

Impact of Internet Technology Adoption on the Organizational Performance from an Alignment Approach: The Case of the SME in Mauritania

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Abstract

This study aims to contribute through the construction of a conceptual model, research in the evaluation of the strategic adoption of Internet technologies particularly in the context of SMEs, based on the model of the strategic alignment inscribed in the theory of contingency.

This original positioning will make it possible to meet a double objective. Firstly academic, it contributes to research on the evaluation of the Internet activity and its strategic use.

Managerial and professional secondly, it meets practically the needs of managers and professionals who have adopted the Internet in their activities and business strategies.

Subsequently, an empirical study was conducted on a sample of 110 SMEs in Mauritania to test the conceptual model and its associated hypotheses with using SPSS and AMOS software.

Results showed that the business strategy and the Internet strategy and its adoption has a significant impact on the performance organizational, also that alignment strategic has a significant impact on the performance organizational, as well for the three strategic types successfully: prospectors, analyzers and defenders. Indeed, this performance is higher with the higher level of internet adoption. Therefore, to achieve superior performance, heads and managers must give more importance to the strategic adoption of the internet technologies with a dynamic vision to enhancement organizational performance of their businesses.

Keywords: *Strategic Business Orientations, Internet Strategic Orientations, Strategic alignment, Internet adoption, Organizational performance, SME.*

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I. Introduction

The evaluation of the contribution of the Information Technology (IT) to the organizational performance is still not concluded, despite the numerous studies that have tried to answer this question and despite the different approaches adopted (Raymond, 2002; Bharadwaj, 2000).

The entry of Internet technology and its services into the business world has radically changed the competitive game, from the emergence of new electronic business models to electronic business intelligence ... etc. Indeed, it also offered the company a set of solutions, based on these technologies, with which the company can cope with its changing environment and remain competitive (Sampler, 1998).

Nevertheless, the success of investment in IT and the Internet in particular, is well linked to the eve of business leaders and the strategic importance given to these technologies.

In fact, more the use of these IT is well oriented, higher their opportunity for success, for this the IT deployment strategy must be adapted to the strategic orientations, which will train the company to achieve performance levels higher (Henderson and Venkatraman, 1993; 1999, Miller, 1993, Sabherwal et al., 2001; Chan and Reich, 2007).

Nevertheless, the subject of strategic alignment remains a subject of topicality and novelty of all aspects, be it at the managerial, technical and organizational levels, because of the ambiguity, the complexity and the multi-dimensionality of this subject, which involves all these aspects at the same time (Tallon et al 2000).

The object of this paper is precisely to try to assess the potential contributions of the strategic adoption of Internet technologies to the organizational performance of SMEs, insofar as these technologies must be consistent with the strategic objectives of the company (Bergeron, Raymond and Rivard, 2001).

The structure of the paper is organized as follows: section 2 present the theoretical foundation of the study, the section 3 expose the conceptual model and research hypotheses, the research method and data are described in the section 4, then in finally section 5 the results analysis discussion and conclusions are presented.

II. Theoretical foundation of the study

The subject of IT performance arises as always and especially with the appearance of new concepts and management model or mode of operation in companies, as the case of alignment.

This issue of IT performance has then become a recurring focus of IT / IS research. Some researchers have tried to examine the direct link between IT investments and organizational performance (Raymond, 2002). By this approach the results obtained are limited and remain unconvincing, for different reasons, and even direct link between IT and performance remains a subject of affinity and repercussion discussions, it is difficult to demonstrate the reality the impact of IT on business performance because there is complicated problem of the disparity of the effects of multiple factors. The explanatory power of this type of approach is very low at the global level (because there is generally use of several IT whose efficiency is highly variable); it seems more realistic to conclude that there is no simple direct link between IT spending and organizational performance (Reix, 2002).

In fact, exploiting other uses of the Internet will allow the company to reap the benefits in real time, especially if it possesses the distinct skills that ensure the use of various online applications in everyday activities of the enterprise.

Often the level of IT investment does not necessarily ensure a higher growth rate or increased profitability, and as many researchers show that alignment can help organizations improve the positive impact of IT on their performances, on the other hand, other researchers like (Henderson J. 1989), and also (Fimbel. 2007) attest and reveal that a disruption of alignment leads to a decrease in the performance of the organization, and others like, (Chan E. et al. 1997) or (Luftman J. 2004) confirm that companies find it difficult to achieve stable alignment. Also (Henderson J. and Venkatra- Man N. 1993) conclude that when the alignment is poor, business processes do not take full advantage of the technological means invested.

The literature review of empirical studies has allowed us to understand the importance of strategic alignment in practice, its role and its elements, and as a requirement for all successful businesses, which reduces the risk of financial failure, have qualified competitive skills and as a catalyst for performance, in an intensive and uncertain environment.

Among, these studies is the study of (Euripidis, I. S, 2009), a study that focuses on 304 companies in more than 27 sectors of activity in Greece.

The study aims to determine the extent to which IT alignment can impact the performance of these firms, by adopting productivity and value-added as performance criteria, thus verifying the following two assumptions:

- IT investment does not contribute to performance;
- Strategic alignment does not increase the contribution of IT investment in performance.

The results of this study show that the adoption of IT at these is reduced they are mainly focused on the hands of works; despite this the study has shown a positive impact of IT on performance, which means rejection two hypotheses.

As a result, this study has shown us that as the degree of strategic alignment increases, IT efficiency increases and performance indicators improve.

This study has also proved what has already advanced (François Bergeron, Louis Raymond, Suzanne Rivard, 2004). Terry Anthony, Bryan, (2006) also related to the same subject, the study resulted in the following results:

- Strategic alignment of IT allows SMEs to improve their performance without spending too much on IT.
- The integration of strategic alignment for (business / IT strategy) has no impact on the level of investment and the SMEs performance.
- Alignment presents the mediator between the excess of IT investment and the SMEs performance.
- Coordination, correspondence and moderation present one of the elements of the alignment, which has an impact on the relationship between the variables of the study, while the moderation presents the own impact, given its index of highest correlation.

In the same context, and considering the impact of IT strategic alignment on the organizational performance of small businesses, researchers have adopted Porter's competitive strategy. The matching and moderation approach to test the following hypothesis:

"Small firms that align their IT strategies with their business strategies are more successful than those that do not align their IT strategies with their business strategies", the study resulted in positive results from the impact of strategic alignment on performance (long-term profit, increase sales, financial sources and customer loyalty), as well as, in these firms the study indicated that higher level of alignment is higher the level of performance is high and vice versa,

The study of (Yann Rival, 2000) articulates between, on the one hand, the model of strategic alignment and, on the other hand, the theory of resources and skills.

The model of (Yann Rival, 2000) proposed to study the alignment of the internet activity as a result of the coherence between, on the one hand, the internet strategy (corresponding to the process of elaboration and implementation) implementation of the Internet strategy) and, on the other hand, the company's strategy (also

corresponding to the development process and the implementation of the company's strategy), the organization of the company, the Internet structure (infrastructure and technological processes related to the Internet), and the management of skills (concerning the mode and level of skills development).

It has grouped the alignment of internet activities around the variables: strategic alignment, organizational alignment, technological alignment, and skill alignment, respectively, correspond to strategic management, organizational choices, technological choices, and the management of Internet-related skills.

The empirical test of this model on 123 companies in the tourism sector validated only the hypothesis concerning the impact of organizational alignment on the organizational performance related to the Internet activity, which presents an extension of the study of Monod (2002) for the effect of the internet on organizational performance and that of Kalika (2000) for the effect of the Internet organization of e-management and Internet strategies on organizational performance, on the other hand the test did not find any significant direct links between strategic alignment, technological alignment and skill alignment of the Internet business and, on the other hand, organizational performance related to the Internet. These results are consistent with Bergeron, Raymond and Rivard (2001).

The study of Larbi Safaa (2012), which that focuses on the role of internet capabilities as relevant predictors of the performance of the organization, for that it adopted a model of three independent variables which are:

The Internet strategic orientation, the maturity of the Internet strategic alignment and the maturity of dynamic capacity and a dependent variable: organizational performance.

This model has been tested empirically on 161 hotels of 4 and 6 stars belong to the tourism sector in Morocco, it has adopted the theory of resource and capacity of the hotel business, which is considered a relevant perspective to exploit the strategic potential IT in a rapidly changing technological and managerial environment.

To evaluate the strategic direction of the internet, research has adopted the strategic direction Internet Chan et al. (1997) little modified to meet the requirements and the particularity of the study, and for the maturity of dynamic capabilities, it adopted the measures of the maturity of dynamic capabilities Helfat and Peteraf (2003), for the maturity of strategic alignment, it has been based on the Luftman strategic alignment maturity model (2003, 2000, 1999), and for organizational performance, research has adopted a multi-criteria approach to sales and marketing performance.

The results of the empirical study and the model test validated the hypothesis examining the direct link between the Internet's strategic orientation and the maturity of dynamic capabilities, and it also proved that the Internet's strategic orientation is not significantly related to organizational performance, which was previously proven of Chan et al. (1997), the maturity of dynamic Internet capabilities is related to organizational performance imperfectly and in the end the maturity of strategic Internet alignment is relatively related with organizational performance.

Indeed, in the digital age, the companies that will manage to survive and grow are not those who necessarily have the best product or service, but they are the ones who will have the best marketing strategy, due to their ability to market offers, innovative solutions that meet the real needs of consumers (Viardot, 2004).

Today digital marketing plays a key role in the development and achievement of the company's objectives thanks to the services and advantages it offers, which are no longer to be proven: lower the cost of communication, increase the audience of the company, reach a wider audience with simpler and faster communication, etc.

A Forrester study shows that today, 07% of sales in the USA are made via digital channels, and that more than 40% of offline sales are influenced by the search for information on digital terminals, so in total they are therefore almost 50% of global sales which are impacted in one way or another by digital (Flores, 2012).

Another study published in 2015 shows that 89% of business leaders consider that digital marketing has a strong impact on the activity of the company. Three-quarters of them agree that digital shortens marketing campaigns and helps better anticipate trends in vogue.

The visibility and attractiveness of the brand clearly contribute to its commercial activity. in order to stand out and stand out from the competition, the company must be present on social networks. By adopting the digital strategy at the heart of its concerns, the company is likely to see its growth accelerate. Digital marketing makes it possible to gain new customers and to be visible on different digital media.

Despite the importance of these research and studies, however, the problem of the impact of Internet technologies on organizational performance remains to be posed, especially in a perspective of alignment, especially for the method of co-variation that has never been adopted according to our knowledge and especially for SMEs.

III. Conceptual research model and Hypothesis

The model used in our research is Inspired of the IT strategic alignment model of Henderson and Venkatraman (1993), the co-variation method between Business strategic orientations and Internet strategic orientations, for the first time, as some researchers say in the framework of studying the effects of IT, and to have more convincing, reasonable and more credible results, it is necessary to adopt a methodology alignment. By adopting the contingency perspective as indicated (Weill and Olson, 1989),

The model comprises four independent variables, are distinguished: Strategic Business Orientation, Strategic Internet Orientation, Strategic Alignment and Internet adoption, and a dependent Variable: Organizational Performance, and one moderating variable: the internet adoption level.

The business strategic orientation of a firm is crucial to its performance (Andrews, 1980, Porter, 1980; Miles and Snow, 1978, 2003). So the hypothesis 1:

H1. The business strategic orientation is significantly linked to organizational performance.

Based on the results of the Chan et al. (1997) which show the absence of a significant link between strategic orientation of SI and organizational performance, so the hypothesis 2:

H2. The Internet strategic orientation is not significantly linked to organizational performance.

The positive link between the strategic alignment of the IS/IT and the performance of the company is well confirmed (Henderson and Venkatraman, 1993; Raymond, Pare and Bergeron, 1995, Sabherwal and Chan, 2001; Kefi and Kalika, 2003). So the hypothesis 3

H3. The more the company implements an Internet strategy aligned with its business strategy, the more it will perform. Hence the hypothesis 4

Internet adoption can reduce transaction costs (Malone et al., 1987, 1989) and increase organizational performance (Wheeler, 2002), (Chang, Jackson and Grover, 2003), (Wheeler 2002).

H4. Level of internet adoption is significantly linked to organizational performance.

And this paper tests the moderating role of internet adoption as indicated by (Teo & King, 1997). For that the hypothesis 5

H5. "The level of Internet adoption has a moderating effect on the relationship between Internet strategic direction, Internet strategic alignment and organizational performance."

As shown in the diagram

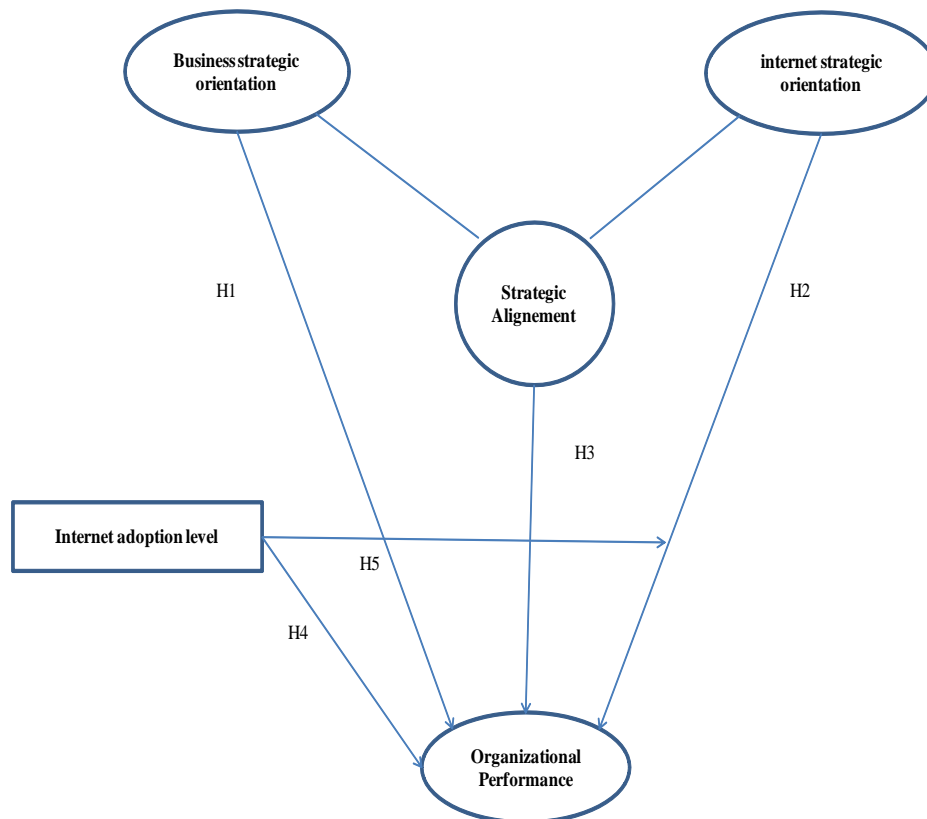


Figure 1. Research model

IV. Research method and Data

Measures

The business strategic orientation construct

To carry out this construct, the business strategic orientations of (Miles & Snow, 1978) are opted. This typology has also been validated by a large number of theoretical and empirical works at the level of large companies as small and medium-sized enterprises, as well as in several studies of ICT and more precisely of strategic alignment (Venkatraman, 1989, Bergeron, Raymond and Rivard, 2004, Sabherwal and Chan, 2001) and others.

This typology will be adopted in three variables, following the exclusion of the 'reactor typology' as recommended (Chan et al. 1997) and (Sabherwal and Chan; 2001).

Some of the items have also been eliminated or reformulated during the exploratory phase which seems incompatible with our study context on the one hand and on the other to improve the coherence between items because they seem to be the least correlated with the other items.

All these measures were assessed using a five-point Likert-type scale ranging (1) "strongly disagree to (5) "strongly agree".

The Internet strategic orientation construct

The construct of the Internet strategic orientations are measured with a parallel instrument, it allows to evaluate, according to a comparative approach, the behavioral traits of the construct in a multidimensional perspective, Larbi Safaa. (2012), this choice has been the subject of several empirical studies, such as that of Venkatraman (1989) for the measurement of the dimensions of the strategic orientation of information systems.

"Our preference for perceptual data reflects our choice to the STROBE construct in terms of managerial perceptions", as well as Chan et al. (1997) and Larbi Safaa. (2012).

The Internet strategic alignment construct

Strategic alignment is measured by the co-variation between the company's strategic business orientation construct and the Internet strategic orientation construct.

In the literature review, the positive association between the strategic alignment of the SI and the company's performance is well confirmed, as indicated (Henderson and Venkatraman, 1993; Bergeron and Raymond, 1995; Sabherwal and Chan, 2001; Kefi and Kalika, 2003).

The organizational performance construct

According to the Venkatraman scale (1989), two types of variables can be distinguished:

- The commercial performance, based on the sales performance and market share, it indicates a rather long-term performance of the organization,
- The financial performance that reflects the level of return on capital, profit margin, etc. it presents rather the short-term performance of the organization.

In fact, it has been the subject of much empirical study and has been validated by several authors (Raymond et al., 1995, Croteau et al., 2000, Croteau and Bergeron, 2001; Rival, 2005).

For all the measurements of this built scale of Likert has five-point Likert-type scale ranging (1) "strongly disagree to (5) strongly agree".

Internet adoption level construct

For the level of internet adoption, it has been developed using the instrument developed by (Teo et al., 2003).

This instrument has five levels of

The internet, from level 0 to 4, as follows:

Level0: Possession of an e-mail account,

Level1: presence on the Internet,

Level2: Prospecting,

Level3: the integration of the activity,

Level4: Transformation of the company.

V. Results

In the end, data collection led to the consolidation of a sample of 149 questionnaires, representing 0.59%, for data processing and analysis. However, and at the end of the verification and diagnosis of these questionnaires we found that 28 questionnaires are partially completed in a way that makes them unusable (a number of missing answers too important) and 11 questionnaires filled in non-objective way, because they had outliers. Other questionnaires (which had little lack resulting from a simple mistake, forget to put his

identification ...) were corrected following a brief telephone questioning or direct contact. So a total of 39 questionnaires were directly eliminated.

As a result, 110 questionnaires were definitively retained for data processing and analysis.

For the gender of the respondents an absolute majority of the respondents is of men since 94%, Nearly 50.7% of respondents are between "30 and 40 years old" followed by nearly 30% of respondents are between "40 and 50 years old", and 12% of respondents are "over 50", while Respondents under 30 represent 6.7% of the sample.

The vast majority of respondents (89.3%) have senior executive status, (Business Manager, Marketing or Sales Manager) senior manager, followed by 32% of respondents with DG status, while 8.7% Respondents trained in IS / IT managers within the investigated administration.

Business strategic orientation means

The table 1 below presents the statistical results of the three strategic behavior types defined by SNOW AND Miles (1978).

Strategic behavior	N	%
Prospector	45	0,41
Defender	28	0,25
Analyzer	37	0,34
total	110	100.00

Table 1: Descriptive Statistics of Business strategic orientation

The above data shows that the SMEs in our sample first adopt the prospector type strategy (0.41%), followed closely by the analyzer type strategy (0.34%) and at the end the defender type strategy (0.25%). The distribution is as important as the spread and the center of distribution of the mean is 3.06 while the standard deviation is 0.71.

As a final result, these results prove the adequacy of the typology proposed by SNOW AND Miles with the environment and the context of SMEs.

The Cronbach's alpha coefficient was 0.81.

Internet strategic orientation means

The descriptive statistics relating to the variable Internet strategic orientations are presented in the Table 2.

Strategic behavior	N	%
Prospector	45	0,41
Defender	28	0,25
Analyzer	37	0,34
total	110	100.00

Table 2: Descriptive Statistics of internet strategic orientation

For the Internet strategy, which is measured using a parallel instrument, the results obtained show that the SMEs in our sample adopt defender-type strategies first, followed by the prospector and lastly the analyzer.

Thus the central distribution (average is equal to 3.06) and the standard deviation 0.712.

The low dispersion and the average of this type of strategy show us the high importance of this type of strategy, given by the managers of the SMEs in our sample.

These results indicate that the level of strategic use of the Internet is quite good and thus the reliability of the parallel instrument, as tools for measuring strategic adoption of the Internet.

Alpha Cronbach is all the more acceptable (0,823)

The organizational performance means

With regard to internet-related performance, the data indicates that more than 76% of the SMEs in our sample confirm the importance of the internet in question for performance, compared to (almost 24%) of the SMEs in our sample declare a weak contribution of the internet to their performance.

This explains the perception and monitoring of the SME managers of our sample in terms of the strategic adoption of internet technologies, the efficiency of the internet for performance, especially in terms of reducing time costs, increasing sales, satisfaction and profit from return on investment... Etc.

Alpha Cronbach indicates strong internal consistency (0.829).

Hypothesis test

H1, The correlation test between business strategic orientation and organizational performance indicates a strong correlation between these two variables, from which the Spearman Rho coefficient reaches 0.357, at the 0.01 level.

The relationship between strategic business direction and organizational performance is formulated through three sub-hypotheses, the first refers to the relationship between strategic business defender orientation and organizational performance resulting in a strong relationship ($r = 0.412, p < .01$)

The second discusses the link between the prospector business strategic orientation and the organizational performance from which the analysis indicates ($r = 0.37, p < .01$)

The third concerns the strategic business analyzer direction and the organizational performance it indicates ($r = 0.174$ and $p < .01$).

H2, Analysis of the relationship between Internet strategic orientation and organizational performance indicates that there is a significant positive relationship between the strategic Internet orientation and organizational performance, hence Spearman's Rho coefficient of 0.285 at 0.01.

As a parallel instrument is used, the relationship between strategic Internet orientation and organizational performance is formulated through three sub-hypotheses; the first one refers to the relationship between Internet defender strategic orientation and organizational performance, hence a strong relationship. ($r = 0.334, p < .01$)

The second discusses the link between the strategic Internet prospector orientation and the organizational performance from which the analysis indicates ($r = 0.314, p < .01$)

The third concerns the strategic Internet analyzer and the organizational performance it indicates ($r = 0.138, p < .01$).

H3, To test the hypothesis the impact of the strategic alignment on the organizational performance, we will carry out simple and multiple regression analyses of the Internet strategic alignment as independent variable and organizational performance as dependent variable.

The simple regression analysis, detailed in the table 3 indicates a significant effect of strategic Internet alignment on organizational performance. The strength of this relationship is estimated at 35.30% (R). The share of the variance of this performance explained by the level of Internet strategic alignment is equal to 11.5%; the quality of the adjustment of the relation obtained by the simple regression is thus acceptable and the link is significant (F calculates = 18.262, Sig = 0.000, with the threshold $\alpha = 0.05$ for 1 and 109 degrees of freedom). Consequently, the hypothesis (H5) is not validated.

Depended variable	R	R ²	F	Ddl		Sig	B	T	Sig*
				Régression	l				
Performance	0,353	0,124	18,262	Régression	1	0,000	2,269	0,251	0,000
				Résidu	109				
				Total	110				

Table 3 Régression and Résidu

As for the multiple regression analysis, whose characteristics are shown in the table 4, it reveals that the correlation between strategic alignment and organizational performance is significant. The strength of this relationship is estimated at 34.9% (R). The quality of the adjustment of the relation obtained by the multiple regression is therefore acceptable and the link is very significant (the calculated value of F is greater than the critical value observed on the statistical table: F calculates 7.361; Sig = 0.000, at threshold $\alpha = 0.05$ for 3 and 107 degrees of freedom,

Depended variable	R	R ²	F	Ddl		B		T	Sig*
				Régression	3	AligneStrDef,	0,926		
Performance	0,349	0,122	7,361	Régression	3	AligneStrpros,	1,142	3,682	0,000
				Résidu	107	AligneStrAnal	,665	1,865	0,001
				Total	110				

Table 4 Régression and Résidu

To test also the hypothesis of the impact of the strategic Internet alignment on the organizational performance and the moderating effect of the level of internet adoption on the relationship between strategic alignment and organizational performance, we have resorted to the test of the path analysis for Amos 21 of SPSS, whose results are shown in the table:

	Ch ²	GFI	CFI	RMSEA	Effect direct		Indirect effect	Sig*
					AligneStr-Intadoption	0,359		
AligneStr-performance with Intadoption level	20,8	,723	,709	,052	Int-adopt-performance	0,717	0,257	0,000

Table 5 Results of path analysis

The table shows the results of the path analysis of the impact of the strategic alignment of Internet technology on performance with the level of use of the Internet as a mediating variable. The results of the statistical analysis showed that there is a statistically significant impact of aligning the strategy on performance with the level of Internet use, where the calculated value of Chi 2 (2.19) at ($\alpha \leq 0.05$) and Goodness of Fit Index (GFI) (0,767), It is high, which indicates that the quality adequacy index for this model and in the same context the Comparative Fit Index (CFI) 0.711 is high, indicating a good fit for the model.

The strategic alignment of the Internet and the level of Internet use had a direct impact of 0.367

The indirect impact of strategic alignment on performance with the level of Internet use as an intermediate variable was 0.269, which confirms that activation of Internet use plays a role in impact of strategic alignment on the level of performance of the surveyed SMEs. Therefore, we reject the hypothesis of H 0 and recognize that there is a statistically significant relationship of strategic alignment on the performance of the surveyed SMEs at the level ($\alpha \leq 0.05$) with the level of adoption of the Internet as a variable intermediate.

VI. Discussion and conclusion

The results obtained show that the level of strategic use of the internet is quite good, more than 75% of the SMEs in the sample confirm the importance of the internet in terms of performance, which proves the effectiveness of the internet for performance, especially in terms of reducing time costs, increasing sales, satisfaction and profit from the return on invested capital, etc.

The results of the hypothesis test have confirmed the positive links that exist between, on the one hand, the constructs of strategic business orientation (H1), strategic Internet orientation (H2), strategic Internet alignment (H3), the level of Internet adoption (H4) and the organizational performance constructs on the other hand, and the analysis shows that these links are significant at the 0.01 level.

In fact, this result is opposite to that of Chan et al. (1997) and Larbi Safaa (2012), not to assume a significant link between STROEPIS and the organization's performance, despite showing the significant link between STROBE and organizational performance, which is a step towards validation of this hypothesis already validated for the SI strategy for Sabherwhal and Chan (2001) and Chan and Reich, (2007).

The study of the relations between the co-alignment of the Internet strategic orientations and the business strategic orientations and the organizational performance on the other hand allowed to prove a positive impact of the strategic alignment Internet on the organizational performance this impact is of as much stronger directly as indirectly through the level of Internet adoption, which proves the moderating role of the Internet adoption level on the relationship between these two predictor, it also proves the need for activation and strategic adoption of Internet technologies through promotions.

These results are consistent with previous research based on the strategic alignment of IT as a relevant predictor of organizational performance (Bergeron and Raymond 1995, Bergeron, Raymond and Rivard, 2002, Croteau et al., 2001, Brown and Magill, Chan, 1994, Chan and Huff, 1993), as well as the work of Cao (2002), which highlights the importance of IT alignment in an e-commerce context.

In fact, this study has made it possible to affirm that, in a global way, the increase of the growth and the profitability is the consequence of the Co-alignment between several dimensions, defined in our study by the Internet strategy and the strategy of 'business.

Indeed, research tracks must be pursued; it seems that the study of alignment in a dynamic perspective according to a multi-period approach (Sabherwal, Hirschheim and Goles, 2001) offers the possibility of appreciating the performance of the company over time.

Another line of research is to deepen knowledge from contingency theory, incorporating other contingency factors into this study, and other contingency factors, such as: the organizational structure of the contingency theory; and the IT structure (the two predecessors of the Henderson model (1991)) and / or the environmental uncertainty (external context) or even, looking at a different typology than that of Miles and Snow (1978), for example the Porter's generic competitive strategies (1980).

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