



THE STRATEGIC INTEGRATION OF CORPORATE INFORMATION TECHNOLOGY STRATEGY, IT GOVERNANCE, AND INFORMATION QUALITY FOR ENHANCED SERVICE DELIVERY: A CRITICAL LITERATURE REVIEW

Dr. Getembe Nyakora Kepha (PhD)

Lecturer, Kiriri Women's University of Science and Technology,
Department of Business Information Technology Box 49274-00100 Nairobi, Kenya

ABSTRACT

In today's rapidly evolving and competitive business environment, organizations are increasingly prioritizing service delivery as a core driver of operational excellence, customer satisfaction, and sustainable competitive advantage. This emphasis is largely influenced by globalization, technological advancement, and the digital transformation of business processes, which have heightened customer expectations for timely, reliable, and customized services. Corporate Information Technology Strategy (CITS), Information Technology Governance (ITG), and Information Quality (IQ) have emerged as critical enablers for achieving superior service delivery outcomes. A well-aligned CITS ensures that IT investments support strategic objectives, optimize resource utilization, and enhance operational efficiency. Effective ITG provides accountability, decision-making frameworks, and risk management mechanisms that maximize the value of IT initiatives, while high IQ is characterized by accuracy, relevance, timeliness, completeness, and consistency, and this underpins informed decision-making and operational reliability. This paper critically reviews existing literature on the joint role of CITS, ITG, and IQ in service delivery improvements, highlighting both theoretical insights and practical implications. While numerous studies demonstrate the individual importance of IT strategy, governance, or information quality, few empirically examine their combined effect on service delivery performance, particularly in developing economies and public-sector contexts. Key gaps include the insufficient alignment of IT strategy with customer-focused service objectives, overemphasis on compliance rather than innovation in governance frameworks, and fragmented or siloed information quality practices that limit operational effectiveness. By synthesizing global and national evidence, this review identifies the critical need for integrated frameworks that leverage IT strategy, governance, and information quality collectively to optimize service responsiveness, efficiency, and customer satisfaction. The study proposes that future research should focus on empirically testing models that connect these dimensions, thereby informing both theory and managerial practice. The findings aim to guide organizations in designing holistic IT interventions that enhance service delivery, foster strategic value creation, and strengthen competitive advantage in an increasingly digitized and customer-centric business landscape.

KEYWORDS: Information, Technology, Corporate IT Strategy, Information Quality, IT Governance, IT Decisions, IT performance, Service Delivery.

BACKGROUND OF THE REVIEW

In the rapidly evolving business landscape, organizations face increasing pressure to enhance service delivery in a manner that is efficient, reliable, and customer-focused. Effective service delivery is central to organizational performance, as it directly influences value creation, customer satisfaction, and competitive advantage (Melville et al., 2004; Rivard et al., 2006). Globalization, technological advancement, and the information revolution have intensified customer expectations, compelling firms to provide services that are timely, cost-effective, and tailored to specific needs (Toomey, 2009; Chen & Tsou, 2012). In this context, organizations must adopt strategies that integrate operational, tactical, and strategic dimensions of service delivery to achieve sustainable performance improvements.

Corporate IT strategy (CITS), IT governance (ITG), and information quality (IQ) are critical enablers in this integration. CITS ensures that technological initiatives are aligned with organizational objectives and designed to enhance service processes, operational efficiency, and competitiveness

(Arvidsson et al., 2014; Chen & Tsou, 2012). ITG provides oversight, accountability, and structured decision-making, enabling organizations to manage IT resources effectively, mitigate risks, and deliver strategic value through improved service outcomes (De Haes & Van Grembergen, 2013; Pang, 2014). IQ, defined in terms of accuracy, relevance, timeliness, completeness, and consistency, underpins informed decision-making, effective planning, and quality service delivery (Wang & Strong, 1996; Madnick et al., 2009). The joint application of CITS, ITG, and IQ allows organizations to synchronize IT investments, governance mechanisms, and information management practices to optimize service delivery performance (Stark, 2011; Jewer & McKay, 2012).

Despite these recognized benefits, many organizations, particularly in developing economies face challenges in fully leveraging these resources. IT strategies are often technologically robust but insufficiently aligned with service delivery objectives, IT governance frameworks may emphasize compliance over innovation, and information quality practices are frequently



siloes, limiting their effectiveness in improving service outcomes (Otieno & Ogao, 2017; Chen et al., 2009). In Kenya, additional contextual challenges such as limited managerial IT capacity, fragmented information systems, and infrastructural constraints further hinder the realization of service delivery improvements through IT integration (Al-Hakim & Hassan, 2016).

Given these dynamics, it is evident that integrating corporate IT strategy, IT governance, and information quality is crucial for organizations seeking to enhance service delivery, operational efficiency, and competitiveness. By aligning technological resources, governance structures, and information management practices with customer expectations, organizations can provide unique, high-quality services, improve decision-making, strengthen brand reputation, and achieve sustainable competitive advantage (De Haes & Van Grembergen, 2013; Rai et al., 2006; McLeod & Schell, 2007).

This study's critique focuses on examining the interplay and combined effect of Corporate Information Technology Strategy (CITS), Information Technology Governance (ITG), and Information Quality (IQ) on service delivery improvements. It critically evaluates how existing literature addresses the alignment of IT initiatives with organizational objectives, the effectiveness of governance mechanisms in guiding IT resource utilization, and the role of information quality in supporting evidence-based decision-making. The critique highlights gaps in empirical research, particularly in integrating these three constructs to achieve measurable improvements in operational efficiency, customer satisfaction, and organizational competitiveness. Furthermore, it interrogates practical challenges faced by organizations, including limited managerial IT capacity, fragmented information systems, and insufficient contextualized frameworks that bridge theory and practice. By focusing on both theoretical insufficiencies and implementation shortcomings, the critique identifies areas where knowledge is fragmented, inconsistent, or underdeveloped, thereby providing a foundation for future research that seeks to develop integrated, actionable models for enhancing service delivery outcomes.

Corporate Information Technology Strategy and Service Delivery Improvements

Service delivery improvements in contemporary organizations are increasingly anchored on the strategic alignment between corporate information technology strategy and organizational objectives. Corporate IT strategy enables firms to create value by integrating technological capabilities with governance structures that support opportunity identification, process innovation, and performance enhancement. In modern business environments, IT is no longer treated solely as an operational support tool but as a strategic enabler of service excellence, operational efficiency, and competitive positioning. As globalization, technological advancement, and dynamic market conditions reshape organizational landscapes, firms must adopt integrated approaches in which IT and core service processes are deliberately aligned to enhance decision-making and improve customer-focused outcomes (Arvidsson et al., 2014).

Historically, IT strategies were often designed to meet

specific functional objectives within isolated organizational units. However, the contemporary business environment requires continuous adaptation and flexibility to ensure responsiveness, reliability, and sustained service quality. Firms are increasingly expected to anticipate market changes, adopt emerging technologies, and align IT initiatives with broader organizational priorities. Investment in competent IT resources, coupled with leadership that possesses sufficient IT knowledge and strategic insight, further strengthens the organization's capacity to translate IT strategy into tangible service delivery improvements (Jewer & McKay, 2012; Yayla & Hu, 2014).

Despite widespread recognition of the strategic importance of IT, significant gaps remain regarding how corporate IT strategy translates into measurable service delivery outcomes. Much of the existing literature focuses on theoretical IT-business alignment models without offering actionable frameworks for managers to implement strategy in operational settings (Arvidsson et al., 2014). There is limited empirical evidence on how IT strategy interacts with complementary mechanisms, such as IT governance and information quality, to enhance service responsiveness, efficiency, and customer satisfaction. Organizations frequently possess formal IT strategies, yet these strategies are underutilized due to weak governance integration, limited managerial IT capability, and fragmented data systems (Jewer & McKay, 2012; Yayla & Hu, 2014).

A further limitation in the literature is the inadequate research within developing economies and public-sector organizations regarding the joint impact of corporate IT strategy, governance frameworks, and information quality on service delivery performance. Most studies prioritize developed-market contexts and fail to account for challenges such as limited managerial expertise, infrastructural constraints, and fragmented technological environments. These contextual gaps reduce the generalizability of existing IT strategy models and hinder the practical application of theoretical insights to improving service delivery outcomes in local organizational settings.

Future research should focus on designing comprehensive, empirically validated frameworks that align corporate IT strategy with organizational goals while systematically integrating governance mechanisms and high-quality information management practices. By examining the combined effect of IT strategy, governance, and information quality, such studies can provide actionable guidance for organizations seeking to enhance service efficiency, customer satisfaction, and operational competitiveness. A more holistic approach will enable firms to leverage IT not only as a support tool but as a strategic driver of innovation, service excellence, and sustainable competitive advantage in increasingly complex business environments (Arvidsson et al., 2014; Jewer & McKay, 2012; Yayla & Hu, 2014; Kräftner, 2006).

Information Technology Governance and Service Delivery Improvement

Information Technology Governance (ITG) refers to the framework of processes, structures, and mechanisms through



which organizations ensure that IT investments are aligned with business objectives and generate maximum value (De Haes & Van Grembergen, 2013). ITG serves as a critical instrument for optimizing IT performance, managing risks, and creating strategic value, which in turn directly influences service delivery outcomes. In modern organizations where IT underpins operational efficiency and customer satisfaction, governance provides the necessary oversight, accountability, and decision-making authority to guide resource allocation and prioritize IT initiatives (Pang, 2014). By establishing clear policies and procedures, ITG ensures that technology investments are not only efficiently deployed but also aligned with the broader strategic goals of the organization.

For ITG to be truly effective, organizational leaders must possess the knowledge and skills required to navigate complex IT-related decisions. Engagement of stakeholders, including management, employees, and external partners, is also essential for enhancing transparency, collaboration, and accountability (Blitstein & Ron, 2012; De Haes & Van Grembergen, 2009). Governance mechanisms, when properly implemented, strategically direct IT resources toward initiatives that improve service reliability, responsiveness, and overall customer experience. However, despite its critical role, many organizations face challenges in establishing comprehensive and adaptive ITG frameworks. Common barriers include limited managerial expertise, fragmented operational processes, rapidly evolving technological environments, and inadequate integration between IT governance and business strategy. These challenges constrain the potential of IT to enhance service delivery and diminish the strategic value of IT investments.

A critical review of the literature reveals that, while ITG is widely acknowledged as essential for organizational performance, empirical studies examining its direct impact on service delivery remain limited. Most existing research is largely theoretical, focusing on the design of governance frameworks without offering sufficient guidance for practical implementation or contextual adaptation in diverse organizational settings (De Haes & Van Grembergen, 2013). Furthermore, there is minimal exploration of how governance practices can stimulate organizational innovation, agility, and responsiveness in the face of dynamic market conditions. This gap indicates a need for research that examines the operationalization of ITG in real-world contexts, particularly within public-sector and developing economy organizations.

Future studies should prioritize the development of adaptable and integrative governance frameworks that extend beyond compliance and risk management. Such frameworks should actively support the strategic use of IT to improve service delivery, foster technological agility, and enhance value creation across both private and public-sector institutions (Pang, 2014; Blitstein & Ron, 2012). Researchers should also explore the interaction between ITG, corporate IT strategy, and information quality, as the combined effect of these dimensions is likely to determine the overall efficiency, reliability, and customer-centricity of service delivery. A deeper understanding of these relationships will provide actionable insights for both theory and

practice, guiding organizations toward sustainable improvements in service performance and competitive advantage.

Information Quality service Delivery Improvements

Information Quality (IQ) refers to the degree to which data and information meet the standards of accuracy, relevance, timeliness, completeness, reliability, and consistency, enabling organizations to make informed decisions and operate efficiently (Wang & Strong, 1996; Al-Hakim & Hassan, 2016). High-quality information is recognized as a critical enabler of service delivery improvements, ensuring that organizational processes are guided by accurate, actionable insights. In environments where customer satisfaction and operational reliability are paramount, IQ directly influences service effectiveness, responsiveness, and overall quality, thereby enhancing loyalty and the organization's reputation (Chen et al., 2009). Properly managed information allows organizations to anticipate customer needs, adapt service delivery processes proactively, and respond to competitive pressures with agility and precision.

Organizations that adopt robust information management frameworks are better positioned to align operational activities with strategic objectives, reduce operational errors, and improve efficiency in service delivery. IQ supports decision-making across tactical, operational, and strategic levels, allowing executives to respond to evolving market conditions, customer preferences, and emergent opportunities in a timely and evidence-based manner (Stark, 2011). Furthermore, high-quality information provides a foundation for predictive analytics, performance monitoring, and process optimization, which collectively contribute to enhanced service reliability, faster response times, and improved overall organizational performance.

Despite its recognized importance, the literature identifies persistent challenges in achieving consistent information quality across organizations. Common obstacles include fragmented data systems, the absence of standardized information management processes, limited integration of data across departments, and inadequate capacity to validate, update, or maintain information continuously (Otieno & Ogao, 2017). These systemic weaknesses result in inconsistent information flows, misaligned operational decisions, and diminished responsiveness to customer demands. Consequently, the potential of IQ to act as a strategic enabler of service delivery remains partially realized, particularly in contexts where IT infrastructure and managerial expertise are constrained.

Empirical evidence further suggests that organizations frequently manage IQ in isolation, prioritizing aspects such as data accuracy or completeness without fully integrating these practices into corporate IT strategy or IT governance frameworks (Otieno & Ogao, 2017; Wang & Strong, 1996). This siloed approach undermines the capacity of organizations to leverage information holistically, limiting improvements in service delivery and hindering organizational agility. As IQ systems operate independently of strategic decision-making, the link between information management and enhanced operational performance is weakened, reducing the potential for sustained



competitive advantage.

Overall, while IQ is acknowledged as a foundational element for service excellence, literature indicates that organizations have yet to fully exploit its strategic value. The critique highlights the need for research and practical frameworks that integrate IQ with corporate IT strategy and governance mechanisms to optimize service delivery outcomes. Future studies should explore how organizations can embed high-quality information into operational processes, strategic planning, and decision-making frameworks to achieve consistent, measurable improvements in efficiency, responsiveness, and customer satisfaction (Stark, 2011; Al-Hakim & Hassan, 2016). Addressing these gaps will provide actionable insights for both scholars and practitioners aiming to enhance service delivery in dynamic and competitive environments.

Corporate IT Strategy, IT Governance, and Information Quality in Service Delivery Improvements: A Joint Critique

Service delivery is a continuous, customer-centered process through which organizations design, develop, and deliver products and services efficiently, reliably, and responsively. Globally, the rapid pace of economic globalization, technological advancement, and increasingly sophisticated and segmented customer expectations has compelled organizations to innovate and customize their service processes to remain competitive (Chen & Tsou, 2012). International best practices demonstrate that firms leveraging integrated technological capabilities, employee competencies, and innovative service design achieve enhanced operational performance and higher customer satisfaction (Chen et al., 2009; Stark, 2011). Effective service delivery is further characterized by attributes such as reliability, responsiveness, assurance, empathy, and tangibles, all of which collectively influence customer perceptions, loyalty, and long-term organizational reputation (Zeithaml, Bitner & Gremler, 2006).

In this global context, the strategic integration of *Corporate IT Strategy (CITS)*, *IT Governance (ITG)*, and *Information Quality (IQ)* has emerged as a critical driver of service delivery improvements. A well-aligned CITS ensures that IT investments are strategically focused on initiatives that support organizational objectives, operational efficiency, and superior service outcomes (Chen & Tsou, 2012; Arvidsson et al., 2014). ITG provides the frameworks, policies, and decision-making

mechanisms necessary for accountability, risk management, and optimal utilization of IT resources, thereby enhancing organizational performance and reliability of services (De Haes & Van Grembergen, 2013; Pang, 2014). Meanwhile, IQ is defined in terms of accuracy, relevance, timeliness, completeness, and consistency, which ensures that decision-making is evidence-based and that service operations are guided by high-quality information (Wang & Strong, 1996; Stark, 2011). The combined effect of CITS, ITG, and IQ enables organizations to synchronize technological investments, governance structures, and data integrity to achieve improved service responsiveness, efficiency, and customer satisfaction (Jewer & McKay, 2012; Al-Hakim & Hassan, 2016).

Despite this theoretical clarity, both global and national contexts reveal persistent gaps in practice. Many organizations, including public and private institutions in Kenya, adopt technologically robust IT strategies without fully aligning them with service delivery objectives, leading to underutilized resources and limited customer impact (Chen & Tsou, 2012; Otieno & Ogao, 2017). IT governance frameworks, while formally established, often focus narrowly on compliance and control rather than strategic value creation and service innovation (De Haes & Van Grembergen, 2013). Additionally, organizations struggle with inconsistent information quality, fragmented data systems, and poor integration of information across departments, which limits the effectiveness and responsiveness of service delivery processes (Stark, 2011; Al-Hakim & Hassan, 2016).

A further limitation in the literature is the tendency to study CITS, ITG, and IQ in isolation, without examining their joint impact on service delivery. This is particularly evident in developing economies, where empirical evidence on integrated IT strategy, governance, and data quality interventions for service improvement is scarce (Chen et al., 2009; Chen & Tsou, 2012). Nationally, Kenyan organizations face additional challenges such as limited managerial IT expertise, inadequate stakeholder engagement, and constrained technological infrastructure, which inhibit the translation of IT investments and high-quality information into tangible service improvements (Otieno & Ogao, 2017). These gaps underscore the urgent need for research and practice that holistically integrates corporate IT strategy, IT governance, and information quality, focusing on their combined effect to enhance service efficiency, customer satisfaction, and competitive advantage in both local and global markets.



Table for summary of Knowledge Research Gaps

Author(s) & Year	Research Knowledge Gap	Suggested Remedy / Research Direction
Chen & Tsou (2012)	Many organizations adopt IT strategies without fully aligning them with service delivery objectives, leading to underutilized IT investments and limited customer impact.	Conduct empirical studies on aligning IT strategy with service delivery processes to enhance operational efficiency and customer satisfaction.
De Haes & Van Grembergen (2013)	IT governance frameworks often emphasize compliance and control rather than strategic value creation or innovation in service delivery.	Develop practical governance frameworks that prioritize strategic value creation, innovation, and responsiveness to technological changes.
Stark (2011)	Information quality practices are frequently siloed, with inconsistent data integration and timeliness, limiting service efficiency and decision-making.	Investigate integrated information quality systems that improve data accuracy, completeness, timeliness, and operational performance.
Otieno & Ogao (2017)	Limited empirical evidence exists on how CITS, ITG, and IQ jointly influence service delivery, particularly in developing economies like Kenya.	Explore integrated models that assess the combined effect of IT strategy, governance, and information quality on service performance in local contexts.
Jewer & McKay (2012); Arvidsson et al. (2014)	Strategic IT resources are underutilized due to insufficient managerial IT capacity and lack of alignment with organizational goals.	Strengthen managerial IT skills, promote IT literacy among executives, and align IT investments with business objectives.
Al-Hakim & Hassan (2016)	Organizations struggle to embed IQ within IT governance and strategy, limiting service delivery optimization.	Research frameworks that embed information quality into governance and strategic IT planning to enhance service outcomes.
Melville et al. (2004); Rivard et al. (2006)	Studies link IT to performance but often overlook the operational mechanisms for transforming IT investments into customer-focused service improvements.	Examine practical mechanisms and process-level interventions that translate IT strategy, governance, and IQ into measurable service delivery enhancements.
Toomey (2009)	Literature emphasizes service customization but provides limited guidance on integrating IT strategy, governance, and IQ to achieve operational and strategic value.	Develop context-specific, integrative frameworks linking customer-centric service delivery to IT strategy, governance, and quality information systems.

SUMMARY AND FUTURE DIRECTIONS

Summary

The literature demonstrates that service delivery improvements are strongly influenced by the strategic integration of Corporate IT Strategy (CITS), IT Governance (ITG), and Information Quality (IQ). CITS ensures that IT initiatives align with organizational objectives and operational priorities, enhancing efficiency, responsiveness, and customer satisfaction (Chen & Tsou, 2012; Arvidsson et al., 2014). ITG provides governance structures, accountability mechanisms, and risk management frameworks that optimize IT resource utilization and reinforce service reliability (De Haes & Van Grembergen, 2013; Pang, 2014). IQ, encompassing accuracy, relevance, timeliness, completeness, and consistency, enables informed decision-making and supports operational excellence in service processes (Wang & Strong, 1996; Stark, 2011). Collectively, these dimensions create a foundation for superior service delivery and competitive advantage.

Despite these recognized benefits, gaps remain. Organizations frequently adopt IT strategies without fully aligning them to service objectives, implement governance frameworks focused more on compliance than innovation, and manage information quality in isolation rather than as part of an integrated system (Chen et al., 2009; Otieno & Ogao, 2017; Al-Hakim & Hassan, 2016). Limited empirical studies exist on the combined effect of CITS, ITG, and IQ on service delivery,

particularly in developing economies and public sector organizations. These limitations underscore the need for contextually relevant, integrated frameworks that connect strategy, governance, and information quality with measurable service outcomes.

Future Directions

Future research should focus on developing and empirically testing integrated models that examine how organizations can jointly leverage CITS, ITG, and IQ to enhance service delivery effectiveness, operational efficiency, and customer satisfaction. Studies should explore contextual challenges such as managerial IT capacity, fragmented information systems, and infrastructural constraints, especially in developing countries like Kenya. Furthermore, research should investigate the dynamic interplay between these constructs to identify practical approaches for embedding IT strategy, governance, and high-quality information into organizational processes. Such investigations will provide actionable insights for both theory and practice, guiding organizations toward sustainable service delivery improvements and long-term competitive advantage (Chen & Tsou, 2012; De Haes & Van Grembergen, 2013; Otieno & Ogao, 2017).



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