

The impact of organizational culture on the acceptance of the use of technology: TAM as a reference

تأثير الثقافة التنظيمية على قبول استخدام التكنولوجيا :

نموذج قبول التكنولوجيا TAM كمرجع

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Abstract: The study aims to discover the impact of organizational culture on technology acceptance in the organization by developing the technology acceptance model TAM to include the dimensions of Organizational culture. The study was conducted on a sample of 45 individuals at the Mapfre assistance Algeria insurance. The questionnaire was distributed to obtain information where the hypotheses were processed and tested using spss 26 programs. The study confirmed that the modified and proposed model is a tool that helps to understand and explain the effect of the organizational culture dimensions On individuals 'awareness of the necessity of change towards the accepting of technology and realizing the benefit gained from it through their actual participation in change and constant communication to achieve renewal and the repeated experience of the method that generates awareness about the benefit and ease of using technology so that the perception becomes a value and therefore shift behavior towards acceptance and actual use of technological device.

Key words: organizational culture, cultural values, change, TAM .

JEL classification: M1,M14,O3.

المخلص: تهدف هذه الدراسة إلى اكتشاف تأثير الثقافة التنظيمية على قبول التكنولوجيا في المؤسسة بتطوير نموذج قبول التكنولوجيا TAM ليشمل أبعاد الثقافة التنظيمية .

تمت الدراسة على عينة بلغت 45 فرد من مؤسسة التأمينات Alegria assistance Mapfre و تم توزيع الاستبيان كأداة للحصول على المعلومات أين تمت معالجة و اختبار الفرضيات باستخدام برامج spss 26 ، و أكدت الدراسة أن النموذج المعدل و المقترح يعتبر أداة تساعد على فهم و تفسير تأثير الثقافة التنظيمية على إدراك الأفراد لضرورة التغيير نحو قبول التكنولوجيا وإدراك الفائدة المحققة منها من خلال مشاركتهم الفعلية في التغيير و الاتصال الدائم لبلوغ التجديد و التجربة المتكررة للوسيلة التي تولد إدراك حول فائدة و سهولة استخدام التكنولوجيا ليتحول الإدراك إلى قيمة ثقافية و بالتالي تحول السلوك نحو قبول و الاستخدام الفعلي للتكنولوجيا .

الكلمات المفتاحية: الثقافة التنظيمية، القيم الثقافية، التغيير، نموذج قبول التكنولوجيا .

تصنيف JEL: M1,M14,O3;

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1.Introduction:

Today, the organization face many challenges oriented towards change which links the evolution of the environment with organizational dynamics, and under the pressure of digital transformation the organization approach to use technology from the simple possession of electronic mailsto automating its business according to a digital vision that enables it to control their information and resources. The flexibility in dealing with their environment may face internal obstacles perhaps the most important is organizational culture, which may accept or resist the change, as the culture is linked to individuals and their perceptions, their acceptance of the use of technology may be affected by factors of organizational culture. And the TAM model is at the top of the studies in the use of technology which aim to understand the impact of perceived usefulness and perceived ease of use on the actual use of technology.

The study was divided into literature review, then methodology and everything related to the model and framework of the study, result and discussion and finally a conclusion.

This study constitutes a scientific theoretical contribution through the development of the model to include the characteristics or values of organizational culture as external variables, in addition the exclusion of the variable of behavioral intention and replace it directly with the actual use in response to criticism directed at the model regard to the variable of intention. This study provides empirical evidence on the validity and legitimacy of the model of acceptance of technology by testing it on a different sample within a cultural environment with different characteristics.

2. Theoretical framework of the study:

On the theoretical side, we will address all of what includes organizational culture and its dimensions, the concepts of both change and technology and the previous studies in the field of the influence of

organizational culture on accepting the use of technology using the TAM model.

2.1. Organizational Culture:

There have been many studies in the field of culture and across several domains. And thus accompanied a multiplicity of definitions each according to its context, The aim of this study is not to summarize the various previous studies, but to draw some dimensions and trends that serve the research and explain the organizational culture.

the term culture was used for the first time in the field of management through the studies of Deal and Kennedy and Peter and Waterman 1982 .Regarding organizational culture studies stand out those of Hofstede (1980-2001), Schein 1992, Ouchi 1981, Denison 1990 and Cameron and Quinn 2006.

Some argue that the organization has a culture as well as structures so culture is a variable of the systems used to guide behaviors towards the achievement of objectives, in contrast to some believes that the organization is a culture as a way to describe it (Akanni,1997,p. 48). Organizational culture may be difficult to identify by its visual aspects to the invisible one (Schein, 2004, p. 25-39) Schein divided into: Artifacts, Values and Basic assumptions

Organizational culture is the principles discovered and developed by the organization during its process to solving and dealing with problems within the framework of external adaptation and internal integration and which proved effectiveness.

2.2. Organizational Culture and Technological Change:

For Chandler, change is a phenomenon imposed by the environment where he focused on crises and the role of the environment in the decision to change, this point of view has been criticized by Pettigrew, who considered that change is not only a result of environmental pressures but also a subject of the internal context where he proposed an evolutionary nature of change against the disruptive environmental change (Slimani, 2015,p.40).

Change is a transformational process that leads the organization from a current situation to a desirable future one that has been judged as the most effective and profitable. This process can be the result of internal

or external developments, or even under the influence of fashion, which affects the organization in whole or in part gradually or disruptively.

Today the organization operates in a digital environment based on technology, whether to conduct transactions or communicate with internal parties, local and international in order to perform work quickly and timely and effectively or to take advantage of the capabilities of digitization.

The biggest challenge is culture when organization adopts technology, where we find workers talk about the required practices and move towards it and others stick to the old practices, the organization had to focus on the how? Not the why? When manager adopt a new technology, how to communicate with members of the organization, share change and induce experimentation to build a perception of the usefulness and ease of use of technology.

(kotter, 1969, P.40) considers that an organization that attaches importance to human change shows better results by establishing an organizational climate focused on changing behaviors by adding new values that do not fundamentally contradict old ones. Whatever the change is requires a culture based on communication capabilities between the organization and individuals, and whenever the change is gradual increase the chance of success by resorting to learning and the use of examples and models.

2.3. Technology Acceptance Model: TAM

This section will summarize most of the well known previous studies and an overview of the TAM model.

2.3.1. Previous studies:

since the introduction of the technology acceptance model: TAM (Davis,1989), research on technology adoption and used has been central to IS literature and continues to draw new research attention (allen,2015),while some research exist on how groups and organization adopt technology (Sia et al,2001),the utilization of TAM model was extended thought the research about the acceptance of e-commerce (chui et al 2014),e-marketing (Ha et sibel,2009),e-management (Mahdavi et Maleki,2014),e-banking (chong et al,2015),ERP adoption (Sternad et Bobek,2012),cloud computing (Ababneh,2016),

Speaking about the external factor that may affect and influence the TAM model variables we focused on the dimensions of organizational culture and in term of testing it impact on the acceptance of the technology using the model a different study were found in multiples context and the table below resume some of them:

Author/Year	Modeling of OC	Measurement of the OC
Bourdon and Sandrine, 2009	Direct influence	Cultural value (sharing culture)
Chai and Pavlon, 2004	Moderator	Cultural value (uncertainty avoidance)
Ciganek et al ,2009	Antecedent	OC model(hofsted,1990)
Dasgupta and gupta (2005,2009,2011)	Antecedent	Culture traits (Denison and mishra,1995)
Herrero et al, 2018	Antecedent	Cultural values (customer orientation)
Hwang,2005	Antecedent	Cultural values (uncertainty avoidance)
Ruppel and Harrington 2001	Direct influence	Cfv:Quinn and rohrbaugh ,1981
Schapper and Pervan,2006	Moderator	Set of values
Silic and Bach,213	Antecedent	Cfv: (Denison and sreizer,2001)
Tseng,2017	Moderator	Cfv: competing framework values

Source: by the researcher based on the literature review.

While all studies look a values-centric approach by either focusing on single cultural values, multiple or using based measurement model.

2.3.2.Overview of the TAM model:

The adoption of technology, according to (Rogers, 1983-1995, p.4) is based on the assessment of new ideas and their rapid spread in the culture of the organization by directing individuals to embrace and adopt new ideas by passing through small groups to include a larger audience where the speed of the knot is linked to the perception of usefulness and the ease of use and experimenting to adopt technology,

In addition to the easy visualization and lack of complexity, in this framework Davis (1989) create the Technology Acceptance Model (TAM), which is one of the most widely used models in the field of information system. It was considered one of the theories that predict the user's behavior towards technology as it has been tested experimentally and widely which led to the belief in its credibility and reliability and has been widely used by the academic community.

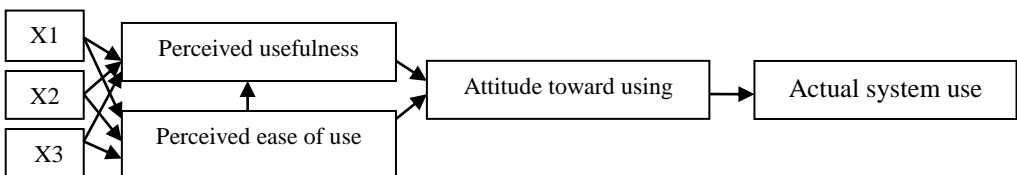
This model assumes that technology acceptance by individuals is determined by two main variables: perceived benefit or usefulness and perceived ease of use.

Davis based his study on the theory of Reasoned Action (TRA) for Ajzen and Fishbein and to the theory of planned behavior (PB) In the original model Davis suggested that the user incentive for the information system can be divided into three factors, namely:

- Perceived usefulness: the degree to which an individual thinks that the use of an information system improves his or her work performance;
- Perceived ease of use: the degree to which an individual thinks that using an information system requires less effort;

These two components determine the third factor behavioral intention to use and this is influenced by the attitude towards the use of technology which lead to the actual use.

Figure 1: Technology acceptance model:Tam1

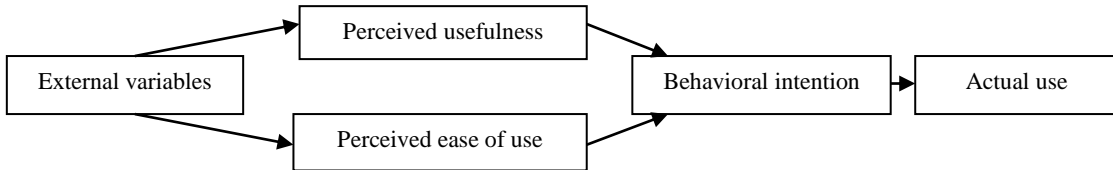


Source: Original TAM proposed by F.Davis (Davis,1986)

In 1993 Davis modified the model and suggested that perceived utility or usefulness may have a direct impact on actual usage and found that system characteristics can directly affect a user's position without having to form an actual belief about the system. The subsequent development of the model included the behavioral intention to use as a

new variable that mediates the situation and actual use and is directly influenced by perceived usefulness.

Figure 2: Revised Technology Acceptance Model



Source:(Venkatesh et Davis , 1996)

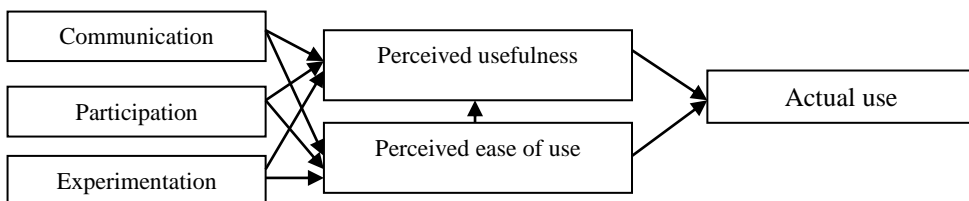
3. Study Methodology:

3.1. Model of the Study:

To study how cultural values affects the perception of the success of the use of technology adoption, a model has been developed based on our perception and on studies of the principles of organizational culture that express the perceptions and fall within the context of change and oriented towards the success of technology, Davis 2000 also notes that the personal and environmental background of individuals influences behavioral intention and encourages the use of technology. Using the technology acceptance model, external factors such as the dimensions of organizational culture will be examined whether they have an impact on perceived usefulness and perceived ease of use to the actual use within the framework of the organizational change towards adoption of technology, For that a set of cultural values dimensions will be tested as external variables which are:

- Communication: as a behavioral orientating tool;
- Participation: Provides collaborative and communicative capabilities that lead to the dissemination of values;
- Experimentation: changing perceptions;

Figure 3: Study Model



Source: Prepared by the student based on the technology acceptance model.

3.2. Study Methodology:

The study was based on the theory before practice where a model was constructed to derive hypotheses. The idea is that if the user does not want to accept the technology he will not get the benefits expected from it, the high level of acceptance increases the desire of users to change their practices and start using technology that does not depend on the technical quality, but is linked to the perception and belief of individuals that the technology used is easy and has benefits. The adoption of technology depends on the characteristics of the organizational culture that supports change. The latter is essential for transition, especially since there is a difference between the behavior of individuals towards them and their ability to adapt it. In this regard, the following problem has been put in place: **If the culture is based on values that encourage change through constant communication, participation, and experimentation, can it direct perceptions towards awareness of the ease and usefulness of technology and thus its use?** To answer the question, the following hypotheses were made:

- There is a relationship between communication and perceived usefulness and perceived ease of use;
- There is a relationship between participation and perceived usefulness and perceived ease of use;
- There is a relationship between experimentation and perceived usefulness and perceived ease of use;
- There is a relationship between and perceived usefulness and actual use,
- There is a relationship between perceived ease of use and actual usage.

Hypotheses were tested through the questionnaire method and distributed to 45 people at mapfree assistance Algeria , the type of sample is a purposive sampling where the individual in the sample must be a technology user, 40 questionnaires were retrieved. The organization was selected based on the nature of its organizational

culture, so the members completed the questionnaire and it was analyzed by the spss 26 program.

The questionnaire was constructed based on the measurement tool developed by Davis, which consists of six elements for each mains variables of the model of perceived usefulness, perceived ease of use and actual use, The external variables were developed by the researcher according to the needs of the study. All elements were measured by the five-point Likertscale, where 1 indicates strongly disagreeable and 5 indicates strongly agree.

4 .Study Results:

Table 1: Summary of Demographic Characteristics of the Study Sample

Sex				
	Fréquenc e	Pourcentage	Pourcentagevalid e	Pourcentagecum uli
Mal	21	52,5	52,5	52,5
Femal	19	47,5	47,5	100,0
Age				
From 24 to 40	37	92,5	92,5	92,5
Less then 25	2	5,0	5,0	97,5
From 40 to 50	1	2,5	2,5	100,0
Educational level				
Univer sity	29	72,5	72,5	72,5
High educati on	9	22,5	22,5	95,0
Second ary	2	5,0	5,0	100,0
Experience				
From 6 to 10	19	47,5	47,5	47,5
From 1 to 5	13	32,5	32,5	80,0

More than 10	8	20,0	20,0	100,0
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Source: prepared by the researcher based on the output of spss.

In accordance with the validation guidelines of Urbach and Ahlemann (2010), we tested the measurement models through the reliability of internal consistency and checks the extent to which the items on a measurement scale are highly correlated in order to evaluate the model assessed through analysis using SPSS 26 software.

The reliability of the internal consistency is evaluated by Cronbach's alpha, a high alpha value indicates that the items of a construct are similar in their meaning (Cronbach 1951). Cronbach's alpha with a value of more than 0.6 shows that internal consistency is good (Nunnally, 1978; Malhotra, 2004).

Table 2: Testing the reliability and validity of the research model.

Constructions	Items		Cronbach's alpha
perceived ease of use	Q1 to Q6	6	0.849
perceived usefulness	Q7 to Q12	6	0.90
Actual use	Q13 to Q18	6	0.875
Organizational culture dimensions	Q18 to Q36	18	0.745

Source: by the researcher based on the data.

According to result and also previous study about the validity of the variables of TAM model wish showed that the coefficient of stability cronbach's alpha for PU: perceived usefulness, PEU: perceived ease of use and Actual use are: (0.849,0.90,0.875) each of them are greater then 0.6 , and the coefficient of cronbach's alpha of the dimensions of organizational culture regrouped is 0.745 is greater then 0.6 so we assume that the questionnaire is suitable and valid for testing and Applying the model.

Since the questions of the axes are qualitative variables, and according on the Likart standard, we use the coefficient of correlation of the ranks of Rho Spearman

To judge the correlation results, we use the following estimates:

From [00 to 0.25]very weak relationship;

From 0.25 to 0.50 [..... weak relationship;

From 0.50 to 0.70 [..... intermediate relationship;
 From [00.7 to 0.90]strong relationship;
 From [0.90 to 1.00]very strong relationship;
 Based on the SPSS26 program and with calculating the total scores for each axis and extracting the results of the correlations recorded to test the hypotheses, the following results were obtained:

The first hypothesis: there is a relationship between communication and perceived usefulness and perceived ease of use;

Table 3:

Correlations				
			perceived usefulness	perceived ease of use
Rho of Spearman	Communication	Coefficient of Correlation	,160	,338*
		Sig. (bilateral)	0,324	0,033
		N	40	40
*. Correlation is significant at the level 0.05 (bilateral).				
**. Correlation is significant at the level 0.01 (bilateral).				

Source: prepared by the researcher based on the output of spss.

Coefficient of correlation: is the correlation coefficient of Spearman and is confined between zero and one.

Sig. (bilateral): SIG is the maximum tolerable probability of error determined before the sample is withdrawn and is usually equal to 0.05.

N: is the sample size

we based on the following two statistical hypotheses:

- Null hypothesis H0: minimum SIG value greater than 0.05 non-significant correlations.
- Alternative hypothesis H1: minimum SIG value less than 0.05 significant correlations.

From the results of the table we find that the value of the level of significance of the perceived usefulness is equal to 0.324 is greater than 0.05 and therefore a non-significant correlation,so there is no correlation between communication and perceived usefulness.

As for the value of the significance level of the perceived ease of use is 0.033, it is less than 0.05, which indicates that the correlation is significant and there is a relationship between communication and the perceived ease of use, where we find that the communication has a direct relationship with the perceived ease of use with a correlation of 0,338 and it is a weak relationship which means that each increase in communication will result in an increase of 0.338 of the perceived ease of use.

- To test the first hypothesis we say that communication does not affect the perceived usefulness but affects the perceived ease of use.

- The second hypothesis: - There is a relationship between participation and perceived usefulness and perceived ease of use;

Table 4:

Correlations				
	Participation		Percivied usefulness	perceived ease of use
Rho of Spearman		Coefficient of Correlation	,365*	,384*
		Sig. (bilateral)	0,022	0,015
		N	40	40
*. Correlation is significant at level 0.05 (bilateral).				
**. Correlation is significant at level 0.01 (bilateral).				

Source: prepared by the researcher based on the output of spss.

From the results of the table we find that the value of the level of significance SIG for perceived usefulness is equal to 0.022 is less than 0.05 and therefore a significant correlation so there is a relationship between participation and perceived usefulness , where we find that the participation has a direct relationship with perceived usefulness with a correlation of 0.365 and it is a weak relationship which means that each increase in participation will result in an increase of 0.365 per cent of perceived usefulness.

As for the value of the significance level SIG for perceived ease of use is 0.015, it is less than 0.05, which indicates that there is a significant correlation and there is a relationship between participation and perceived ease of use, where we find that the participation has a direct relationship with ease of use with a correlation of 0,384 which is a weak relationship and it means that each increase in participation will result in an increase of 0.384 of perceived ease of use.

- To test the second hypothesis we say that participation affects the perceived usefulness and perceived ease of use.

- The third hypothesis: There is a relationship between participation on perceived usefulness and perceived ease of use;

Table 5:

Source: prepared by the researcher based on the output of spss.

Correlations				
Rho of Spearman			perceived usefulness	perceived ease of use
	Experimentation	Coefficient of correlation	,548**	,526**
		Sig. (bilateral)	0,000	0,000
		N	40	40
*. Correlation is significant at level 0.05 (bilateral).				
**. Correlation is significant at level 0.01 (bilateral).				

From the results of the table we find that the value of significance SIG of the perceived benefit is 0.00 is less than 0.05 and therefore a significant correlation, so there is a correlation between the experimentation and perceived usefulness. Experimentation has a positive relationship with perceived usefulness with a correlation of 0.548, which is a moderate correlation. This means that each increase in experimentation will result in an increase of 0.548 of perceived usefulness.

We also find that the value of significance SIG for perceived ease of use is equal to 0.00 is less than 0.05 and therefore we found a significant correlation. Thus, there is a relationship between experimentation and perceived ease of use with a correlation of 0.526 and it represent a medium relationship, which means that each increase

in experimentation will result in an increase of 0.526 of perceived ease of use.

- To test the third hypothesis say that the experimentation affects the perceived usefulness and the perceived ease of use.

- Hypothesis 4: There is a relationship between perceived ease of use and perceived usefulness and actual use.

Table 6:

Correlations				
			perceived usefulness	perceived ease of use
Rho of Spearman	Actual use	Coefficient of correlation	,536**	,509**
		Sig. (bilateral)	0,000	0,001
		N	40	40
**. correlation is significant at the level 0.01 (bilateral).				

Source: prepared by the researcher based on the output of spss.

From the table we find that the value of significance SIG of the perceived benefit is equal to 0.000 is less than 0.05, which indicates that the correlation between the perceived usefulness and actual use and from this we conclude a relationship between the two axes (perceived usefulness and actual use)

We find also that a positive correlation between perceived usefulness and actual use with a correlation of 0.536 is a moderate relationship. This means that each increase in perceived usefulness will result in an increase of 0.536 from actual use.

In the table, we find that the value of significance SIG for perceived ease of use is equal to 0.001 is less than 0.05, which shows presence of a significant correlation between perceived ease of use and actual use and we conclude a relationship between Perceived ease of use and actual use, where we find that perceived ease of use has a direct relationship with the actual use with a correlation of 0.509, which is a medium relationship and this means that each increase of perceived ease of use will result in an increase of 0.509 actual use.

5. Conclusion:

This work contributed to scientific research in the theoretical and even applied fields where it focused on organizational culture and the model of accepting the use of technology. The study showed that there is a relationship and influence of some culture values on perceived benefit and perceived ease of use and therefore actual use of technology. The characteristics of an organizational culture must be considered before embracing technology by building a culture that is staff or people-oriented wish promote regular communication ,participation and experimentation and inclusive of change.

Results and Recommendations:

The organization within its competitiveness is facing a new customer, demand and new circumstances that require change, and with the emergence of modern technology that has become the nucleus of business, it is necessary for the organization towards adopting technology in order to conduct its business and improve its performance, and in the context it may face internal obstacles, the most important of is the organizational culture.

- The results of the study came to clarify the importance of communication in the tension on perceptions through the permanent communication, using technological tools and support for dialogue to exchange ideas and experiences. so the organization in order to change employee perception may communicate with them and explain the benefit and reasons of change, therefore using technological device to communicate so the employee built a awareness about it ease of use and he will get used to work with until it became a part of the daily work so the employee will change his behavior and old practices to new one based on technology.
- As for participation and if organization support the values of participation, it generates team spirit and responsibility, as the involvement of employee leads to the enhancement of their affiliation and trust, and with the use of collaborative technology may lead to

change the perception of the benefit of technology, the employee whose nowadays cold collaborator by the participation will feel a part of change so he will build a perception of responsibility about the technology proposed.

- If organization applied experimentation of the tool instead of theoretical explanation and see other people tried the method and improved their performance, providing training programs and considering that the error is an opportunity to learn will impact the perceived usefulness and ease of use of technology and therefore the actual use of it. So the employee by testing the device one time and more will get to used it and it became familiar to him so he change his attitude to new one in order to get the benefit of technology witch is make work speedily more coordinated ,easier and effective.

Therefore it cannot be said that there is one single culture that is valid for the adoption and acceptance of technology, but culture must be flexible based on values that enable it to adapt to transformation and capable of renewal.

However, the study has limitations represented in the sample of study, which included 45 workers of Mapfre assistance Algeria, where a larger sample could be better expressive, we resume that the study look to determined the impact of variables of the organizational culture represented in communication, which ensures the transfer of information and ideas about the ease and benefit of technology and Thus it influences the behavior of individuals towards their actual use, participation, which seeks to establish an atmosphere of cooperation and trust and build a relationship capacity, which generates a sharing of values that are directed towards the adoption and use of technology, while the last component addressed the experimentation that establishes renewed assumptions about its utility and ease of use and therefore actual use of technology.

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