSA, confirming that embedding IT into workflows and processes is critical for seamless service delivery [46, 47].

Among all constructs, IT Strategy–Infrastructure Alignment exerts the strongest positive effect, underscoring its role in standardisation, scalability, and coordination of digital initiatives [25, 48]. Unexpectedly, Strategic Collaboration and Communication Alignments show negative effects, reflecting persistent silos, low trust, and immature coordination mechanisms [6, 9, 49].

Finally, Strategic Performance Alignment positively supports BITSA, demonstrating that coherent performance measurement systems enhance accountability, guide transformation, and ensure responsiveness to citizen needs [27, 50, 51]. Collectively, these findings highlight both the enabling and constraining dynamics of alignment in public-sector digital governance.

5.2. Conclusion

This study examined the multidimensional determinants of integrated e-service design and implementation. The findings confirm that BITSA significantly enhances integrated e-service delivery. Positive effects of IT strategy–infrastructure alignment, business strategy–IT infrastructure alignment, and IT–business functional alignment underscore the importance of coherent technological and operational foundations. However, the negative effects of misalignment across strategic collaboration, strategic communication, and business strategy–business infrastructure reveal persistent coordination challenges and structural rigidities that undermine integration efforts. These findings highlight that successful e-service integration requires not only strong strategic and IT alignment but also improved communication, collaboration, and organisational coherence across the public sector.

5.3. Contributions and implications

Theoretical Contributions: This study advances alignment theory by extending the BITSA framework to integrated e-service delivery, identifying IT strategy–infrastructure alignment as the strongest antecedent, and revealing the counterintuitive negative effects of collaboration and communication under conditions of institutional rigidity.

Policy and Practical Implications: For policymakers and public-sector leaders, the findings highlight the need to strengthen BITSA through joint business-IT planning and shared governance mechanisms. Investments in scalable, interoperable IT infrastructure are essential to overcoming fragmentation and enabling integrated platforms. Administrative reform, workflow redesign, and enterprise architecture can address structural misalignments, while institutionalising cross-agency protocols and shared platforms can improve coordination. Aligning performance measurement systems with transformation goals will further enhance accountability and ensure citizen-focused e-services.

Recommendations for Future Research

Future studies should analyse maturity levels across different government tiers, examine mediating factors such as organisational culture and leadership, and incorporate citizens'

perspectives on user experience and trust to clarify how alignment mechanisms shape the quality and legitimacy of integrated e-services.

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