

**PREDICTING INTENTION TO ADOPT B2B ELECTRONIC
COMMERCE IN JORDAN: THE MODERATING ROLE OF
TRUST AND DEPENDENCY**



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**PREDICTING INTENTION TO ADOPT B2B ELECTRONIC COMMERCE IN
JORDAN: THE MODERATING ROLE OF TRUST AND DEPENDENCY**



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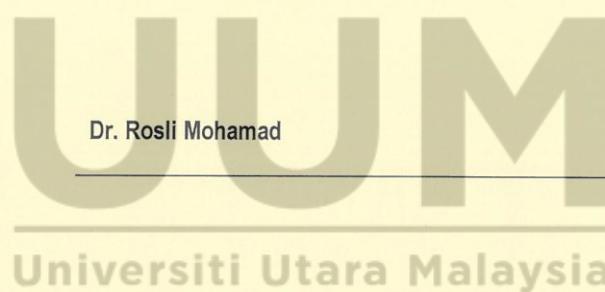
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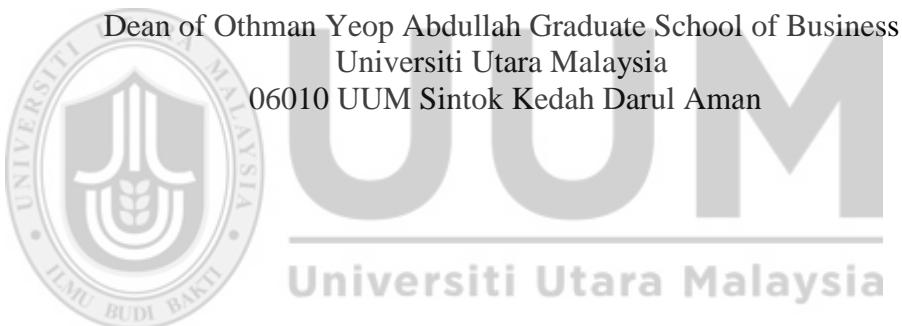
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ABSTRACT

Business to Business Electronic Commerce (B2B EC) has great potentials to extend firms' competency and efficiency. As such, Jordan has an objective to increase the diffusion of this technology. Despite extensive government efforts, the adoption of B2B EC is still limited. Consequently, there have been extensive efforts to better understand the phenomena. Yet, documented findings regarding the determinants of the adoption are not altogether consistent. To provide more insight, this study developed a research model utilizing the Technological, Organizational, and Environmental (TOE) framework to identify the determinants of the firms' propensity to adopt B2B EC. Since B2B EC is an inter-organizational phenomenon supporting transactions of partnerships, this study emphasizes the context of partnership characteristics. Grounded on inter-organizational theories, this study hypothesized that partnership characteristics, namely trust and dependency, moderate the role of TOE motivating factors. Moreover, given that B2B EC is used on both sides of the buyer/seller relationship, this study examined the differences and similarities in the perception of the marketing and purchasing departments regarding the determinants of the B2B EC adoption. A total of 798 questionnaires were self-administrated to marketing and purchasing managers in 462 firms that have large registered capital in Jordan. In total, 114 marketing and 125 purchasing managers participated in this study. Marketing and purchasing responses were analyzed separately using the Partial Least Squares approach. The result revealed that the marketing and purchasing departments do have different views regarding the determinants of the adoption, specifically in terms of the role of Relative Advantage and Competition Pressure. Moreover, the results showed that the moderating role of trust was less pronounced. Meanwhile, the moderating role of dependency was partially supported particularly in the purchasing perspective. These findings have demonstrated how dependence asymmetries between trading partners may change the adoption motivations. They further explain the importance of considering the views of the business partner for the adoption to be done successfully.

Keywords: business to business electronic commerce, innovation diffusion, technological, organizational, and environmental framework, resource dependency theory.

ABSTRAK

Business to Business Electronic Commerce (B2B EC) berpotensi untuk meningkatkan kecekapan dan persaingan syarikat. Oleh itu, Jordan telah menetapkan objektif untuk meningkatkan penggunaan teknologi ini. Namun begitu, tahap penggunaan B2B masih terhad. Sehubungan dengan itu, pelbagai usaha untuk meningkatkan pemahaman terhadap fenomena ini telah dilaksanakan. Namun, hasil penemuan kajian-kajian lepas adalah tidak konsisten. Bagi memberi gambaran yang lebih jelas, kajian ini membangunkan model kajian berdasarkan rangka kerja Teknologi, Organisasi dan Persekutaran (*Technological, Organizational and Environmental*) (TOE) bagi mengenal pasti kecenderungan syarikat untuk menggunakan B2B EC. Memandangkan B2B EC adalah fenomena antara-organisasi yang menyokong perkongsian transaksi, kajian ini turut menekankan elemen berkaitan perkongsian iaitu Kepercayaan dan Kebergantungan yang menjadi moderator kepada faktor-faktor TOE. Tambahan pula, B2B EC diguna pakai oleh dua-dua pihak iaitu hubungan antara pembeli/penjual. Oleh itu, kajian ini mengenal pasti perbezaan dan persamaan persepsi jabatan pemasaran dan jabatan pembelian mengenai faktor penentu terhadap penggunaan B2B EC. Secara keseluruhannya, sebanyak 798 borang soal selidik adalah ditadbir sendiri kepada pengurus pemasaran dan pengurus pembelian di 462 buah syarikat modal berdaftar di Jordan. Seramai 114 pengurus pemasaran dan 125 pengurus pembelian telah terlibat dalam kajian ini. Maklum balas responden daripada kedua-dua pihak telah dianalisis secara berasingan dengan menggunakan pendekatan *Partial Least Square*. Keputusan kajian menunjukkan bahawa jabatan pemasaran dan pembelian mempunyai pandangan yang berbeza mengenai faktor penentu terhadap penggunaan B2B EC, khususnya terhadap faktor berkaitan dengan Tekanan Persaingan dan Manfaat Relatif. Selain daripada itu, keputusan juga menunjukkan bahawa peranan moderator bagi faktor Kepercayaan adalah tidak signifikan bagi kedua-dua kumpulan berkenaan. Manakala, peranan moderator untuk faktor Kebergantungan hanya signifikan daripada perspektif jabatan pembelian. Penemuan ini menunjukkan bagaimana perbezaan tahap Kebergantungan antara rakan niaga mampu mengubah tahap motivasi penggunaan B2B EC. Kajian ini juga turut menjelaskan keperluan untuk mengambil kira pandangan pihak rakan niaga bagi membolehkan penggunaan aplikasi B2B EC dilaksanakan dengan jayanya.

Kata kunci: *Business to Business Electronic Commerce*, difusi inovasi, Rangka Kerja Teknologi, Organisasi, dan Persekutaran (TOE), Teori Kebergantungan terhadap Sumber.

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RELATED PUBLICATION

- 1- Alsaad, A. K., Mohamad, R., & Ismail, N. A. (2015). Perceived Desirability and Firm's Intention to Adopt Business to Business E-Commerce: A Test of Second-Order Construct. *Advanced Science Letters*, 21(8), 2028–2032.
- 2- Alsaad, A. K., Mohamad, R., & Ismail, N. A. (2014). The Moderating Role of Power Exercise in B2B E-commerce Adoption Decision. *Procedia - Social and Behavioral Sciences*, 130(C), 515–523.



TABLE OF CONTENTS

TITLE PAGE	I
CERTIFICATE OF THE STUDY	II
PERMISSION TO USE.....	III
ABSTRACT.....	V
ABSTRAK	VI
ACKNOWLEDGEMENTS	VII
RELATED PUBLICATION	VIII
TABLE OF CONTENTS	IX
LIST OF APPENDIXES	XIII
LIST OF TABLES	XIV
LIST OF FIGURES	XVI
LIST OF ABBREVIATIONS	XVII
CHAPTER ONE: INTRODUCTION	1
1.1 Research Background and Motivation.....	1
1.2 Problem Statement.....	15
1.3 Research Questions	20
1.4 Research Objectives.....	21
1.5 Significance of Study	21
1.6 Scope of Study	23
1.7 Organization of Thesis.....	26
CHAPTER TWO: LITERATURE REVIEW.....	28
2.1 Overview of the Chapter	28
2.2 Overview of ICT Development in Jordan.....	28
2.3 E-Commerce Strategy and Adoption Status in Jordan.....	32
2.4 Business to Business Electronic Commerce (B2B EC)	37
2.4.1 E-Commerce and E-Business Definition	37
2.4.2 B2B EC Definition.....	39
2.4.3 B2B EC Types	39
2.4.4 B2B EC Potentials and Impacts	42
2.4.5 Application of B2B EC in Manufacturing and Services Sectors	45

2.5 What Is E-Commerce Adoption Research?	48
2.6 Overview of Prior Studies.....	52
2.6.1 Efficiency-Choice (Rational Perspective).....	52
2.6.2 Institutional Perspective.....	59
2.6.3 Integrative Perspective.....	61
2.6.4 Social Exchange Perspective	62
 2.7 Underpinning Theories	66
2.7.1 Theory of Reasoned Action	66
2.7.2 The Theory of Planned Behavior.....	68
2.7.3 Technology Acceptance Model	70
2.7.4 The Unified Theory of Acceptance and Use of Technology (UTAUT)	72
2.7.5 Diffusion of Innovation Theory (DOI)	74
2.7.6 TOE Framework	78
2.7.7 Resource Dependency Theory (RDT).....	81
 2.8 Factors Affecting B2B EC Adoption.....	86
2.8.1 Technological Factors	86
2.8.2 Organizational Factors	97
2.8.3 Environmental Factors	104
2.8.4 Relationship Factors.....	107
 2.9 Summary of Chapter	118
CHAPTER THREE: THEORETICAL FRAMEWORK AND RESEARCH METHODOLOGY	121
 3.1 Introduction.....	121
3.2 Research Framework	123
3.3. Hypotheses Development	128
3.3.1. Relative Advantage	128
3.3.2. Compatibility	129
3.3.3. Complexity.....	129
3.3.4. Top Management Support.....	130
3.3.5. Organizational Readiness.....	131
3.3.6. Pressure of Competition.....	132

3.3.7. The Moderating Role of Trust	133
3.3.8. The Moderating Role of Dependency	136
 3.4. Research Design.....	141
3.4.1. Nature of Study	142
3.4.2. Research Approach	142
3.4.3. Research Instrument.....	144
3.4.4. Unit of Analysis	144
3.4.5. Sampling Procedures	145
3.4.6. Measurement.....	150
3.4.7. Questionnaire Validation and Translation	154
3.4.8. Pilot Study.....	156
 3.5. Data Collection	160
3.6. Descriptive Analysis	165
3.6.1. Profile of the Responding Firms	165
3.6.2. Respondents Demographic Data.....	170
3.6.3. Descriptive Analysis of Research Variables.....	173
 3.7. Data Screening	182
3.7.1. Missing Data and Data Entry Error Treatment	182
3.7.2. Outliers Identifications.....	184
3.7.3. Normality	185
3.7.4. Non-response Bias Assessment	187
 3.8. Data Analysis	188
3.8.1. Selection of Analysis Technique	188
3.8.2 Selection of SEM Approach	189
CHAPTER FOUR: DATA ANALYSIS.....	195
 4.1 Introduction.....	195
4.2 Path Model Specification	196
4.3 Path Model Assessment	200
4.3.1 Measurement Model Evaluation	201
4.3.2 Structure Model Assessment.....	218

4.4	Summary of the Chapter	242
CHAPTER FIVE: DISCUSSIONS AND CONCLUSION.....		243
5.1	Introduction.....	243
5.2	Recapitulation of Study.....	243
5.3	Findings Discussion	246
5.3.1	The Impact of Perceived Relative Advantage.....	246
5.3.2	The Impact of Perceived Compatibility	248
5.3.3	The Impact of Perceived Complexity	250
5.3.4	The Impact of Organizational Readiness	251
5.3.5	The Impact of Top Management Support	253
5.3.6	The Impact of Competition Pressure	254
5.3.7	The Moderation Role of Trust	256
5.3.8	The Moderation Role of Dependency.....	258
5.4	Research Implications.....	264
5.4.1	Theoretical Implications	264
5.4.2	Practical Implications.....	268
5.5	Limitation and Future Research.....	270
5.6	Concluding Remarks.....	272
REFERENCES.....		274

LIST OF APPENDIXES

Appendix A: The English and Arabic Questionnaires.....	309
Appendix B: Z scores for items that have influencing values in marketing group.	318
Appendix C: Z scores for items that have influencing values in purchasing group	
.....	320
Appendix D: non-response test for Purchasing survey using Independent Samples Test.....	324
Appendix E: non-response test for Marketing survey using Independent Samples Test.....	325
Appendix F: Path Coefficients and Significant Level of Marketing and Purchasing Structure Models excluding senior staff and others (the main effect model)	326
Appendix G: Path Coefficients and Significant Level of Marketing and Purchasing interaction Structure Models excluding senior staff and others.....	326
Appendix H: Mean Compare Between Responses From Managerial Position and ‘Senior Staff and Others’ in Purchasing Survey Using Independent Samples Test	
.....	327
Appendix I: Mean Compare Between Responses From Managerial Position and ‘Senior Staff and Others’ in Marketing Survey Using Independent Samples Test	
.....	332

LIST OF TABLES

Table 2. 1 Network Readiness Index Ranks	34
Table 2. 2 Percentage of E-commerce Usage in 2008 and 2010.....	35
Table 2. 3 Dependent Variables (DV) in Diffusion Research.....	50
Table 2. 4 Underpinning Theories Used in Prior Studies	64
Table 2. 5 Diffusion Innovation Elements as Defined by Rogers (2003)	75
Table 2. 6 Selected Studies Related to Relative Advantages Variable	88
Table 2. 7 Selected studies related to Compatibility variable	93
Table 2. 8 Selected Studies Related to Complexity Variable.....	96
Table 2. 9 Selected Studies Related to Organizational Readiness Variable.	100
Table 2. 10 Theories Focus on Power	112
Table 2. 11 Level of Analysis of Trust In Prior Studies	114
Table 2. 12 Trust Dimensions	115
Table 3. 1 Constructs Measurements and Measurement Sources	151
Table 3. 2 Constructs' Cronbach's Alpha Values	159
Table 3. 3 Summary of Data Collection and Response Rate	162
Table 3. 4 Response Rate for Selected Studies in Jordanian Context.....	163
Table 3. 5 Response Rate in Selected Studies in B2B EC Literature	164
Table 3. 6 Distribution of Responding Firms across Sectors.....	167
Table 3. 7 Distribution of Responding Firms Based on Ownership Type	167
Table 3. 8 Distribution of Responding Firms According to Full Time Employee Number.	168
Table 3. 9 Distribution of Respondent Firms According of Annual Sale Turnover.	
.....	169
Table 3. 10 Distribution of Responding Firms Based on Years In Operation.	170
Table 3. 11 Participants demographics information.....	172
Table 3. 12 Descriptive Statistics for Perception of Relative Advantage in Marketing and purchasing Samples.....	174
Table 3. 13 Descriptive Statistics for Perception of Compatibility in Marketing and purchasing Samples.	175
Table 3. 14 Descriptive Statistics for Perception of Complexity in Marketing and purchasing Samples.	175

Table 3. 15 Descriptive Statistics for Perception of IT Sophistication in Marketing and purchasing Samples.....	176
Table 3. 16 Descriptive Statistics for Perception of Availability of Financial Resources in Marketing and purchasing Samples.....	177
Table 3. 17 Descriptive Statistics for Perception of Top Management Support in Marketing and purchasing Samples	178
Table 3. 18 Descriptive Statistics for Perception of Competition Pressure in Marketing and purchasing Samples	178
Table 3. 19 Descriptive Statistics for Perception of Dependency on Trading Partner in Marketing and purchasing Samples.....	179
Table 3. 20 Descriptive Statistics for Perception of Trust in Marketing and purchasing Samples	180
Table 3. 21 Descriptive Statistics for Perception of Adoption Intention in Marketing and purchasing Samples.....	181
Table 3. 22 Rules of Thumb to Select SEM Approach.....	191
Table 4. 1 Indicators Reliability Using Cronbach's Alpha	205
Table 4. 2 Composite Reliability of the Underlining Constructs	207
Table 4. 3 Average Variance Extracted (AVE) of Underlining Constructs	209
Table 4. 4 AVE Square Root in Marketing Sample	211
Table 4. 5 AVE Square Root in Purchasing Sample	211
Table 4. 6 Cross Loadings for All Indicators in Marketing Sample (Cont.)	212
Table 4. 7 Cross Loadings for All Indicators in Purchasing Sample (cont.).....	214
Table 4. 8 Hierarchical measurement model results	218
Table 4. 9 Multicollinearity Assessments Using VIF	220
Table 4. 10 Path Coefficients and Significant Level of Marketing and Purchasing Structure Models	224
Table 4. 11 The Exogenous Effect Size (F^2) On the Intention to Adopt B2B EC ..	228
Table 4. 12 Interaction Path Coefficients and Significant Level At Marketing And Purchasing Models.....	230
Table 4. 13 The Effect Size of Interaction Effect.....	237
Table 4. 14 Summary of Hypotheses Testing (Main Effects Model)	240
Table 4. 15 Summary of hypotheses testing (interaction effects model)	241

LIST OF FIGURES

Figure 2. 1 ICT Industry Revenue, Comparison between 2001 and 2011	30
Figure 2. 2 ICT Industry GDP Contribution, Comparison between Sectors	30
Figure 2. 3 Internet Penetration Rate between 2009 and 2015.....	31
Figure 2. 4 Summary of Independent Variables that Influence B2B EC as Reported in Previous Research.....	65
Figure 2. 5 Theory of Reasoned Action TRA (Fishbein & Ajzen, 1975).....	67
Figure 2. 6 The Theory of Planned Behaviour –TPB- (Ajzen, 1985, 1991).....	69
Figure 2. 7 The original Technology Acceptance Model	71
Figure 2. 8 A Theoretical Extension of the Technology Acceptance Model.....	72
Figure 2. 9 The Unified Theory of Acceptance and Use of Technology (UTAUT). .	74
Figure 2. 10 Diffusion Innovation Stage.....	76
Figure 2. 11 Organization's Innovativeness Determinants	77
Figure 2. 12 TOE Original Framework.....	79
Figure 3. 1 Flow of Chapter three.....	122
Figure 3. 2 The proposed research model	127
Figure 3. 3 The Components of Research Design Section.....	141
Figure 4. 1 The Flow of Analysis Using PLS-SEM	196
Figure 4. 2 The Proposed Path Model.....	199
Figure 4. 3 Path Model Assessments Guidelines	201
Figure 4. 4 Path Coefficients and Significant Level of Marketing Structure Model.	225
Figure 4. 5 Path Coefficients and Significant Level of Purchasing Structure Model.	226
Figure 4. 6 Formula For Effect Size (F^2) Calculation	227
Figure 4. 7 The Interaction Effect Between Organization Readiness (OR) and Dependency (DEP) in Purchasing Model	232
Figure 4. 8 The Interaction Effect Between Complexity (CX) and Dependency (DEP) In Purchasing Model.....	234
Figure 4. 9 The Interaction Effect Between Complexity (CX) and Dependency (DEP) In Marketing Model.....	234
Figure 4. 10 The interaction effect between Competition Pressure (PR) and Dependency (DEP) in purchasing model.....	236

LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
B2B EC	Business to Business Electronic Commerce
CB-SEM	Covariance-Based Structure Equation Modeling
CCD	Companies Control Department
DOI	Diffusion of Innovation
EDI	Electronic Data Interchange
ESC	Electronic Supply Chain
ESCPWA	Economic and Social Commission for Western Asia
GDP	Gross Domestic Product
HOC	Higher-Order Construct
ICT	Information Communication Technology
IOIS	Inter-Organizational Information Systems
IOS	inter-organization system
IS	Information System
IS/IT	Information Technology/Information Systems
MOICT	Ministry of Information and Communications Technology
NRI	Networked Readiness Index
OR	Organization Readiness
PLS	Partial least square
RAT	Reasoned Action Theory
RDT	Resource Dependence Theory
REACH	Jordan's first national information technology strategy

RFID	Radio-Frequency Identification
SEM	Structure Equation Modeling
SME	Small and Medium-Sized Corporation
SPSS	Statistical Package for Social Sciences
TAM	Technology Acceptance Model
TCE	Transaction Cost Economics
TMS	Top Management Support
TOE	Technological, Organizational, and Environmental framework
TPB	Theory of Planned Behavior
TTF	Technology-Task-Fit
UTAUT	Unified Theory of Acceptance and Use of Technology
VAN	Added Network based
VB-SEM	Variance-based Structure Equation Modeling
WSC	Web Supply Chain
XML	Extensible Markup Language

CHAPTER ONE: INTRODUCTION

1.1 Research Background and Motivation

Nowadays, Information Technology (IT) is widely diffused in a firm's internal operations and processes. It is rare to find firms that do not automate all or some of their internal functions such as accounting, production, and/or human resources activities. The revolution in Information Communication Technology (ICT) offers many opportunities that enable firms to improve their relationship among customers, suppliers and other business partners. With this advancement, it seems there is no technical barrier that could prevent organizations from taking steps to transcend organizational borders and connect with trading parties electronically. In general, IT that mediates the inter-firm transaction is labeled in different ways. For instance, prior studies label these technologies as inter-organization information systems (Sila, 2010), e-commerce systems (Cullen & Taylor, 2009), e-business systems (Wiengarten, Humphreys, Mckittrick, & Fynes, 2013) or electronic supply chain management systems (Lin, 2013a). This study categorizes these technologies as Business to Business e-commerce (B2B EC), since it organizes transaction between businesses (Sila, 2013).

B2B EC systems provide several potentials. They enhance the transmission of information and communication in real time (Dedrick, Xu, & Zhu, 2008; Ranganathan, Teo, & Dhaliwal, 2011; Wu, Zsidisin, & Ross, 2007; Yao & Zhu, 2012). In addition, they enable tighter business process' integration between trading partners. In this manner, B2B EC assists in increasing information availability, processing capacity, and coordination efficiency. These potentials can also provide

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