

A conceptual framework for Chief Information Officers (CIO), IT strategy and IT disconnect; in organizations to deliver their expectations in the African context

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Keywords

CIO, Digital leadership, IT disconnect, IT strategy, Organization expectation

Abstract

Purpose of the research- Traditionally, the focus of the digital leaders was on information technology (IT) stability and operational efficiency, but these areas are now table stakes, and top chief Information Officers (CIOs) collaborate with executive counterparts to identify potential for growth enabled by technology. As the boundaries between products, services, and technology become hazier, the CIO is expected to help make a difference at the front end, improving the customer experience and supporting revenue and growth. However, most IT tasks are not connected with the futurist demand thus creating a disconnect that affects the overall performance of the organization. IT disconnect is prominent on the African continent because most CIOs are not part of the top management thus affecting IT alignment in organizations. The purpose is to develop a framework to help organization deal with all aspect to enable them achieve expected outcomes on the African continent and beyond.

Design/methodology- This study used qualitative approach by talking to practitioners in the field of business and IT in the African context. In order to obtain a thorough understanding of the framework for the constructs (Chief Information Officers (CIO), IT strategy, IT disconnect and expectation of organizations). Case studies and interviews were used as two main data collection techniques.

Results/findings- This IT disconnect is prominent on the African continent because most CIOs are not part of the top management thus affecting IT alignment in organizations. Unlike most organizations in the West, including Universities, the designation of CIO is not part of the IT structure thereby enforcing the IT disconnect.

Practical implications and Conclusions -The digital divide between the western world and the African continent is evident. The CIO's role goes beyond IT; however, the IS literature has mostly overlooked the issue of whether African CIOs as change agents who need additional skills sets that can make them effective. CIOs who will ensure that they invest in an IT strategy that improve the businesses expectations. CIO will have to be mindful that IT that disconnects will adversely affect the enterprise. Using the theories of diffusion of innovation, dynamic capabilities and transformational leadership managers of organizations will appreciate practices is can be theorized.

Introduction

CIOs are now leading digital transformation, with an emphasis on harnessing data in generative AI, automation, and proactive cybersecurity projects to give concrete business benefits. Instead of just ensuring that the phones and networks are operational, CIOs must have skills set that goes beyond just the IT but are crucial, for contemporary businesses alignment which focus on business value. Using technology to generate income, develop new goods and services, and increase efficiency and production is increasingly necessary for any CIO. Businesses concentrate on data, including bringing big data to life inside the organizations for analytics insights and AI projects. Additionally, a lot of focus is placed on the customer experience and demonstrating the value of solutions both internally with their clients and externally with their business partners.

According to Gartner's 2024 CIO Agenda poll, 18% of CIOs oversee non-IT tasks, and 80% of CIOs have broadened their responsibilities (Gorgeon, 2024; Hillebrand & Westner, 2022) beyond IT as part of their core function in their organization. CIOs' responsibility to manage change is being accelerated by waves of digital advancements. CIOs need to be strong change agents in order to be relevant and productive in their leadership positions. Their lengthier tenure allows them to more successfully finish their transformational

journeys (Gorgeon, 2024). However, the IS literature has mostly overlooked the issue of the African CIO as change agents who need additional skills sets that can make them as effective at the start to finish their mandate (Grego, 2025). This study aims to close the gap by analyzing how and why the function of CIOs in Africa advances beyond IT skills. Using the findings of a revelatory case study of the CIOs of a company, as well IS literature (Schmitt, 2024; Steelman, 2024), this research presents a model that explains the mix of how CIOs throughout their tenure will understand organization strategy, IT strategy, IT disconnect can impact enterprise expectations by enhancing the client experience while promoting income and expansion. This disconnect happens more on the Africa continent than where internet connectivity is mostly limited to the major cities.

Literature review

The ability of leaders to negotiate the intricacies of many digital technologies and their impact on enterprises should be known as digital leadership. According to Northouse (2018), in addition to technical expertise, effective leadership in a digital environment necessitates the capacity to promote an innovative and flexible culture. Prioritizing digital efforts allows leaders to inspire their staff to adopt new technologies, increasing the chances of a successful digital transformation (Brown & Green, 2023). Contemporary CIOs should have a deeper understanding of how critical and dynamic the business environment is in relation to the specific industry and the global interplay among different organizations ecosystems. The literature on the digital leaders excludes the sub-African continent. Most of the CIO's studies are in developed economies totally neglecting the African continent and the sub region; for example, Xia et al. (2023) in China, Brown and Green (2023) in Germany, Bendig et al. (2023) in the U.S. and Gottschalk (1999) in Norway. This study seeks to fill this gap and contribute to the literature and the theories underlying the various research work. As organizations are subject to constant change, so are the requirements of the CIO role. According to Chun and Mooney (2009) and Smaltz et al. (2006), even within a single organization, a CIO has multiple roles depending on the organization's needs. For instance, Smaltz et al. (2006) identifies six key roles of a CIO and divides them into supply-side roles, running the IT, demand-side roles, and enabling new business opportunities.

Peppard et al. (2011) argue that different CIO roles are required depending on an organization's information leadership capabilities and its need for IS/IT supporting competitive differentiation.

Maintaining an effective alignment with the environment while managing internal interdependencies is a dynamic process that involves many decisions and behaviors at multiple organizational levels. This process is extremely complicated for the majority of firms (Miles et al., 1978). It is important as part of the business strategy for IT to clearly understand where the business is heading: if IT does not understand this proposition then IT investment is not worth it and by extension the CIO is not competent to lead the IT staff. IT strategy outlines what IT must accomplish, what it must modify, and what it must not do. The IT strategy is completed by the ancillary multiyear and annual plans and budgets, which outline the actions that IT and the company must take to achieve the IT and business strategies. Joining the enterprise management team, if not as a decision maker, then at least as a first-hand observer, is one of the advantages of an IT strategy for IT. This leads to closer relationships with business decision makers, who are the source of business knowledge (Boar, 1994). CIOs must use and improve the company's digital assets to achieve business goals and effectively drive the digital business transformation. The skills and viewpoints of CIOs differ from those of traditional leaders. However, a lack of understanding of the value of CIO by many businesses results in subpar performance and irreparable failures. Following an analysis and clarification of the modern-day concept of digital leadership, as well as a review of variable business strategies and the positioning of the leadership concept across various sectors, this research paper shows a strong correlation between CIOs, corporate success and productivity (de Araujo, 2021).

Constructs	Objective	Reference	Context
Organization strategy	Organizational strategy, structure, and process	Miles et al. (1978)	Management review and four industries (college textbook publishing, electronics, food processing, and health care)

	Foundations of organizational strategy	Jensen (2001)	Rochester and Harvard.
	What is organizational strategy?	Mantere (2013)	English language
	Industrial organization, corporate strategy and structure	Caves (1980)	Europe
	Competitive strategy and organizational performance	Zairbani and Prakash (2025)	Systematic literature review
	Artificial intelligence and organizational strategy: Ethical and governance implications	Norton (2025)	
Digital Leadership (CIO)			
	CIO leadership, employee digital ability, and corporate green innovation performance	Xiufan and Yunqiao (2024)	Europe
	Success factors of long-term CIOs	Hillebrand and Westner (2022).	Top-tier companies Germany
	The impact of digital leadership on teachers' technology integration during the COVID-19	Alajmi (2022).	Kuwait
	Impact of digital leadership capability	Benitez et al. (2022)	European firms.
	Tenure and background of CIOs in Germany	Hillebrand and Westner (2023)	Germany
	25 years of CIO and IT leadership		
	Exploring the impact of a chief information officer in the top management team	Bendig et al. (2023)	U.S. firms
	Shaping innovation outcomes: The role of CIOs for firms' digital exploration	Schäpe et al. (2025)	U.S. firms
IT strategy	IT strategy and planning	Khaw et al. (2022)	Systematically reviewed
	IT architects and IT-business alignment:	Gellweiler (2022)	Theoretical review
	Factors affecting IT and business alignment	Njanka et al. (2021)	London, Latin American and Caribbean
	Strategic management of IS/IT functions	Gottschalk (1999)	Norwegian
IT disconnect	The digital disconnect. Pew Internet and American Life Project, Washington, DC.	Levin, Arafeh, and Rainie-Director (2002)	USA
	The digital disconnect: The social causes and consequences of digital inequalities	Helsper (2021)	Europe
	The 'Twilight' of Health, Safety, and Well-being of Workers in the Digital Era–	Zlatanović and Škobo (2024)	Europe

	Shaping the Right to Disconnect.		
	Digital disconnection, digital inequality, and subjective well-being:	Nguyen and Hargittai (2024)	Dutch participants
Enterprise expectations	Expectations of industrial enterprises towards suppliers related to management	Urbaniak et al. (2023)	Polish B2B market
	Digital transformation, sustainability, and purpose in the multinational enterprise	George and Schillebeeckx (2022)	Multinational enterprise
	The enterprise activism risk model: How good intentions can jeopardize business success	Whitler and Barta (2024)	Europe
	The impact of digital transformation on enterprise green innovation	Xu et al. (2024)	China
	Information support for managing energy-saving technological changes at enterprises	Yemelyanov et al. (2023)	Ukrainian enterprises

Table 1.0: Constructs**Theoretical context****Diffusion of Innovation Theory**

Everett Rogers Diffusion of Innovation Theory in 1962, offers a thorough framework for taking into account how new concepts, innovations, or technologies proliferate within a community or organization (Prasad Agrawal, 2023). The theory sheds light on the dynamics of technology adoption and how it affects organizational innovation. AI has innovative qualities that affect its uptake, such as the capacity to generate new content or solutions on its own. According to Hsu and Ching (2023), these qualities include the perceived benefits of GenAI in terms of creativity development, efficiency gains, and adaptive problem-solving. Therefore, it is critical to comprehend IT strategies and qualities as they are essential to the adoption of AI. Additionally, the theory broadens its scope of application to the study's central examination of exploitative and exploratory innovation (Enkel et al., 2017). Because AI, ML and data analytics promotes experimentation, it becomes a catalyst for exploratory innovation. According to Cooper and Morris-Suzuki (1998), early adopters of technology demonstrated a spirit of technological exploration frequently and enthusiasm by integrating. IT creates the framework for making well-informed decisions.

In contrast, the later phases of diffusion also see a rise in exploitative innovation (Enkel et al., 2020; Zhang & Luo, 2020; Wael AL-Khatib, 2023; 2017).

As businesses diversify the challenge and possibilities of AI to concrete advantages to organization are enormous. The main goal of exploitative innovation is to improve and optimize the way GenAI is integrated into current organizational procedures.

Dynamic Capabilities Theory

Dynamic Capabilities Theory (DCT), which emphasizes organization ability to recognize, seize, and transform opportunities in response to environmental shifts, is a complement to OLT and helps to further solidify the role of digital leadership in sustainable business transformation (Malakar et al., 2025). Successful digital leaders demonstrate dynamic capabilities by incorporating sustainability-driven digital innovations, keeping a close eye on technology developments, and strategically reallocating resources to meet long-term economic and environmental objectives. Innovative leaders create resource-efficient, ecologically conscious business models by leveraging cutting-edge technologies like blockchain, artificial intelligence (AI), and the

Internet of Things (IoT) (Ávila-Robinson et al., 2022). These leaders create an organizational culture that encourages ongoing learning, creativity, and adaptive innovation by integrating digital solutions into sustainability strategies (Cai et al., 2024; Naqshbandi et al., 2023).

Transformational Leadership Theory

Transformational leadership theory claims that digital leadership positively influences the acceptance of digital innovation. Transformational leaders foster an environment of trust, innovation, and commitment to a shared objective, motivating and uplifting their teams to attain remarkable outcomes. Zheng et al. (2024) assert that leaders who adopt digital transformation are more inclined to implement practices that foster sustainability and green innovation.

Methodology

Qualitative Research Design

In order to obtain a thorough understanding of the framework for constructs (Chief Information Officers (CIO), IT strategy, IT disconnect and expectation of organizations) this study used qualitative approach by talking to practitioners in the field of business and IT in the African context. We use case studies and interviews as our two main data collection techniques to achieve this. By using these strategies, we are able to document the complex viewpoints and experiences of business executives and CIOs negotiating the difficulties of digital transformation. Rich, context-specific insights that quantitative methods might miss are made possible by the qualitative nature of this study. This design provides a more comprehensive understanding of how businesses can effectively hire CIOs who will provide digital leadership and lead digital strategies, and incorporate these strategies by making sure their IT is not disconnected from their business expectation.

Data Collection Methods

We conducted semi-structured interviews with IT directors (CIOs) and business executives from a variety of industries and 16 public universities in order to collect relevant data. This format was selected to ensure that important issues pertaining to digital leadership and enterprise expectations are covered while promoting an open discussion.

Through the interviews, ICT directors and management of the organization we used had an online forum to discuss their experiences, obstacles, and tactics for integrating IT strategies into their companies. A few case studies of businesses that have successfully incorporated IT strategies and digital leadership into their operational frameworks was examined. By providing real-world examples of best practices, these case studies enhanced our comprehension of the subject by demonstrating how these companies have effectively merged their digital transformation and sustainability initiatives by avoiding IT disconnect.

Data Analysis Approach

Thematic analysis, a qualitative technique that focuses on finding, examining, and summarizing patterns or themes within qualitative data was used for data analysis. This method enabled us to methodically analyze the information obtained from case studies and interviews, emphasizing the major themes associated with IT strategy and digital leadership organization expectation. We were able to deduce significant connections between IT strategy, digital leadership organization expectation and IT disconnect by looking at the results of case studies and interview transcripts. We investigated the breadth and depth of participants' experiences through the use of thematic analysis, which offers a thorough grasp of how digital leadership promotes successful digital transformation process. In the end, this analytical framework directed our investigation of the complex connections between the variables of interest in our research.

Theoretical framework and Hypothesis development

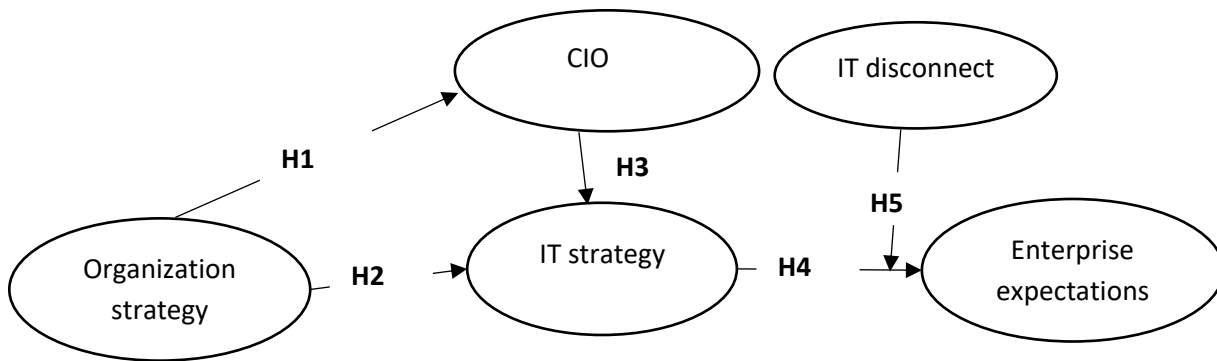


Figure 1

Hypothesis 1: Organization strategy and Chief Information Officer (CIO)

We hypothesize that organization strategy positively influences the CIO who is employed in an organization. Every organization must have a strategy to achieve its objectives: how to execute this strategy requires the needed personnel to deliver this strategy. According to Freedman (2003), this organizational framework should have alternatives that define its present and future operations, as part of an overall organismal strategy. While it is largely accurate to claim that the development and execution of a strategic plan are pivotal managerial functions, among the multitude of activities undertaken by managers, few exert as profound an influence on the organization's performance.

Over time as the manner in which the management team navigates the responsibilities of steering the organization's long-term goals and objectives through effective leadership to achieve the desired outcomes (Muthimi & Kilika, 2018). This strategy should inform the kind of competencies and personnel that are employed. The CIO position is a senior management position in IT, the CIO leads the organization ICT strategy in contemporary businesses so organizations employing CIOs should critically examine the person to occupy that position as part of the organization's strategic posture. Digital leadership is defined as the ability of leaders to navigate the complexities of digital technologies and their implications for organizations. Effective leadership in a digital environment necessitates not only technical proficiency but also the capacity to promote an innovative and flexible culture, according to Northouse (2018). Prioritizing digital efforts allows leaders to inspire their staff to adopt new technologies, increasing the chances of a successful digital transformation (Brown & Green, 2023). Effective digital leaders exhibit dynamic capabilities by continuously monitoring technological advancements, integrating sustainability-driven digital innovations, and strategically reconfiguring resources to achieve long-term environmental and economic goals.

Hypothesis 2: Organization strategy and IT strategy

We hypothesize that organization strategy positively influences IT strategy. Studies that examined the potential effects of GenAI on an organization's business strategies are available (Kanbach et al., 2023; Peres et al., 2023). Studies have also looked at how GenAI could help with precise decision-making in order to enable faultless predictive analysis, which may ultimately result in wise strategic decisions (Peres et al., 2023). As a result, there is a good chance to look into how implementing GenAI as part of organizational strategy will affect IT strategy from the future performance. A careful and strategic approach is required as organizations traverse its strategy frontier in order to fully benefit from AI, machine language, cyber security, data analytics etc. This investigation into organization strategy, which includes IT strategy that involves AI and other disruptive IT technologies applications, is part of a larger framework for comprehending its effects on organizational performance in greater detail (Olan et al., 2022).

Hypothesis 3: CIO and IT strategy

We hypothesize that a CIO will positively influence IT strategy. Nash (2009) revealed that almost one out of four CIOs had been fired due to poor performance. Currently, there is evidence that CIOs are

becoming more comfortable in their roles and are staying in them for longer (CIO Magazine 2020); however, the consulting firm Korn Ferry reports that CIOs continue to have significantly shorter tenures (4.6 years) than CEOs (6.9 years) (Korn Ferry, 2020). Other research also finds that most CIOs have been in their roles for three years or fewer, even if tenures are generally rising (CIO Magazine 2020; Kappelman et al., 2020). In Africa this statistic means nothing as CIOs from the continent are not featured in this research. CIO roles are content and context (organization and environment) specific, varying over time and industry, and are crucial for the success of an organization (Jones et al., 2020; Drechsler, 2020). AI, machine language, cybersecurity, and internet of things creates many opportunities and challenges to CIOs, thereby making this position arguably one of the most demanding and challenging in an organization (Gerth & Peppard, 2014; Kappelman et al., 2020). CIOs need a wide range of competencies to meet these challenges. CIOs are theoretically supposed to lead the IT strategy of organizations.

The CIO's role is subject to continuous evolution, as noted by Hafke et al. (2016); and this is informed by the constantly changing business environment.

Hypothesis 4: IT strategy and Enterprise expectations

We hypothesize that IT strategy positively influences enterprise expectations. The IT strategy and its purposeful deployment will ensure that organization achieve their expectation. The overall goal of meeting the expectation of customers and generating business value drives organization strategy and IT strategy should be an integral party of the whole organization strategy. Contemporary businesses and the disruptive technologies of social media platforms require that the IT strategy is up and doing. By integrating IT into businesses organizations are able to reach many customers globally (Wank et al., 2021). Internal department efficiency is also enhanced by the use of IT to create the connectivity that requires that the database management system can share information seamlessly to improve decision making that drives enterprise expectations (Atobishi et al., 2024). According Singh et al. (2024), the use of AI may enhance organizational effectiveness. Recent advances in artificial intelligence have been impressive (Mariani et al., 2023). It is possible to view GenAI as an exceptionally flexible subset of AI (Macdonald et al., 2023; Wank et al., 2021). In the event of new issues, GenAI can offer creative answers to challenging situations that effectively deals with organization expectations. IT strategy now integrates AI tools like GenAI, whose integration has been identified as a crucial component of businesses' technological transformation initiatives to attain efficiency and innovation (Mariani & Dwivedi, 2024).

Hypothesis 5: H5 explores the moderating role IT disconnect has on the relationship between IT strategy and enterprise expectations

IT disconnect has potential to derail all the benefits that AI, machine language, and cyber security in an organization may have in regard to the expected outcomes. IT disconnect has dimensions that greatly affect performance. These dimensions include, but are not limited to, limited connectivity, disruptive IT technologies, IT non alignment, and digital inequality (Helsper, 2021; Müller, 2020; Hesselberth, 2018; McChesney, 2018). Furthermore, the relationship between AI and organizational performance was made more complex in a few studies by the moderating influence of environmental dynamism (Dubey et al., 2020). The speed and volatility of the external business environment are reflected in environmental dynamism. AI, which is part of contemporary IT strategy's ability to adapt, becomes critical in enterprise environments. A useful IT strategy which uses AI, ML, data analytics and cyber security tools can improve performance of organizations.

Organizations operating in such contexts face both opportunities and challenges; and IT disconnect can distort the gains presented by the IT strategy. Organizations can prosper in the face of uncertainty thanks to GenAI's capacity to process real-time data, spot trends, and modify plans as necessary. To stay in line with changing external conditions, AI applications must be continuously evaluated and adjusted due to the dynamic context of business environments.

Results and Discussion

Theme 1: Organization strategy and Chief Information Officer (CIO)

Interviewees gave examples of how their companies initiated the adoption of strategies by setting ambitious sustainability goals, like employing the right person with the competencies to lead their

organization's functional areas, to improve efficiency. By fostering an organizational culture that prioritizes sustainability and innovation, such visionary leadership ultimately improves the efficacy of digital transformation initiatives (Zheng et al., 2024). As a result, enterprises looking to incorporate sustainability into their operational frameworks may find that cultivating digital leadership is a strategic priority. As digital leadership and organization strategy improves competitiveness and guarantees long-term sustainability in the quickly changing business environment of today, organizations need to adopt digital leadership (Du et al., 2023, Offei and Toku, 2023). As a strategic enabler, digital leadership integrates cutting-edge technologies into business operations to promote socially and environmentally responsible practices and increase efficiency (Ávila-Robinson et al., 2022); and this is supported by the theory diffusion of innovation. Hence, the importance of adopting these attributes that are crucial for AI adoption. The majority of IT service management frameworks are based on the Information Technology Infrastructure Library (ITIL). It offers a consistent approach to IT service management (ITSM), providing instructions, best practices, and procedural guidelines for aligning IT services with organizational objectives. Organizations may use ITIL to boost operational efficiency, reduce costs, and increase customer satisfaction.

Theme 2: Organization strategy and IT strategy

The significance of cultivating a collaborative culture that promotes knowledge sharing and innovation was another important finding. Successful digital leaders actively foster work cultures where staff members are encouraged to share their thoughts on green innovations. Since departmental collaboration allows organizations to leverage diverse expertise and perspectives, many interviewees emphasized the importance of cross-functional teams in advancing sustainability initiatives. By putting in place organized knowledge-sharing procedures like workshops and innovation hubs, which encourage staff members to share their perspectives and experiences about sustainable practices, leaders help to foster this collaboration. As staff members become more involved in the digital transformation process, this collaborative culture not only increases the organization's capacity for innovation but also aids in overcoming resistance to change. It is crucial to be able to exchange best practices and knowledge. These hypotheses and themes are supported by dynamic capabilities theory, which emphasizes an organization's ability to recognize, seize, and transform opportunities in response to environmental shifts. This complements OLT and helps to further solidify the role of digital leadership in sustainable business transformation. This theme and hypotheses 2 are theoretically enforced by the Theory of Diffusion of Innovation, hence it is important to understand these attributes that are crucial for AI adoption.

Furthermore, this theory extends its applicability to the study's core analysis of explorative and exploitative innovation (Enkel et al., 2017).

Theme 3: CIO and IT strategy

The Theory of transformational leadership can serve as the foundation for creating an atmosphere of trust, creativity, and dedication to a common goal, transformational leaders can inspire and motivate their followers to achieve extraordinary results. Leaders who adopt digital transformation are more likely to act in ways that supports their organization (Zheng et al., 2024). By providing the leadership that ensures communication, fostering teamwork, and enabling staff members to take the initiative to seek out creative solutions that benefit the company and the environment, they achieve this. Studies have indicated that transformational leaders are essential in influencing organizational culture in a way that facilitates the adoption of sustainable practices. The transformational leadership theory posits that leaders can effectively mobilize their teams to implement innovative technologies by prioritizing sustainability and actively promoting value by meeting enterprise expectations. This claim is supported by research that shows that enterprises with visionary leaders who support digital transformation are more likely to embrace sustainable innovations as an IT strategy. Accordingly, this hypothesis highlights the critical role that leadership plays in IT strategy indicating that successful digital leaders play a key role in coordinating technological advancements for improve enterprise expectation. As a result, companies looking to improve their fortune in a sustainable way into their operational frameworks may find that cultivating digital leadership is a strategic priority. Using data analytics, AI, ML, well-defined sustainability goals, and strategic investments and technological advancements, effective digital leaders propel business

transformation (Del Soldato & Massari, 2024). CIOs create resource-efficient, ecologically conscious business models by leveraging cutting-edge technologies like blockchain, artificial intelligence (AI), and the Internet of Things (IoT) (Ávila-Robinson et al., 2022). These leaders create an organizational culture that encourages ongoing learning, creativity, and adaptive innovation by integrating digital solutions into sustainability IT strategies (Cai et al., 2024; Naqshbandi et al., 2023).

Theme 4: IT strategy and Enterprise expectations

A key component of a successful digital transformation has been identified as the alignment of sustainability strategies with technology. According to the interviewees, businesses that successfully incorporate digital innovations into their operational framework enjoy increased productivity and a competitive edge. One case study, for example, described how a manufacturing company used smart technology to track energy usage and cut waste, which significantly reduced costs and their environmental impact. This example demonstrates the observable advantages that occur when businesses carefully match their technology expenditures with sustainability goals. Additionally, CIOs who actively support technology initiatives have the power to shape the organization's strategic outlook, guaranteeing that sustainability continues to be a top priority in the digital transformation process (Benitez et al., 2022). This alignment benefits the organization in addition to driving operational improvements and ultimately meeting enterprise expectations.

Theme 5: IT disconnect moderates the relationship between IT strategy and enterprise expectations

The moderating role of IT disconnect, which actively use technology in a negative way, fosters a culture of risk-taking, and affects the IT strategy in enterprise expectations (Zhu et al., 2024). Based on the Diffusion of Innovation Theory, IT is supposed to create innovativeness (Liu et al., 2024), however it can have negative consequences when not applied in the right way. An IT strategy creates the needed cross-functional cooperation among departments to deliver knowledge-sharing projects and organized innovation programs, which are greatly aided by this leadership style (Truong et al., 2024). In addition to supporting digital leadership practices, senior executives who place a high priority on innovation foster an organizational environment that speeds up the adoption of an IT strategy that guarantees that sustainability principles are methodically incorporated into the overall business strategy (Hyder et al., 2023).

Managerial implication, limitation, conclusion and future research

CIOs' responsibility to manage change is being accelerated by waves of digital advancements as part of an IT strategy that ensures that IT disconnect does not adversely affect the expectation of businesses. Management, as part of the organizational strategy, should employ CIOs who are competent change agents in order to be relevant and productive in their leadership positions in the African context. However, the IS literature has mostly overlooked the issue of whether these change agents can be just as effective in Africa. This study sought to close this gap and produce a framework that can be used to deal with hiring of competent CIOs who will ensure that they invest in an IT strategy that will improve the businesses expectations and not IT that disconnects in a way that will adversely affect the enterprise. Using the theories of diffusion of innovation, dynamic capabilities and transformational leadership managers of organizations will appreciate this paper as an extension in the IS and management literature. The conceptual model in this paper presents a management model that includes CIOs, IT strategy, organisation strategy and organizational expectation ensuring that IT disconnect does not adversely influence organizational expectations negatively.

This research is qualitative and therefore very subjective to the interpretation of the researcher biases, so a quantitative study can be conducted to validate the conceptual framework. Future empirical evidence can be obtained from studies in a different context. IT's potential to transform organization outlook positively cannot be overemphasize, however the same IT can create a disconnect that will adversely the expectation of organization.

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