



“The role of strategic alignment and resource availability in boosting the digital capabilities of Jordanian insurance companies”

AUTHORS	Azzam Abou-Moghli 
ARTICLE INFO	Azzam Abou-Moghli (2025). The role of strategic alignment and resource availability in boosting the digital capabilities of Jordanian insurance companies. <i>Insurance Markets and Companies</i> , 16(1), 74-89. doi: 10.21511/ins.16(1).2025.07
DOI	http://dx.doi.org/10.21511/ins.16(1).2025.07
RELEASED ON	Friday, 09 May 2025
RECEIVED ON	Friday, 31 January 2025
ACCEPTED ON	Tuesday, 08 April 2025
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Insurance Markets and Companies"
ISSN PRINT	2616-3551
ISSN ONLINE	2522-9591
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

70



NUMBER OF FIGURES

1



NUMBER OF TABLES

9

© The author(s) 2025. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 31st of January, 2025

Accepted on: 8th of April, 2025

Published on: 9th of May, 2025

© Azzam Abou-Moghli, 2025

Azzam Abou-Moghli, Ph.D. in
Management, Professor, Faculty of
Business, Department of Business,
Middle East University, Jordan.

Azzam Abou-Moghli (Jordan)

THE ROLE OF STRATEGIC ALIGNMENT AND RESOURCE AVAILABILITY IN BOOSTING THE DIGITAL CAPABILITIES OF JORDANIAN INSURANCE COMPANIES

Abstract

The growing technological disruption in the modern era has redefined the existing business processes. As a result, being strategically aligned while allocating proper resources is pivotal for any business. This study focuses on managers' digital capability in conjunction with strategic alignment and resource availability in Jordanian insurance companies. Data were gathered via a questionnaire and covered 304 administrative employees from 16 licensed insurance companies in Jordan, processed through a cross-sectional survey. The analysis using SmartPLS (4) was conducted to verify the relationships between strategic alignment, resource allocation, and digital capabilities. The analysis showed a significant positive correlation between strategic alignment and overall digital capabilities, with a path coefficient of 0.710 and an R^2 of 0.953. Likewise, resource availability positively correlated with the increase in overall digital capabilities, with a path coefficient of 0.685 and an R^2 of 0.888 for available resources. In cases where resource increases were observed, strategic alignments were also observed where the strategy increased digital capabilities through improved resource allocation parameters. This additional corroborative evidence was supplied with a path coefficient of 0.680 and an R^2 of 0.910. It is reasonable to hypothesize that organizations with favorable resource management practices will be more successful in harnessing strategic alignment to fill the gaps in digital competencies. Therefore, the study proposes that insurance companies should design better resource allocation policies coupled with more effective staff training to take full advantage of digital transformations. These steps are necessary to gain and maintain a competitive advantage in the ever-changing and turbulent insurance industry.

Keywords

digital capabilities, strategic alignment, resource availability, resource-based theory, Jordan

JEL Classification

O33, M15, G22, L25

INTRODUCTION

Today's organizations are faced with efficiency pressures in their operations since their environment is rapidly changing. It is pertinent to note that acquiring core digital competencies, such as skills, knowledge, and abilities, describes how effectively one uses the available technology to achieve the pre-set goals. Nevertheless, the reconciliation of organizational strategies is limited by the shortage of resources, which causes real issues for organizations. Lack of strategic alignment may result in fragmented or misguided attempts to improve digital skills, effort duplication, waste of resources, or missed opportunities (Shonfeld et al., 2021). Firms with more resources at hand can make numerous investments in extracting advanced technologies, nurturing new talents, and restructuring processes to ease the strategic fit (Shatem & Abou-Moghli, 2024). However, in the case of organizations



This is an Open Access article, distributed under the terms of the [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted re-use, distribution, and reproduction in any medium, provided the original work is properly cited.

Conflict of interest statement:

Author(s) reported no conflict of interest

with fewer resources, the situation is the opposite, with various limitations. They will be forced into hard choices as to how to spend meager resources and create digital skills without going overboard at the expense of other critical business areas (Young & Howatt, 2023). Organizations should explore workable solutions to enhance the developed digital strategies with the available capabilities and resources. However, in such unpredictable market fluctuations, universal regulatory outlooks and rapid pace of innovations make the strategic alignment a Herculean task for organizations (Dairo et al., 2021). Faced with this reality, some organizations have taken steps to strategically cohere in a manner that solves the problem of resource limitation.

Jordanian insurance companies are striving hard to upgrade the skills of their employees' competencies and the knowledge base, with increasing difficulties as this industry is going through a fast pace of digital change. However, many organizations find it hard to synchronize their strategic objectives with the required skills due to the shortage of resources. Additionally, this shortfall in aligning strategies and allocating enough resources is a bottleneck to deploying advanced digital forms. This calls for a clear emphasis on strategic objectives, digital competency development, and availability of necessary financial, technological, or human resources.

Therefore, the analysis of such a relationship between the strategic fit and resources is needed to identify deeper motives. The analysis should not stop at surfaces since many factors like subtle misalignment, resource scarcity, and cultural opposition can impede progress. This study seeks to bring these aspects out so that organizations can implement the processes of organizational digital transformation without many difficulties. Learning these hidden aspects is not only an academic consideration; it is a necessity, especially in an era depicted by digital capabilities as an advantage over competitors for any organization that can effectively integrate its strategic plans with appropriate resources, while decisively managing both strategic plans and resources will endure.

1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Though considerable effort has been made on strategic alignment and digital transformation, only a few studies describe the strategies' effective application in emerging markets, including Jordan specifically insurance companies, which has its socio-economic environments that may impact the execution and effects of these strategies. Furthermore, the literature available often misses out on the subtle aspects of the resource as a moderator between strategic alignment and digital capabilities, especially in the insurance industry, where there is a high level of regulation and a fast rate of digitization. Focusing on these characteristics, the study sheds new light on how insurance companies operate in a resource-constrained setting, adding to the understanding of how strategic management is approached regarding digital transformation in emerging economies. This can assist future studies and practice by showing more effective ways

of managing strategic alignment and resources for meeting digital transformation goals.

Strategic alignment is an ongoing operation that guarantees and maintains the consistency of organizational activities aimed at a specific target (Boateng & Yamoah, 2023). It further explains the degree of congruence between an organization's operational parameters articulated in its vision, mission and goals, and the realities of doing business in the market (Ghonim et al., 2022). This aims to integrate internal resources with external factors, guaranteeing that all activities and initiatives are strategically oriented and enhancing the flexibility and competitive edge of the organization (Van de Wetering et al., 2021). According to Porter (1996), when all constituents of an organization have a common goal, it enhances their capabilities in coping with market changes, upsurge in technology, and variables of competition. As organizations implement strategies to incorporate digital technologies in their business, there is a need for strategic alignment within these strategies so that the technology can yield its effects

(Salih et al., 2024). Failure to concentrate such efforts in the right strategic direction leads to a wastage of resources and a lack of achievement of strategic aims that would have been furthered by the digital efforts (Nikmehr et al., 2021). Kraus et al. (2022) state that organizations whose strategic direction and business strategy have reached a degree of strategic fit are more likely to gain the advantages of digital transformation.

Strategic alignment, pertaining to the case of insurance companies, matters greatly because it allows such firms to assimilate digital tools relative to the company's productivity, services, and even risk control (Njegomir et al., 2021). For instance, integrated digital strategies enable insurance companies to improve their competitive advantage through proper management of customer-specific marketing, enhancement of service fraud detection, and optimization of claims processing (Musaigwa & Mutula, 2022). Nevertheless, insurance companies without the alignment of digital transformations to business goals will contend with a host of difficulties such as wasted resources, high costs, negative customer perceptions, and reduced value for digital investments.

The Strategic Alignment Model (SAM), developed by Henderson and Venkatraman in 1993, is often recognized as one of the decisive approaches to the issues in the strategic alignment literature in terms of its influence. To paraphrase, SAM states that reaching the alignment has to encompass four elements, namely, Business Strategy, IT Strategy, Organizational Infrastructure and Processes, and finally IT Infrastructure and Processes. Business Strategy is considered to include the key goals of the organization, particularly the strategies implemented to achieve a competitive edge (Tukirin, 2023). This aspect underlines the necessity of useful objectives that help to coordinate the work of an entity in all directions (Adama et al., 2024). IT Strategy deals with the technology policies and plans that additionally facilitate and exercise management through business strategy by ensuring the adoption of appropriate technologies toward the strategic aspects of an organization (Gandrita, 2023). Organizational Infrastructure and Processes deal more with the physical, internal processes, and resources critical to strategy in execution. This is very important since it deter-

mines the extent to which the firm can execute its strategies in the course of operations. On the other hand, IT Infrastructure and Processes focus on the entire technologies and capabilities that enable managing both business and IT strategies, which further address using technology to support the business (Dairo et al., 2021).

On the other hand, digital competencies are the essential capabilities, whether they come in the form of skills, knowledge or attitudes that are needed by individuals and or organizations to make full use of the digital technologies (Oberländer et al., 2020). In the context of insurance companies, digital competencies are particularly salient because employees and organizations with such competencies are able to employ technology, such as AI, big data, and machine learning. Employees with firm digital competencies are able to personalize products better since they can analyze customer data, and claim fraud is detected faster (Eckert & Osterrieder, 2020).

These competencies span from basic skills such as basic computer use to high levels of technical competence (Guillen-Gamez et al., 2023). According to Sánchez-Canut et al. (2023), digital competence involves the ability to use ICT technologies for work, leisure, and communication effectively and critically. Another prerequisite element within the digital competencies is technical skills. It involves the ability to use computer hardware, software, and platforms efficiently (Blanka et al., 2022). The basic level includes working with computers and smartphones, and common phrase programs, while the advanced level may include computer programming, data management, and system control (Heine et al., 2023). Last but not least, Problem-Solving is also among the digital competencies, wherein people work on a problem by engaging in the use of digital means at every stage from understanding it to devising a solution (Harnani et al., 2021). This aspect inherently implies a high degree of reasoning, creative thinking, and practicing technology aimed at solving a given problem. The effective use of advanced digital skills has a major advantage of bringing about increased innovation. Enterprises that are in a position to harness advanced digital tools stand better chances of coming up with new products, new services, and new ways of operating businesses

that have distinct values that set them apart in the market (Saarikko et al., 2020). For example, firms can use advanced analytics to spot potential new trends and customer requirements, making them competitive (Nasereddin, 2023). For instance, when companies adopt such automated systems as inventory management, companies experience reduced waste and improved product availability, which lead to better business performance (Tian & Wang, 2022). What is more, the use of digital competencies enables organizational decision-making. Big data analysis allows businesses to acquire information that aids in making decisions, enabling them to quickly respond to market demands and trends (Žilka et al., 2024).

Shifting focus on resource availability means the extent to which an organization can avail key assets, which include financial, human, technological, and physical aspects necessary to carry on the operations and achieve the organization's strategic goals (Nguai & Maina, 2019). In monetary terms, resource availability signifies the cash and other resources within an organization that can be deployed into technology, human capital improvement, or regular activities of the organization (Dzereleiko et al., 2022). Such money is very important in meeting the organization's set objectives and creating new ways of doing things that almost always end up changing the organization's operations, enabling it to grow towards better improvements (Herman, 2022). In terms of human capital, resource availability refers to the hiring, management, and skill enhancement of human resources who have the potential and attributes to enhance performance and creativity in the organization (Khalique et al., 2023). Proper staffing is also required in the execution of strategies and countering problems that arise from the rapidly changing business environment. From a technological viewpoint, resource availability concerns the electronic devices, systems, and structures the organization has at its disposal to improve performance and facilitate the process of accomplishing its strategic objectives (Pashutan et al., 2022). New and advanced technology access makes it possible for organizations to make their operations more efficient and create new products, which is a competitive advantage for them (Saura et al., 2022). In strategic management, the phrase resource availability refers to the extent the organization is ca-

pable of harnessing its resources for use in achieving various long-term strategic intentions and the actions defined by those intentions (Susanto et al., 2023). Such alignment is imperative in maintaining performance and meeting targets within an organization.

The Resource-Based View of the Firm (RBV) outlines the extent to which resources play a role in attaining competitive advantage, which makes the firm better than its competitors (Barney, 1991). RBV views that all organizations possess a pool of resources and capabilities that are distinctive, and if they are valuable, rare, hard to imitate, and cannot be replaced in the competition (VRIO), can provide the firm with a competitive advantage over its rivals (Cardeal & António, 2012). This framework changes the emphasis from external competitive forces to internal competitive resources of the company, stressing the 'what' in terms of the actual assets that the entity holds (Larbi et al., 2024). Talking about the resources, no matter what approach is adopted, resources will always boil down to either physical or nonphysical. A physical asset would include finance and infrastructural facilities that enable activities to be carried out (Alquraidi & Awad, 2024). Such assets are further divided into tangible assets and intangible assets, with the latter being even more important in being fundamental to actualizing the organization's long-term goals (Sudewa & Amberd, 2023). These intangible capabilities create the transformational potential of the organization and give the organization enough capacity to learn to modify and meet the market needs.

Despite such insights, there still seem to be prominent gaps. First, there seems to be a lack of literature that examines strategic alignment and digital capabilities in emerging markets with different contextual features, especially in Jordan. Second, while resource availability is identified as a core enabler of digital transformation, its potential as a moderator between strategic alignment and digital capabilities is still too little explored in highly technologically progressive industry sectors. This gap will be filled through examining how strategic alignment and resource availability impact the digital capabilities of managers working in Jordanian insurers, a highly regulated and resource-constrained industry.

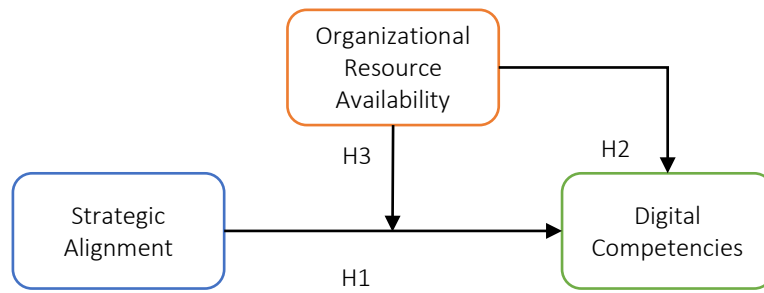


Figure 1. Conceptual framework

Therefore, the key aim of this study is to analyze the nexus between strategic alignment, resource availability, and digital capabilities in the context of Jordan’s insurance industry. In particular, it focuses on whether strategic alignment has any direct effects on digital capabilities, whether resource availability directly affects digital capabilities, and whether resource availability has a moderating effect on the relationship between strategic alignment and digital capabilities. This study seeks to answer these questions to help insurance companies plan digital transformation in a resource-limited setting.

Considering the aspects of the reviewed literature and the formed research questions, the following hypotheses are put forward:

- H_1 : Strategic alignment has a significant impact on digital capabilities in Jordanian insurance companies.
- H_2 : Resource availability has a significant impact on digital capabilities in Jordanian insurance companies.
- H_3 : Resource availability moderates the relationship between strategic alignment and digital capabilities in Jordanian insurance companies.

As Figure 1 shows, the conceptual framework sheds light on how Strategic alignment, Digital capabilities, and Resource availability are interrelated.

2. METHODS

The study applied a descriptive-analytic approach to explain the phenomenon’s attributes and study connections between multiple factors. A cross-

sectional questionnaire was chosen as the main instrument for collecting primary data, as it is appropriate for obtaining information from a wide and representative audience. The data collected were subjected to statistical analysis using SmartPLS 4 to establish the relationships between the variables and the study hypotheses. The study focused on the insurance companies registered under the Jordanian insurance federation, where twenty-one firms are licensed. However, sixteen companies that could participate in the study were available. According to the 2024 report of the Jordanian Insurance Federation (JIF, 2024), the workforce in the sector stands at 2,624. Out of those who participated in the research, 304 were administrative employees working at senior and middle management levels. These positions were chosen because of their predominant role in defining organizational strategy, managing resources, and driving digital transformation processes. Due to the small number of subjects to be targeted for the research, the complete census was attempted; however, of these, only 254 were received.

Table 1. Overview of participant demographic data

Variable	Category	Count	Percentage
Gender	Male	139	55%
	Female	115	45%
Years of Experience	5 years or less	65	26%
	6-11 years	79	31%
	11-16 years	67	26%
	More than 16 years	43	17%
Managerial Level	Middle Management	186	73%
	Top Management	68	27%

Demographic data collected are illustrated in Table 1, where 55% of the respondents are males and 45% are females. The majority (31% (of the respondents had 6 to 11 years of experience. Most of them (73%) are in middle managerial positions.

3. RESULTS

A stability test was administered to assess the dependability of the results. Bougie and Sekaran (2020) noted that an approaching 1 is a sign of greater stability. In this study, an evaluation of the different variables using a final sample formulation showed a Cronbach's alpha of greater than 0.60 in all the cases that are stated in Table 2.

Table 2. Evaluation of research tool stability

Variables	Number of Items	Cronbach's Alpha
Strategic alignment	11	0.92
Digital capabilities	11	0.95
Resource availability	11	0.86
Overall Performance	–	0.91

The research tool is stable; this can be seen from the high Cronbach's Alpha for the variables: strategic alignment (0.92), digital capabilities (0.95), and resource availability (0.86). There is, however, high overall performance reliability with respect to performance constructs, Cronbach's alpha of 0.91.

The respondents were given a 5-point Likert scale, and five degrees of agreement were provided, which ranged from strongly agree, 5, to strongly disagree, 1. The accompanying measures were utilized in offering a height of the sample estimate level measure, where 1-2.33 is low, 2.34-3.67 is medium, and 3.68-5 is high.

Table 3 presents a breakdown of the answers regarding the strategic alignment in an organization. As noted, there are high scores attributed to how

the organizational structure supports communication (Item 1, Mean 3.92), how definitions and interactions are structured (Item 2, Mean 4.01), processes aligned to strategic objectives (Item 3, Mean 3.87), and readiness for technology changes (Item 6, Mean 4.40). In addition, there is low scoring for some key areas. For example, the ability to set and define performance targets is extremely poor (Item 8, Mean 1.24). Furthermore, moderate scores were noted for bolstering strategy by using established systems (Item 4, Mean 3.36), openness to new ideas (Item 5, Mean 3.36), responsiveness to the market (Item 9, Mean 2.81), and stakeholder participation in strategy formulation (Item 10, Mean 2.81), suggesting inadequate practice. The ability of the organization to respond to changes in the environment is also scored highly (Item 11, Mean 3.70). The analysis demonstrates the strengths in structural communication and strategic process alignment, but significant limitations in performance measurement and other changes that we need to adapt to, which need more attention for better overall strategic alignment and strategic effectiveness.

Table 4 presents a breakdown of the answers given regarding how respondents perceive their digital skills. Respondents scored highly rated their skills in virtual presentations (Item 6, Mean 3.68), effective online collaboration (Item 9, Mean 3.68), and conducting online investigations (Item 10, Mean 3.68), suggesting stronger competencies in these digital communication and research capabilities. Relatively lower scores were recorded for the general use of digital solutions (Item 1, Mean 3.07), seeking opportunities for digital skills development (Item

Table 3. Overview of descriptive analysis for strategic alignment

Item No.	Paragraph	Mean	S.D.	Degree
1	The organization's structure renders appropriate communication in the different departments	3.92	0.57	High
2	The organization has a clear definition of its structures and lines of interaction	4.01	0.59	High
3	Our processes are designed to realize the target of our strategic plan	3.87	0.55	High
4	Existing systems and procedures enhance the organizational strategy execution	3.36	.64	Moderate
5	There is a willingness to accept new ideas and change the current situation	3.36	0.64	Moderate
6	Technological changes are based on the strategic requirements of the organization	4.40	0.62	High
7	Employees come equipped with what they need to get the assigned tasks done	3.96	0.64	High
8	It is common for the organization to set and measure its performance metrics	1.24	0.54	Low
9	The organization has shown its ability to react to external changes in the market	2.81	0.69	Moderate
10	Internal and external stakeholders are actively engaged in the formulation of the strategy	2.81	0.67	Moderate
11	The organization has shown an ability to quickly deal with changes in its environment	3.70	0.50	High

Table 4. Overview of descriptive analysis for digital capabilities

Item No.	Item	Mean	S.D.	Degree
1	I believe that I can make use of different digital solutions	3.07	0.57	Moderate
2	I often ask for opportunities to develop my digital competence	3.29	0.59	Moderate
3	I don't hesitate when it comes to working with different programs	2.33	0.55	Low
4	I know how to go about examining data using programs and tools for digital analytics	3.06	0.64	Moderate
5	I don't need help with some basic technical problem-solving	2.90	0.64	Moderate
6	I have good skills for doing effective virtual presentations	3.68	0.62	High
7	I have the knowledge of the principles of data privacy and security within the digital age	2.92	0.64	Moderate
8	I feel self-sufficient while working with various cloud-based solutions for data storage and sharing	3.53	0.54	Moderate
9	I can work effectively with my colleagues while on the net	3.68	0.69	High
10	I can do online investigations in quick, effective, and efficient ways	3.68	0.67	High
11	I am good in the use of data graphics to illustrate data results	3.39	0.50	Moderate

2, Mean 3.29), familiarity with data analytics tools (Item 4, Mean 3.06), basic technical problem-solving (Item 5, Mean 2.90), understanding data privacy and security principles (Item 7, Mean 2.92), and using cloud-based solutions (Item 8, Mean 3.53). These areas suggest an adequate level of confidence but also patterns indicative of a lack of improvement in technical skills and comprehension. There was a significantly lower score in routine blending of multiple programs (Item 3, Mean 2.33). This suggests there is an imbalance of flexibility in various types of software that may significantly limit the use of digital tools. This analysis identifies areas in which respondents excel in digital capabilities while also assessing the level of illiteracy in certain aspects of digital skills training or support.

Table 5 presents a breakdown of the answers given regarding how an organization allocates and manages its resources and their availability. Employees have perceived high adequacy of the available hu-

man resources for work (Item 2, Mean 3.45) and fairness in resource allocation (Item 10, Mean 3.75), indicating proper management for the available workforce and resources. However, training and career development opportunities are perceived as low (Item 3, Mean 2.33). This signifies a crucial gap that needs to be improved while working towards employee skill development and career growth. Moderate averages in the availability of financial funds (Item 1, Mean 3.15), efficiency modernity of technology resources (Item 4, Mean 3.10), time for responsibilities (Item 5, Mean 3.10), availability of resources on request (Item 6, Mean 3.00), and overall resource utilization (Item 7, Mean 2.92) show an acceptable but not favorable resource environment. The organization demonstrates moderate ability to periodically check resources (Item 8, Mean 3.40) and prepare for new projects (Item 11, Mean 3.50). These gaps demonstrate the existence of adequate resources and a certain lack of training and technological updates.

Table 5. Overview of descriptive analysis for resource availability

Item	Mean	S.D.	Degree
The organization has adequate funds in place	3.15	0.58	Moderate
We have enough people to be able to carry out the demands of our work	3.45	0.61	High
Available training or career development opportunities are satisfactory to employees in the organization	2.33	0.55	Low
Organizational technological resources are efficient and modern	3.10	0.65	Moderate
The organization provides enough time for its employees to complete their responsibilities	3.10	0.66	Moderate
The organization allocates extra resources on request	3.00	0.65	Moderate
To me, there is full utilization of the resources that are being offered by the organization	2.92	0.64	Moderate
The organization has in place mechanisms for how frequently resources are going to be assessed	3.40	0.55	Moderate
Within the organization, there are efforts geared towards the optimum use of resources	3.75	0.70	Moderate
Decisions on allocating resources are made in an open and just manner	3.75	0.68	High
The organization has in place adequate resources whenever any new project or initiative is being planned	3.50	0.52	Moderate

4. INFERENCE ANALYSIS

The hypotheses were tested using SmartPLS 4. According to Hair et al. (2011), when carrying out PLS, the hypotheses should be rejected if the path coefficients are not significant or even point to dissimilar indicators than the hypothesis.

The table's results above concern the hypothesis testing the effect of Strategic Alignment on Digital Capabilities, as illustrated by the results in Table 6. The indicator of a strong positive relationship is corroborated by the path coefficient of 0.710, which suggests that at the organization level, any improvement in strategic alignment will increase an organization's digital capabilities. This relationship is statistically significant, as seen from a T-value of 12.346 with an associated P value of 0, which means the null hypothesis can be rejected with high confidence. The R-squared value of 0.954 is particularly high relative to the other R values, meaning that strategic alignment explains 95.4 % of the variance in digital capabilities. This means it is very likely that this is true in the context underscored, and thus, strategic alignment is an important predictor of digital capabilities. From these results, the alternative hypothesis, which states that strategic alignment will positively influence the digital capabilities, is accepted.

Table 7 shows the results of the hypothesis examining the influence of Resource Availability on Digital Capabilities. The path coefficient implies that resource availability exerts a strong positive influence on digital capabilities. This means that the availability of resources substantially increases digital capabilities within the organization. The

relationship is understood to be significant, given a T value of 10.762 and a P value of 0. This leads us to confidently support the alternative hypothesis. Moreover, the R-squared value of 0.888 indicates that resource availability accounts for 88.8 percent of the variance in digital capabilities, which is why it is considered a key predictor. Therefore, the hypothesis that resource availability results in greater digital capabilities is correct.

As outlined in Table 8, this is the result of the hypothesis, which attempts to investigate whether Resource Availability moderates the relationship between Strategic Alignment and Digital Capabilities. As demonstrated by the path coefficient of 0.680, Resource Availability has a strong positive impact on the relationship between Strategic Alignment and Digital Capabilities. This outcome is statistically significant given that the T value and P value are 10.542 and 0.001, respectively, which further corroborates the conventional 0.05 threshold. The R-squared value of 0.910 also means that the model explains 91% of the variance in Digital Capabilities, implying that strategic alignment has an important effect on sustaining parts of any organization's operations, especially when resources are deliberately made available. Therefore, the Resource Availability hypothesis was accepted: Resource Availability moderates the effects of Strategic Alignment on Digital Capabilities.

5. DISCUSSION

Strategic Alignment and the Resource Availability Imperative bring attention to the fact that companies, particularly in the rapidly changing markets,

Table 6. Overview of the first hypothesis results

Predictor Variables	Path	Criterion Variables	Path Coefficients	T-Value	P-Value	R ²
Strategic Alignment	→	Digital Capabilities	0.710	12.346	0	0.954

Table 7. Overview of the second hypothesis results

Predictor Variables	Path	Criterion Variables	Path Coefficients	T-Value	P-Value	R ²
Resource Availability	→	Digital Capabilities	0.685	10.762	0	0.888

Table 8. Overview of the third hypothesis results

Predictor Variables	Moderator	Criterion Variables	Path Coefficients	T-Value	P-Value	R ²
Strategic Alignment	Resource Availability	Digital Capabilities	0.680	10.542	0.001	0.910

need not only to ensure that their strategic goals are efficient in terms of technologically embedded objectives, but also that additional resources to support these initiatives are adequately provided.

This study contributes to the relationship between strategic alignment, resource availability, and the development of digital capabilities at the organizational level, especially within the insurance sector in Jordan. All of the research hypotheses were confirmed: strategic alignment and resource availability positively affect digital capabilities. As it turns out, resource availability has a moderating effect and increases the contribution of strategic alignment towards digital capabilities. These results advance the understanding of the role of digital transformation by calling organizations to consider the synchronization of organizational strategy and resource deployment to trigger advancement in technology.

The first key finding further accentuates that strategic alignment has a substantial influence that enhances digital capabilities. This situation indicates that when a corporation integrates its strategies together with its technological aspects, it can foster more operational changes in the construction of digital competencies. This assertion correlates with previously published research in which strategic fit has been emphasized as being significant in the processes of digital transformation (Jonathan, 2021). In turn, wise management ensures that, in addition to traditional business strategies, organizations can formulate digital transformation goals consistent with strategic goals, thereby promoting an environment conducive to acquiring key digital resources, innovation, and improving operational efficiency. In relation to such institutions, the conclusion of all these studies indicates that they have a higher degree of alignment and responsiveness to the evolution of technologies and the corresponding market changes. The second key finding in the analysis stresses the importance of resource availability in developing digital capabilities. This particular result largely supports the Resource-Based View framework, which argues that possession of Valuable, Rare, Inimitable, and Non-substitutable resources (VRIN) facilitates competition among businesses (Barney 1991). In the context of the insurance sector in Jordan, the study shows that companies that specialize in

optimal utilization of their financial, technological, and human resources are more likely to grow and build their digital capabilities, thus elevating organizational effectiveness. The results highlight the importance of adequate resource management in implementing the digital transformation agenda. More specifically, companies must direct their resources toward both tangible resources as infrastructure and technology, and intangible resources, such as training and development, to retain a competitive edge. The availability of resources, therefore, enables the firms to acquire relevant instruments and skills and embrace the digital shifts as well as operate efficiently in today's fast-evolving market. The most essential inference of the study demonstrates how resource availability influences the level of technology within the organizations when aligned with the business strategy, and this was indicated. This implies that although strategic alignment is regarded as the key driving factor to digital transformation, it cannot stand alone. Organizations must also have availed of the required resources that will enable them to achieve their digital transformation goals fully. The center of resource availability indicates that companies that have relatively higher resource availability than others are more likely to pursue their strategic aspirations in a digital form. This finding is consistent with previous studies, which have shown that a lack of necessary resources can limit the effectiveness of the digital strategies (Al Abdallah et al., 2019). Such organizations will struggle to catch up on technological development or apply the technology needed to compete in the market. Thus, as far as digital transformation is concerned, the provision of adequate resources to organizations is of utmost importance for optimal organizational performance in a bid to stay relevant in today's fast-moving digital environment.

This study differentiates itself regarding digital transformation, strategic alignment, and resource management by standing on the previous studies, which highlighted why organizations should seamlessly integrate both business and information technology strategies for effective digital transformations. There have been many studies that argued about the strategic fit with the digital capabilities and underlined the point that with the current fast-changing business environment, companies that can combine these two are likely

to perform better in fostering new ideas, enhancing company flexibility, and retaining competitive advantage (Martínez et al., 2023; Baslyman et al., 2020). Nonetheless, much of the earlier work has neglected the role of resources as an underlying moderator of this alignment. As strategic alignment is an important antecedent of digital capabilities, it is shown that the possession of financial, human, and technological resources is an important facilitator. In the lack of sufficient resources, it may be hard for any tactical plan to establish some form of digital skills, meaning all efforts put forth strategically will pay no dividends. The current findings indicate that effective strategic alignment only is not enough; there are resources that ought to be available to organizations to implement and maintain the strategy of digital transformation. This is in harmony with the work of Mathur (2024), which emphasized the belief that organizations with superior resources and capabilities tend to relate strategic alignment and competitive advantages better than other organizations. In particular, the study brings up strategic alignment issues by stressing the importance of resource availability from the start as an important moderating factor. This helps identify the limits and boundaries of strategic alignment as a driver for digital capability development. Such understanding becomes more pertinent for managers and policymakers in resource-scarce environments such as the Jordanian insurance industry, where resources remain a crucial factor affecting the success of digital transformation (Peteraf, 1993; Melville et al., 2004). Moreover, the results of the study are also in support of the Strategic Alignment Model (SAM) established by Henderson and Venkatraman (1993), who emphasize that achieving synergies between business strategy, IT strategy, organizational structure, and IT systems is an important aspect for the achievement of the digital transformation objectives. Such high path coefficients observed in this study also support the argument that strategic alignment plays a vital role in enhancing an organization's digital capabilities (Chan et al., 2006; Oh & Pinsonneault, 2007). Pascucci et al. (2023) reasoned that the more firms catch up with the digital transformation initiative in relation to their actual business strategies, the better they can optimally utilize digital technologies in the foreseeable future. This alignment enables organizations to im-

prove their operational efficiency, decision processes, and encourage creativity through the effective application of digital technologies. Powell and Dent-Micallef (1997) note that there is seldom a consideration of the complexities faced in aligning these strategies and the effects this misalignment can have on organizations in their quest to become digital. Consequently, these results also support the Resource-Based View (RBV) paradigm, which advocates that maximizing a firm's internal resources is critical to sustaining a competitive edge (Barney, 1991; Wernerfelt, 1984). In particular, the positive correlation between the resource availability and the digital capabilities of the organization indicates that a firm with a strong resource background in terms of money, technological tools, and the workforce will be more competent in establishing digital competencies required for participation in the high-velocity digital economy (Mata et al., 1995; Grant, 1996). This finding further substantiates past works, which indicated that securing resources is critical in digital transformation (Pashutan et al., 2022). Not only does the management and acquisition of resources facilitate the development and improvement of digital competences, but it also increases the flexibility and adaptability to architectural and technological changes in the market (Ravichandran & Lertwongsatien, 2005; Sambamurthy et al., 2003). Given the above, it follows that organizations whose level of available resources is high tend to opt for such investments that are both forward-looking and embrace modern technologies, training processes, and innovative processes necessary for undergoing the digital transformation (Wheeler, 2002). The findings of the study suggest that resource availability is an important factor in moderating the relationship between strategic alignment and digital capabilities. Even if a given strategy is considered desirable for the organization and is appropriate regarding the company's goals, those measures may still not be adopted for some reason due to a lack of resources. This entails that organizations, especially those that operate in resource-deficient environments such as the Jordanian insurance industry, are encouraged to focus more on resource management. Hence, by both effectively managing resources and targeting specific resources towards specific digital transformation efforts, the organization will be in a position to take advantage of transformational

changes that arise from digital technologies for a strong competitive position (Melville et al., 2004; Bharadwaj, 2000).

An interesting observation in the study was the general lack of technological standing of the respondents in digital proficiencies, such as the use of more complex software programs and analytics tools. It is worth noticing that although there were overall positive relations between strategic alignment, availability of resources, and digital capabilities, these and other such areas of digital knowledge, competence, or skill seemed in short supply among the employees who were surveyed. This is important because it exposes possible weaknesses in the particular capabilities in the aspects of digital operational practice within the Jordan insurance market. This indicates that while organizations appeared to have strategized integration and even acquisition of requisite resources, the underlying problem is how to exploit the advantage of being digitally transformed. These challenges are likely to reside in the unique skills and technical abilities that are necessary to understand and use various sophisticated tools (Feeny & Willcocks, 1998; Mithas & Rust, 2016). The ramifications of such a finding are far-reaching. Organizations that do not fill these skill gaps may never be able to take full advantage of the digital tools available to them, thereby underperforming and losing avenues for innovation and growth (Bharadwaj et al., 2013). Even with the strategic fit of the firm and the availability of resources, the absence of sufficient digital skills can at times leave an organization with an ability that is not appropriate for the competition in a digital economy (Fichman & Melville, 2014). This emphasizes that not only should strategies be put in place and resources have to be mobilized, but real funds should also be pumped into the gradual strengthening of the employees' digi-

tal skills development. The cause of digital transformations cannot only be a good structure and a good plan in terms of technological process. There should also be personnel capable of using the new tools that must be applied to create items and improve the company (Vial, 2019). Organizations may require reassessment regarding their training and development strategies to ensure that employees possess the requisite skills necessary for success in a digitally oriented workplace. For example, this might include offering more specific training concerning advanced software programs, data handling, interpretation, and other aspects of digital training, as well as establishing channels for employees' self-expansion (Earl, 1993). In addition, it is important to develop an environment of continuous learning and digitalism within the organization (Andersen & Ross, 2016). Businesses investing in such areas of employee enhancement support more successful practices regarding digital transformation, since employees can make effective use of modern technologies, increasing efficiency, some levels of creativity, and decision making (Weill & Aral, 2006).

In a nutshell, whereas the study depicts the favorable linkages of the strategic alignment-resource availability-digital capabilities triad, the surprise of this study is single-dimensional high/resource low digital competencies in some characteristics, which is a challenge that organizations need to address. In a digital transformation context, organizations can improve their overall digital competencies by providing proper employee training and development opportunities and encouraging residents' digital skills (Tallon & Pinsonneault, 2011). This will not only enhance organizational effectiveness but will also help organizations stay relevant in today's environment, which is becoming digital with each passing day (Vial, 2019).

CONCLUSION

The central purpose of this work was to examine how strategic alignment and resource availability affect the development of digital capabilities of managers in Jordanian insurance companies, focusing on how resource availability serves as a moderator in this relationship. It has been emphasized that, apart from strategic alignment, resource availability does help to improve these capabilities. Moreover, resource availability was able to moderate the relationship between strategic alignment and digital capabilities, which underlined its importance. Based on these results, it is clear that insurance companies operating in Jordan need to consider strategically aligning their business goals towards technology integration

with proper allocation of funds, human resources, and advanced technology. The identified lack of digital capabilities and insufficient resource allocation indicate a need for investment in anticipation of the digital transformation challenges that necessitate changes in training and resource allocation management. These steps will allow companies to respond to technological changes and remain competitive in an ever-changing industry. They should make this specific resource, as well as its cross-sector long-term effect, the focus of their research.

AUTHOR CONTRIBUTIONS

Conceptualization: Azzam Abou-Moghli.
 Data curation: Azzam Abou-Moghli.
 Formal analysis: Azzam Abou-Moghli.
 Funding acquisition: Azzam Abou-Moghli.
 Investigation: Azzam Abou-Moghli.
 Methodology: Azzam Abou-Moghli.
 Project administration: Azzam Abou-Moghli.
 Resources: Azzam Abou-Moghli.
 Software: Azzam Abou-Moghli.
 Supervision: Azzam Abou-Moghli.
 Validation: Azzam Abou-Moghli.
 Visualization: Azzam Abou-Moghli.
 Writing – original draft: Azzam Abou-Moghli.
 Writing – review & editing: Azzam Abou-Moghli.

ACKNOWLEDGMENT

The authors are grateful to Middle East University, Amman, Jordan, for the financial support to cover this article's publishing fee.

REFERENCES

- Adama, H. E., Popoola, O., Okeke, C., & Akinoso, A. (2024). Theoretical frameworks supporting IT and business strategy alignment for sustained competitive advantage. *International Journal of Management & Entrepreneurship Research*, 6(4), 1273-1287. <https://doi.org/10.51594/ijmer.v6i4.1058>
- Al Abdallah, G. M., Abou-Moghli, A., & Al-Thani, A. H. (2018). An examination of the e-commerce technology drivers in the real estate industry. *Problems and Perspectives in Management*, 16(4), 468-481. [https://doi.org/10.21511/ppm.16\(4\).2018.39](https://doi.org/10.21511/ppm.16(4).2018.39)
- Alquraiddi, A., & Awad, M. (2024). Physical asset management for critical utilities – A systematic literature review. *IEEE Access*, 12. <https://doi.org/10.1109/ACCESS.2024.3421335>
- Andersen, P., & Ross, J. W. (2016). *Transforming the LEGO Group for the Digital Economy* (CISR Working Paper No.407). Center for Information Systems. Retrieved from https://ctl.mit.edu/sites/ctl.mit.edu/files/attachments/MIT_CISRwp407_TheLEGO-Group_AndersenRoss_0.pdf
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120. <https://doi.org/10.1177/014920639101700108>
- Baslyman, M., AlGhamdi, A., & AlMuhaysh, S. (2020). Toward achieving the core goals of digital business transformation: A preliminary study. *Proceedings of the 2020 IEEE 10th International Model-Driven Requirements Engineering (MoDRE) Workshop* (pp. 68-72). IEEE. <https://doi.org/10.1109/MoDRE51215.2020.00014>
- Bharadwaj, A. S. (2000). A resource-based perspective on information technology capability and firm performance: An empirical investigation. *MIS Quarterly*, 24(1), 169-196. Retrieved from <https://misq.umn.edu/a-resource-based-perspective-on-information-technology-capability-and-firm-performance-an-empirical-investigation.html>
- Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. V. (2013). Digital business strategy: Toward a next generation

- of insights. *MIS Quarterly*, 37(2), 471-482. Retrieved from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2742300
9. Blanka, C., Krumay, B., & Rueckel, D. (2022). The interplay of digital transformation and employee competency: A design science approach. *Technological Forecasting and Social Change*, 178, 121575. <https://doi.org/10.1016/j.techfore.2022.121575>
 10. Boateng, P. A., & Yamoah, P. B. (2023). Synergistic alignment: Harmonizing strategic objectives, strategies, and initiatives for optimal organizational success. *International Journal of Research and Scientific Innovation*, 10(7), 16-29. Retrieved from <https://ideas.repec.org/a/bjc/journal/v10y2023i7p16-29.html>
 11. Bougie, R., & Sekaran, U. (2020). *Research Methods for Business: A Skill Building Approach* (8th ed.). New Jersey: John Wiley & Sons.
 12. Cardeal, N., & António, N. (2012). Valuable, rare, inimitable resources and organization (VRIO) resources or valuable, rare, inimitable resources (VRI) capabilities: What leads to competitive advantage? *African Journal of Business Management*, 6(37), 10159-10170. Retrieved from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2347978
 13. Chan, Y. E., Sabherwal, R., & Thatcher, J. B. (2006). Antecedents and outcomes of strategic IS alignment: An empirical investigation. *IEEE Transactions on Engineering Management*, 53(1), 27-47. <https://doi.org/10.1109/TEM.2005.861804>
 14. Dairo, M., Adekola, J., Apostolopoulos, C., & Tsaramirsis, G. (2021). Benchmarking strategic alignment of business and IT strategies: Opportunities, risks, challenges, and solutions. *International Journal of Information Technology*, 13, 2191-2197. <https://doi.org/10.1007/s41870-021-00815-7>
 15. Dzereleiko, S., Lopatovskyi, V., & Shpylovyi, V. (2022). Definition of the terms “financial resources” and “cash.” *Innovation and Sustainability*, 2, 131-138. (In Ukrainian). <https://doi.org/10.31649/ins.2022.2.131.138>
 16. Earl, M. J. (1993). Experiences in strategic information systems planning. *MIS Quarterly*, 17(1), 1-24. <https://doi.org/10.2307/249507>
 17. Eckert, C., & Osterrieder, K. (2020). How digitalization affects insurance companies: Overview and use cases of digital technologies. *Zeitschrift für die gesamte Versicherungswissenschaft*, 109, 333-360. <https://doi.org/10.1007/s12297-020-00475-9>
 18. Feeny, D. F., & Willcocks, L. P. (1998). Core IS capabilities for exploiting information technology. *MIT Sloan Management Review*, 39(3), 9-21. Retrieved from <https://sloanreview.mit.edu/article/core-is-capabilities-for-exploiting-information-technology/>
 19. Fichman, R. G., & Melville, N. P. (2014). How posture-profile misalignment in IT innovation diminishes returns: Conceptual development and empirical demonstration. *Journal of Management Information Systems*, 31(1), 203-239. <https://doi.org/10.2753/MIS0742-1222310109>
 20. Gandrita, M. D. (2023). Improving strategic planning: The crucial role of enhancing relationships between management levels. *Administrative Sciences*, 13(10), 211. <https://doi.org/10.3390/admsci13100211>
 21. Ghonim, M. A., Khashaba, N. M., Al-Najaar, H. M., & Khashan, M. A. (2022). Strategic alignment and its impact on decision effectiveness: A comprehensive model. *International Journal of Emerging Markets*, 17(1), 198-218. <https://doi.org/10.1108/IJOEM-04-2020-0364>
 22. Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(s2), 109-122. <https://doi.org/10.1002/smj.4250171110>
 23. Guillen-Gamez, F., Colomo Magaña, E., Ariza, A., & Linde-Valenzuela, T. (2023). Which is the digital competence of each member of the educational community to use the computer? Which predictors have a greater influence? *Technology, Knowledge, and Learning*, 29, 1-20. <https://doi.org/10.1007/s10758-023-09646-w>
 24. Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2019). *Multivariate Data Analysis* (8th ed.). England: Pearson Prentice.
 25. Harnani, N., Amijaya, D. T., & Setiadiwibawa, L. (2021). Digital literacy competences in improving the problem-solving skills in facing the industrial revolution 4.0. *Sosiohumaniora*, 23(2). <https://doi.org/10.24198/sosiohumaniora.v23i2.30907>
 26. Heine, S., Krepf, M., & König, J. (2023). Digital resources as an aspect of teacher professional digital competence: One term, different definitions – a systematic review. *Education and Information Technologies*, 28, 3711-3738. <https://doi.org/10.1007/s10639-022-11321-z>
 27. Henderson, J. C., & Venkatraman, N. (1993). Strategic alignment: Leveraging information technology for transforming organizations. *IBM Systems Journal*, 32(1), 4-16. <https://doi.org/10.1147/SJ.1999.5387096>
 28. Herman, M. (2022). Management of the financial resources of the enterprise and its impact on its financial condition. *Herald of Khmelnytskyi National University. Economic Sciences*, 5(1), 175-181. (In Ukrainian). [https://doi.org/10.31891/2307-5740-2022-310-5\(1\)-29](https://doi.org/10.31891/2307-5740-2022-310-5(1)-29)
 29. Jonathan, G. M., Rusu, L., & Van Grembergen, W. (2021). Business-IT alignment and digital transformation: Setting a research agenda. *Proceedings of the 29th International Conference on Information Systems Development (ISD 2021)*. Universitat Politècnica de València. Available via AIS eLibrary. Retrieved from <https://aisel.aisnet.org/isd2014/proceedings2021/currenttopics/7/>
 30. Jordan Insurance Federation (JIF). (2024). *Statistics report: 30-6-2024*. Retrieved from <https://www.jif.jo/ar/statistics-sections/186>
 31. Khaliq, F., Khan, N., Hasan, F. Q., Khajuria, G., & Saini, K.,

- (2023). Human capital management for individual and organizational performance: Theoretical perspective. *Journal of Informatics Education and Research*, 3(2), 2201-2213. <https://doi.org/10.52783/jier.v3i2.369>
32. Kraus, S., Durst, S., Ferreira, J. J., Veiga, P., Kailer, N., & Weinmann, A. (2022). Digital transformation in business and management research: An overview of the current status quo. *International Journal of Information Management*, 63, 102466. <https://doi.org/10.1016/j.ijinfomgt.2021.102466>
33. Larbi, A. O., Asare-Danquah, G. A., & Ackah, A. A. (2024). Utilization of internal analysis with the VRIO framework and development of scale for resource and capabilities of fashion and design organization. *International Journal of Research and Scientific Innovation*, 11(6), 63-70. <https://doi.org/10.51244/ijrsi.2024.1106006>
34. Martínez-Peláez, R., Ochoa-Brust, A., Rivera, S., Félix, V. G., Brito, H., Ostos, R., & Mena, L. J. (2023). Role of digital transformation for achieving sustainability: Mediated role of stakeholders, key capabilities, and technology. *Sustainability*, 15(14), 11221. <https://doi.org/10.3390/su151411221>
35. Mata, F. J., Fuerst, W. L., & Barney, J. B. (1995). Information technology and sustained competitive advantage: A resource-based analysis. *MIS Quarterly*, 19(4), 487-505. <https://doi.org/10.2307/249630>
36. Mathur, D. (2024). Disruption dynamics maturity model: An empirical tool for business disruption diagnosis and intervention. *Proceedings of the International Conference on Future of Business, Management and Economics*, 1(1), 47-59. <https://doi.org/10.33422/icfbme.v1i1.570>
37. Melville, N., Kraemer, K., & Gurbaxani, V. (2004). Information technology and organizational performance: An integrative model of IT business value. *MIS Quarterly*, 28(2), 283-322. <https://doi.org/10.2307/25148636>
38. Mithas, S., & Rust, R. T. (2016). How information technology strategy and investments influence firm performance: Conjecture and empirical evidence. *MIS Quarterly*, 40(1), 223-245. <https://doi.org/10.25300/MISQ/2016/40.1.10>
39. Musaigwa, M., & Mutula, S. (2022). Impact of digital transformation on strategy in the insurance sector. *International Journal of Research in Business and Social Science*, 11, 69-76. <https://doi.org/10.20525/ijrbs.v11i4.1781>
40. Nasereddin, Y. (2023). A Business Analytics Approach to Strategic Management using Uncovering Corporate Challenges through Topic Modeling. *Information Sciences Letters*, 12(5). Retrieved from <https://digitalcommons.aaru.edu.jo/isl/vol12/iss5/18>
41. Ngui, D. L., & Maina, J. R. (2019). Organizational resources and strategy implementation in non-profit organizations: A case of Kenya Medical Research Institute, Kenya. *International Journal of Current Aspects*, 3(6), 33-51. <https://doi.org/10.35942/ijcab.v3i6i.77>
42. Nikmehr, B., Hosseini, M. R., Martek, I., Zavadskas, E. K., & Antuchevičienė, J. (2021). Digitalization as a strategic means of achieving sustainable efficiencies in construction management: A critical review. *Sustainability*, 13(9), 5040. <https://doi.org/10.3390/SU13095040>
43. Njegomir, V., Demko-Rihter, J., & Bojanić, T. (2021). Disruptive technologies in the operation of insurance industry. *Tehnički vjesnik – Technical Gazette*, 28(5), 1797-1805. <https://doi.org/10.17559/TV-20200922132555>
44. Oberländer, M., Beinicke, A., & Bipp, T. (2020). Digital competencies: A review of the literature and applications in the workplace. *Computers & Education*, 146, 103752. <https://doi.org/10.1016/j.compedu.2019.103752>
45. Oh, W., & Pinsonneault, A. (2007). On the assessment of the strategic value of information technologies: Conceptual and analytical approaches. *MIS Quarterly*, 31(2), 239-265. <https://doi.org/10.2307/25148790>
46. Pascucci, F., Savelli, E., & Gistri, G. (2023). How digital technologies reshape marketing: Evidence from a qualitative investigation. *Italian Journal of Marketing*, 27(1), 27-58. <https://doi.org/10.1007/s43039-023-00063-6>
47. Pashutan, M., Abdolvand, N., & Harandi, S. R. (2022). The impact of IT resources and strategic alignment on organizational performance: The moderating role of environmental uncertainty. *Digital Business*, 2(2), 100026. <https://doi.org/10.1016/j.digbus.2022.100026>
48. Peteraf, M. A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, 14(3), 179-191. <https://doi.org/10.1002/smj.4250140303>
49. Porter, M. E. (1996). What is strategy? *Harvard Business Review*, 74(6), 61-78. Retrieved from https://iqfystage.blob.core.windows.net/files/CUE8taE5QUKZ-f8ujfYIS_Reading+1.4.pdf
50. Powell, T. C., & Dent-Micallef, A. (1997). Information technology as competitive advantage: The role of human, business, and technology resources. *Strategic Management Journal*, 18(5), 375-405. [https://doi.org/10.1002/\(SICI\)1097-0266\(199705\)18:5<375::AID-SMJ876>3.0.CO;2-7](https://doi.org/10.1002/(SICI)1097-0266(199705)18:5<375::AID-SMJ876>3.0.CO;2-7)
51. Ravichandran, T., & Lertwongsatien, C. (2005). Effect of information systems resources and capabilities on firm performance: A resource-based perspective. *Journal of Management Information Systems*, 21(4), 237-276. <https://doi.org/10.1080/07421222.2005.11045820>
52. Saarikko, T., Westergren, U. H., & Blomquist, T. (2020). Digital transformation: Five recommendations for the digitally conscious firm. *Business Horizons*, 63(6), 825-839. <https://doi.org/10.1016/j.bushor.2020.07.005>
53. Salih, A., Alsalihi, L., & Abou-Moghli, A. (2024). Entrepreneurial orientation and digital transformation as drivers of high organizational performance: Evidence from Iraqi private banks. *Uncertain Supply Chain Manage-*

- ment, 12(1), 9-18. <https://doi.org/10.5267/j.uscm.2023.10.022>
54. Sambamurthy, V., Bharadwaj, A., & Grover, V. (2003). Shaping agility through digital options: Reconceptualizing the role of information technology in contemporary firms. *MIS Quarterly*, 27(2), 237-263. Retrieved from <https://aisel.aisnet.org/misq/vol27/iss2/6/>
55. Sánchez-Canut, S., Usart-Rodríguez, M., Grimalt-Álvaro, C., Martínez-Requejo, S., & Lores-Gómez, B. (2023). Professional digital competence: Definition, frameworks, measurement, and gender differences: A systematic literature review. *Human Behavior and Emerging Technologies*, 2023(1), Article 8897227. <https://doi.org/10.1155/2023/8897227>
56. Saura, J., Skare, M., & Ribeiro-Navarrete, S. (2022). How does technology enable competitive advantage? Reviewing state of the art and outlining future directions. *Journal of Competitiveness*, 14(4), 172-188. <https://doi.org/10.7441/joc.2022.04.10>
57. Shatem, M., & Abou-Moghli, A. (2024). The moderating role of perceived environmental uncertainty in the impact of corporate governance on strategy implementation: An agency theory perspective. *Uncertain Supply Chain Management*, 12(3), 1577-1588. <https://doi.org/10.5267/j.uscm.2024.3.022>
58. Shonfeld, M., Cotnam-Kappel, M., Judge, M., Ng, C., Ntebutse, J., Williamson-Leadley, S., & Yildiz, M. N. (2021). Learning in digital environments: A model for cross-cultural alignment. *Educational Technology Research and Development*, 69, 2151-2170. <https://doi.org/10.1007/s11423-021-09967-6>
59. Sudewa, I. C., & Amberd, G. L. (2023). The essential function of intangible assets in the digital era. *SSRN*. <https://doi.org/10.2139/ssrn.4512049>
60. Susanto, P. C., Ali, H., Nyoman Sawitri, N., & Widyastuti, T. (2023). Strategic management: Concept, implementation, and indicators of success (literature review). *Siber Journal of Advanced Multidisciplinary*, 1(2), 44-54. <https://doi.org/10.38035/sjam.v1i2.21>
61. Tallon, P. P., & Pinsonneault, A. (2011). Competing perspectives on the link between strategic IT alignment and organizational agility: Insights from a mediation model. *MIS Quarterly*, 35(2), 463-486. <https://doi.org/10.2307/23044052>
62. Tian, X. J., & Wang, H. (2022). Impact of IT capability on inventory management: An empirical study. *Procedia Computer Science*, 199, 142-148. <https://doi.org/10.1016/j.procs.2022.01.018>
63. Tukirin, T. (2023). Business strategy and competitive advantage of companies. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 1495-1504. <https://doi.org/10.37641/jimkes.v11i3.2334>
64. Van de Wetering, R., Mikalef, P., & Pateli, A. (2021). Strategic alignment between IT flexibility and dynamic capabilities: An empirical investigation. *International Journal of IT/Business Alignment and Governance*, 9(1), 1-20. <https://doi.org/10.4018/IJITBAG.2018010101>
65. Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *Journal of Strategic Information Systems*, 28(2), 118-144. <https://doi.org/10.1016/j.jsis.2019.01.003>
66. Weill, P., & Aral, S. (2006). Generating premium returns on your IT investments. *MIT Sloan Management Review*, 47(2), 39-48. Retrieved from <https://www.proquest.com/openview/1dd0f499e1be718cbb6d5118a158820b/1>
67. Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180. <https://doi.org/10.1002/smj.4250050207>
68. Wheeler, B. C. (2002). NEBIC: A dynamic capabilities theory for assessing net-enablement. *Information Systems Research*, 13(2), 125-146. <https://doi.org/10.1287/isre.13.2.125.89>
69. Young, M. E., & Howatt, B. C. (2023). Resource limitations: A taxonomy. *Behavioural Pro-*
- cesses, 206, 104823. <https://doi.org/10.1016/j.beproc.2023.104823>
70. Žilka, M., Kalender, Z. T., Lhota, J., Kalina, V., & Pinto, R. (2024). Tools to support managerial decision – building competencies in data-driven decision making in manufacturing SMEs. *Procedia Computer Science*, 232, 416-425. <https://doi.org/10.1016/j.procs.2024.01.041>

APPENDIX A. List of insurance companies studied

Table A1. Insurance companies operating in Jordan (as of 2025)

No.	Company Name
1	Jordan Insurance Company (JIC)
2	MetLife Alico
3	Middle East Insurance Company (MEICO)
4	National Insurance Company
5	United Insurance Company (UIC)
6	Al-Manara Islamic Insurance Company
7	Arab Insurance Company - Jordan (AIC)
8	Al-Quds Insurance Company
9	Al-Nisr Al-Arabi Insurance Company
10	Jordanian French Insurance Company (JOFICO)
11	Delta Insurance Company
12	Philadelphia Insurance Company (PHICO)
13	Arab International Union Insurance Company
14	Arab Assurers Insurance Company
15	Islamic Insurance Company
16	Jordan International Insurance Company (Newton)