



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

MA in Marketing Management Program

**FACTORS AFFECTING THE ADOPTION OF E-COMMERCE
IN TOUR OPERATORS IN ETHIOPIA**

This thesis is submitted in Partial Fulfillment of the Requirements of Master of Art in Marketing
Management, Addis Ababa, Ethiopia.

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DECLARATION

I hereby declare that this work entitled: “*Factor affecting the adoption of e-commerce in tour operator firms in Ethiopia*”, is the outcome of my own effort and study and that all sources of materials used for the study, to the best of my knowledge, have been duly acknowledged. I have produced it independently except for the guidance and suggestion of my research advisor.

This study has not been submitted for any degree in this university or any other university. It is offered for the partial fulfillment of Degree of Masters in Marketing Management

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Abstract

Tourism which is regarded as information intensive sector is the mostly affected sector by technology revolution and its traditional trading structures have been totally changed. The adoption and use of e-commerce in tourism sector is regarded as a tool to widen market reach and improve efficiency and effectiveness of business operations. This study considers e-commerce adoption by TOs in Ethiopia. This study is motivated by the fact that the adoption of e-commerce by tourism sector, especially in Ethiopia, is very important but still very far behind. This study used TAM, innovation diffusion; e-readiness theories identified nine factors as the determinant factors of e-commerce adoption, which are top management support, organizational competency, IT capacity, perceived benefits, perceived compatibility, perceived complexity, market e-readiness, supporting industry and government e-readiness. A survey was conducted with 217 Ethiopian tour operators that have already been listed by MoTC. SPSS was used to analyze the data. . The findings indicated that All variables have a positive and significant correlation. Based on multiple linear regression analysis, it reveals that the impact of each determining factors in e-commerce adoption and their significance. The impact of Market E-Readiness, IT Capability, Perceived Benefit, Supporting industries, Organizational Competency, Government E-Readiness, Perceived Compatibility, Top management support and Perceived Complexity on e-commerce adoption with Tour operators in Ethiopia in their descending order. By examining this beta weight of data analysis result the finding shown that Market e-readiness followed by IT Capability and Perceived Benefit was making relatively larger contribution to the prediction model.

The model summary reveals that the proportion of the variation in e-commerce Adoption is explained by the nine independent variables collectively are 92.2% and the remaining 7.8% of the variance is explained by other variables This thesis makes a contribution to theory and practice by providing for Ethiopian tourism in particular to TOs , a holistic picture of e-commerce adoption; the extent of e-commerce adoption; and, the determinant factors leading to adoption.

Keywords: E-commerce, Tour operators TOs, ecommerce adoption

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CHAPTER ONE

INTRODUCTION

This chapter presents the background of the research, statement of the problem, research objectives, research questions, and significance of the study, scope of the study and organization of the study.

1.1 Background of the Study

The world is now entering the era of the Internet economy which has led to the emergence of the global marketplace and e-commerce has been confirmed as a reality rather than just a simple promise. For the least developed countries this is more of a challenge rather than a promise. Electronic commerce covers any form of business or administrative transaction or information exchange that is executed using any information and communications technology (ICT)” (Othman, 2015).

Again, e-commerce is a subset of e-business. However, sometimes the two are used interchangeably. Consequently, E-business, a major contributor to the popularity of global information technologies, is a system that includes not only those business that center on buying and selling of goods and services to generate revenue, but also those transactions that support revenue generation.

E-commerce is defined as “the process of buying, selling, transferring, or exchanging products, services, and/or information via computer networks, mostly through the Internet and intranets” (Turban, E., King, D., Lee, J., Lian, T.-P. & Turban, D. 2012). There are various types of e-commerce models, for example, business- to-consumer (B2C), e-banking, business-to-business (B2B), consumer-to-consumer (C2C), peer-to-peer (P2P), and mobile commerce (Laudon & Traver, 2010).

There are extensive works done on the area of factors determining ecommerce adoption in developing countries in general.

According to Internet Society of Africa (ISA), many African countries are in progress focusing on broadband availability and enriching e-commerce platforms to come out with the opportunity of internet economy to their citizens and small and medium enterprises (ISA, 2017). Irrespective of the strides made so far, the internet infrastructure in Africa is not reliable for users to bring large and small businesses on line. Moreover, policy environments and other social services need to improve.

In tourism and hospitality sector, there are limited research that has focused on the application of E-commerce and factor affecting the adaption of e-commerce of small tourism firms like tour operators. To the best knowledge of the researcher, limited research has been done in Ethiopia Wegene and Anthony (2012) conducted a research on the adoption of ICT a case study of small hotels in Addis Ababa. Moreover, other researchers also conducted their study on factors affecting the adoption of information and communication technologies with particular reference of small hotels and tour operators in Addis Ababa (Wegeneet *al.*, 2016), and factors affecting the adoption and use of electronic marketing by destination management organizations/bureaus (DMOs) in Ethiopia (Fekadu, 2017). The researcher highly acknowledged to the researchers mentioned above for their contribution to the industry.

Therefore, this study is aim at to investigate factors that affecting ecommerce adoption in the case of tour operators in Ethiopia.

1.1.1 Tourism industry in Ethiopia

Tourism is among the economic and social sectors that are registering rapid growth in the world, and nowadays it has been found to be making its contribution in supporting and accelerating national development. Tourism makes a tremendous contribution serving as a source of foreign exchange, promoting micro and small-scale enterprises, creating employment opportunities, and ensuring sustainable development. Nonetheless, despite the richness in natural and cultural resources it has it doesn't reaping the desired benefit from the industry when comparing with other African countries. Observing this, the government of Ethiopia is appreciating the role of tourism development for its contribution and prioritized among the key developmental activities. So far, strategic measures like the formulation of Tourism development policy, establishment of Ethiopian Tourism Organization (ETO) and formation of the Tourism Council are done to ensure its rapid and sustainable development. In addition to

this, the role of tour operators in the business of tourism is very indispensable. That's why the researcher gets focused in the adaption of E- commerce to the tour operators.

1.1.2 Tour operating business

A tour operator (TO) is a company which negotiates with hotels, transportation companies, and other suppliers, and combines these vacation components into a package tour. This package tour, might a combination of components of a vacation, such as accommodation, transportation, entertainment, site seeing, adventure tour and meals is then sold to the final consumer as a single product and at a single price (Sheldon, 1986). TOs' enhance and facilitate tight coordination thus

Reducing the costs of broken coordination in a market exchange. They also facilitate the search for information to tourists, regarding the characteristics of the several services that compose the package tour. TOs' do so by avoiding duplication of search effort by tourists and also by filtering information. This way, it eliminates the possibility of a market failure due to quality uncertainty, and it does so at a lower transaction cost than the alternative organizational arrangements whereby the tourist deals directly with all sellers through the internet about the goods and services they desire.

Tour operators are a critical link in the tourism supply chain and for long haul emerging destinations such as Ethiopia, tour operators based in source markets are the major driver of business. The link between international tour operators and the ground handlers they use (domestic tour operators) is particularly pertinent for Ethiopia. This feature has put ownership of the tourism product very much in the hands of international tour operators because they have the resources to market effectively in source markets.

1.1.3 Tour operating business in Ethiopia

The business of tour operation in Ethiopia is as hard as tourism business was. There is no exact day when tour operation was established in Ethiopia except the National Tour Organization (NTO) in 1983. It was during the imperial regime the tourism industry gained a focus in 1963, during that time tour operators which was stationed one in Asmara and the other in Kenya (United touring Company) which was a share company with Ethiopian Airline were the pioneers of tour operating business in Ethiopia. After the fall of imperial regime the state was

under the socialism command economy by the dreg regime.

Unfortunately, that time was not encouraging for private investment in the country not only for the tourism sector but also for any private enterprise. That's why National Tour Organization was solely dominated the touring business until the fall down of the derg regime (source: MoCT archive). At present, the number of tour operating and travel firms with accreditation and license reached 480 in the country .Almost 99% of the tour firms stationed in the capital city, AA, Ethiopia. Tour operating firms play an important role in the tourism sector of Ethiopia by providing tour packages (hotel services, accommodation services, transportation, safari tours, Adventure tours, and etc), mainly to international clientele (source: MoCT archive and documentation).

According the Ministry of Culture and Tourism information (2018), which is presented in the following table shows the current number of tour operating firms and its historical progress.

Figure 1 Number of accredited tour operators (1992-2017)

Year	Number of Accredited Tour operators	Growth rate of Tour operators
1992	4	-
1997	21	90.4
2002	63	66.6
2009	161	60.8
2010	300	46.3
2013	322	7.3
2015	414	22.2
2016	467	11.3
2017	480	2.7

Source: Ministry of Culture and Tourism Archive and Documentation (January, 2018)

1.1.4 Tour operating business requirement and qualification in Ethiopia

It is obvious that, tour operating firms get competency certificate and accreditation before

involving in any tour operation activities/services in Ethiopian context. Then after, the Ministry of trade and industry give the license permission to the firms. Tour firms must fulfill the requirements that set by the Ministry of Culture and Tourism.

The primary requirement is getting the license from Ministry of trade and industry or from Ethiopian investment agency. The other requirement is vehicle that has at least 12 or above seats (minibus) or shuttle bus and 4WD field bus that has 8 seats. This must have insurance and safety provisions for the vehicle the tour firm uses. Any investor tend to involve in the business of tour operating business should have diploma or degree in tourism/travel and customer service field of study or else should hire one tourism expert, tour operators arranging overseas holidays have also

Need to speak at least two or above foreign languages. The other requirement is also known location of the firm and the last requirement is camping packages/material, availability of communication medias/devices (like: ICT tools, websites which is the focus of this study). These are the prerequisites that should be fulfilled for any interested investors in the tour operating business (Source: MoCT archive and Documentation).

1.3. Statement of the Problem

Tourism industry has become one of the engines for world economy in general. The industry could also be considered as a valuable development vehicle for Ethiopia and can spur economic growth and development of the country .Moreover, tourism can provide work opportunities; support the establishment of small and medium tourism firms; lead to skills development in tourism and support services; contribute to rural development; improve infrastructure; and ultimately contribute to the government's coffers (Robinson &Jonker, 2016).

Ethiopia has launched a ten year tourism master plan with vigorous objectives for the years 2015-2020 (MoCT 2014). Tourism marketing, branding and promotion is one of the strategic pillars stipulated in this master plan, which aims to make the country among the top five tourist destination in Africa in 2025. But, there are some challenges in achieving this objective.

The document indicated Information and Communication Technology (ICT) is the major tourism support infrastructure long with transport and other infrastructure.

ICT infrastructure is now an important source of information for tourists particularly on issues relating to safety and security, and quality and standards of products and services in any given destination.

According to the master plan, most tourists visit relevant respective government sites for information on the prevailing safety and security situation in the destination they wish to visit. In this regard, a number of Western countries including the US, UK, Australia and New Zealand, still maintain negative travel advisories to certain parts of the country (see safety and security section).

In addition, the country's ICT infrastructure is at its infant stage, though showing improvement. On the basis of the below ICT infrastructure ranking criteria, Ethiopia's competitiveness has been ranked at a lowly position 138 out of 140 globally (WEF, 2013). Table 1 below provides a breakdown of the parameters used to rank the country.

Table 1 Competitiveness of Ethiopia ICT Infrastructure

Indicator	Ethiopia's Global Ranking out of 140
Overall ICT Infrastructure	138
ICT use for business to business transactions	128
ICT use for business to customer transactions	131
Individual use of internet (%)	139
Fixed telephone lines/100 population	125
Broadband internet subscribers/100 population	136
Mobile telephone subscriptions/100 population	140
Mobile broadband subscriptions/100 population	116
ATMs accepting Visa cards/million population	135

Moreover, the document points out that ICT infrastructure for both business to business and business to customer transactions within the tourism industry in the country is not widespread and competitive given the low rankings. Furthermore, the proportion of tour operators or accommodation providers using ICT infrastructure to sell their products and services is still comparatively low, with many relying on traditional methods of selling such as brochures and external intermediaries in the source markets.

The master plan further emphasizes that there is no appropriate destination management system (DMS) to mitigate the negative impacts that ICT may have on the destination and maximize opportunities presented therein. The document pinpoints the lack of the following points for having proper DMS:

- Product management such as providing accurate information/data on tourism suppliers, services and tourist activities;
- Enquiry management services i.e. providing advice to potential visitors on, say, accommodation, bookings and other information requests;
- Visitor/customer relations management i.e. gathering relevant information on the basis of enquiries, complaints or compliments, among others, to better manage the destinations and gather market intelligence;
- Business customer relations management mainly facilitating e-commerce(e-tourism) transactions; and
- Management reporting on the basis of all gathered information to facilitate strategic interventions for future destination development on the basis of predetermined key performance indicators which may include data on bookings or arrivals on, for instance, a monthly or quarterly basis, geographical distribution of tourist activity and so on.

In line with the above and given the restrictions on foreign currency transactions (owing to the fact that only a few hotels are certified to transact in foreign currency), the ICT infrastructure should be used to facilitate such transactions as credit/debit card transactions especially outside Addis Ababa. However, such infrastructure is very limited given that only a few establishments accept credit card payments and coupled with the fact that ATMs are few in the country (World Bank, 2012). It is perhaps for this reason that the country is ranked at position 135 by the TTCL. Nonetheless, it is expected that the current efforts by the government such as the national payment system platform is likely to improve business transactions and to increase the number of ATMs across the country.¹

Tour operating firms play an important role in the tourism sector of Ethiopia by providing tour

¹ Sustainable tourism master plan, 2015 (page 80-85)

packages (hotel services, accommodation services, transportation, safari tours, adventure tours, and etc.), mainly to international clientele. Tour operating firms basically communicate with their clients through telephone, e-mail, internet, and postal services, to deal about the features of destinations, pricing of products, brands, mode of payments.

In African context, there are few studies conducted on the E-commerce practice among small tourism firms (Nobukhosi and Manillal 2013, Ghobakhlooet *al.*, 2011, Saffuet *al.*, 2008). To the best knowledge of the researcher, to date, there are limited study conducted on this subject among small tourism firms in Ethiopia. Even though a thorough investigation on their adaption of e-commerce practices in general is important, in this study, There are few studies conducted on ICT application in Ethiopia; such as, influence of E-learning on academic performance (Kassahun, 2014), Technology adoption of Ethiopian leather and textile manufacturing firms (Kumlachew, 2014). There are also similar studies conducted in Ethiopia on factors affecting the adoption of Internet banking services by customers (Bisrat, 2015), success factors for implementation of enterprise resource planning system at Ethiopian Airline (Sintayehu, 2014), ICT adoption in UPAREZ business PLC (Mengistu, 2016).

To date, there are limited studies on factors affecting the adoption of E-commerce of tour operating firms in Ethiopia. This study, therefore, fills in these research gaps in the existing literature. By doing so, this study provided answers to those basic questions such as: to what the technology factors, organizational factors and other external factors affect the adoption of e-commerce in tour operator firms. The good aspect of this study is that it is the first in its kind conducted among tour operating firms in Ethiopia focusing on the theme of E-commerce. This study would have both theoretical and practical implications since tour operating business is highly driven by demand from customers and influenced by ICT infrastructure more than any other sectors. E-commerce for tour operating firms is not a luxury rather it is a necessity to survive the competition of business rivalries and to retouch massive consumers throughout the World.

1.4 Research Questions

In light of the research problem stated in the above section, the researcher has made an attempt to find out answers to the following basic questions:

- i. How do the ***organization factors*** affect adoption of e-commerce in tour operator firms in Ethiopia?
- ii. How ***technological factors*** affect adoption of e-commerce in tour operator does firms in Ethiopia?
- iii. How ***external factors*** influence e-commerce adoption of Tour operator does Firms in Ethiopia?

1.5 Research Objective

As research is guided by an objective, this section has presented the intended outcomes of this study. The formulated main objective and the specific objective that elaborate the research are presented below:

1.5.1. General Objective

The general objective of this study is to investigate factors that influence adoption of e-commerce in Tour operator firms in Ethiopia.

1.5.2. Specific Objectives

The specific objectives of this research include:

- i. To examine the influence of Technology Factors on adoption of e-commerce (i.e. Relative Advantage, Compatibility and Complexity).
- ii. To determine the influence of Organization Factors on adoption of e-commerce (i.e. Top Management Support, Organizational Competence and IT Compatibility).
- iii. To investigate the influence of External Factors on adoption of e-commerce (i.e. Government e-Readiness, Market forces e-Readiness and support Industries)

1.6 Significance of the Study

Tourism is now regarded as the important for Ethiopian economy The World Travel and Tourism Council's (WTTC) annual review ranks Ethiopia top scoring country in the world in

tourism growth in 2018. The Council stated that during the period, the sector supported 2.2 million jobs and contributed US\$7.4 billion to Ethiopia's economy, an increase of US\$2.2 billion on 2017. Tourism being an expected dynamic growth worldwide could be the answer source of hard currency.

Ethiopia very rich in Tourist Attraction, despite all these advantages, the market share of international tourist arrivals in Ethiopia is very low.

As described previously, the adoption of e-commerce by tour operators in Ethiopia is still lagging behind compared to other countries. This raises the question as to what are the factors that influence tour operators in Ethiopia in their adoption of e-commerce. The answer to this question is needed, because as commonly known tour operators play an important role in sustainable tourism and economic development in almost all countries in the world. They make a significant contribution, they play an important role in the economic growth of a country through their ability to provide employment, create new jobs and create an income for people in the tourist attraction area.

This research contributes to the Tourism sector; in that it brings an understanding the adoption of e-commerce services in tourism sector specifically tour operators. It also contributes to active academic research and adds to the understanding of e-commerce adoption in the case of Tourism sector specifically tour operator firms in Ethiopia.

The study provides a basis for future researchers in the e-commerce adoption in Ethiopia. In addition, it will have assist players in the e-commerce market to understand the factors influencing and challenges affecting e-commerce adoption in tour operators hence enable them to come up with a suggestion for better services for tour operators than the existing ones and assist researchers and students of information technology in gaining understanding of the current trends in e-commerce technologies and their impact. This study will also add to the foundation of knowledge being laid for research in e-commerce technologies.

1.7 Scope the Study

This study focuses on the assessing factors affecting adoption of e-commerce by Ethiopian Tour operators found in Addis Ababa. In this study, technological acceptance model, innovation

diffusion theories and perceived e-readiness were used to identify the factors that influence tour operators in adopting e-commerce in Ethiopia. The study is limited on the analysis of the following e-commerce adoption factors Technology Factors on adoption of e-commerce (i.e. Relative Advantage, Compatibility and Complexity). Organization Factors on adoption of e-commerce (i.e. Top Management Support, Organizational Competence and IT Compatibility). External Factors on adoption of e-commerce (i.e. Government e-Readiness, Market forces e-Readiness and support Industries)

A sample of 207 tour operators in Addis Ababa were identified and analyzed. The study has been conducted in randomly selected Tour operators Managers and staffs in Addis Ababa, Ethiopia. This Sector is selected under the assumption that, they have relatively some e-commerce application so that they attract tourist to their service.

1.8 Organization of the Study

The first chapter have contain introduction; which consists of background of the study, statement of the problem, research question, objective of the study, significance of the study, and scope of the study. Chapter two have contain related literature review which has a detailed literature related to the content of the study. In chapter three the research design and methodology have present. Data presentation, analysis and discussion have be presented on chapter four. Final chapter of the study which is chapter five have have summary of findings, conclusion, recommendation, and area of further investigation

1.9 Operational definitions

E-commerce- is the activity of buying or selling of products on online services or over the internet. Business-to-business buying and selling; Gathering and using demographic data through web contacts and social media. Business-to-business (B2B) electronic data interchange. (<http://en.wikipedia.org>)

Tour operator (TO) - is a company which negotiates with hotels, transportation companies, and other suppliers, and combines these vacation components into a package tour

E-commerce adoption - generally refer to the process of conducting business online, spanning both Business-to-Business (B2B) and Business-to-Consumer (B2C) markets to reach global players, gaining market share for competitive advantage, utilizing telecommunication networks and internet.

CHAPTER TWO

2.1 REVIEW OF RELATED LITERATURE

2.1.5 The role of E-commerce in tourism business development

However much attention has been paid to the possible use of ICTs in development strategies and of ICT in tourism, to sustainable tourism strategies and the concept of destination management, concrete methods to leverage ICTs in order to provide enterprises equal opportunity for achieving their sustainability goals within a destination context has received only little attention. According to Machoke (2014) states that, the adoption of ICT remained with a challenge even though have an opportunity in tourism business with particular reference of touroperators.

Internet offers tourism business the potential to make information and booking facilities available to large numbers of tourists at relatively low cost and it also provides a tool for fast communication between tourism suppliers, intermediaries, as well as end-consumers. According to Iris (2012) technological innovations can be a source of competitive advantage for those travel agencies that take advantage of technological progress in their business strategy, while agencies that systematically ignore new technologies and their benefits necessarily lag behind competition.

According to Anand (2013) the integration of ICT in tourism would benefit both, service providers and customers bringing together other stakeholders as well, on a common platform. The selection of right information communications technology tool is crucial to match the customer requirements with service dimensions. The proliferation of technology throughout tourism distribution channels and professionals use the new tools in order to retrieve information, identify suitable products and perform reservations. ICTs integration provides a powerful tool that brings advantage in promoting and strengthening tourism industry

2.2) Theoretical Foundation in E-commerce Adoption Research

In the review of theoretical concepts the researcher singled out three theories/models that mostly used by the research communities in the area of adaptation of technology. These theories are Technology Adoption Model (TAM), Innovation Diffusion Theory (IDT) and The

Perceived e-Readiness Model .The aims of reviewing these theories are to know the extent of variables and other circumstances in relation to the focuses of the study.

2.1.1 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) is an information systems theory. Davis (1989) explains perceived usefulness as the degree to which a person believes that using a particular system have benefit them in their job performance. In addition, perceived ease of use is the degree to which the use of the system would be free from effort. The advantage of this measure is its simplicity. The technology can have a multitude of capabilities; this is useful only if the users perceive that it is useful for their job.

However, TAM is criticized as having limited explanatory ability. It is not possible to predict using TAM if potential adopters have adopt a system based on perceived usefulness and ease of use (Chuttur 2009). Chuttur argues that TAM lacks any practical value. Furthermore, adopters of technology are influenced by many factors; some of these factors include their ability to use the technology, its affordability and its compatibility with their value and culture.

Any review of the literature and research on Information Communication Technology acceptance and usage have indicate that TAM as one of the most significant models in the study area. Thus, have a sound theoretical contribution to the study of e-commerce adoption. Nevertheless, the model ignores the external pressure to the business of that affect the adaption of e-commerce. So, when accepting this model it should be expanded to include some other external factors that affect e-commerce. The other theory have present below;

2.1.2 Rogers' innovation diffusion theory

According to Rogers' (2003) diffusion of innovation theory is a social process whereby new innovations, ideas or practices are communicated through certain communication channels to a particular social group through time and as a result the innovation is adopted/ rejected by individuals or organizations. The main four concepts of the theory are the innovation itself, the communication channel, time and the social system. The innovation characteristics that determine the rate of diffusion of adoption are its relative advantage, compatibility, complexity, trial ability, and observe ability. New innovations are everywhere, aimed at replacing the old or introduced as new in society, while some are accepted and diffused in society, others are

rejected altogether and some are adopted and later replaced or rejected before being fully diffused in society.

According to Rogers (2003, p.11), an innovation is an idea, a practice or object perceived as new by an individual. Furthermore, one of the reasons for a higher rate of adoption of an innovation is positive perception, in terms of ease of use and usefulness of the innovation, towards the innovation by potential adopters. Compatibility refers to the degree to which an innovation fits into the existing value and experience of a potential adopter, its compatibility to a particular social group (Rogers 2003); if an innovation is not compatible with the existing values of a potential adopter, then the innovation have not be adopted as rapidly as an innovation that is compatible, or it have completely fail to be adopted. Complexity refers to the degree to which an innovation is perceived as difficult to use and understand (Rogers 2003). According to Rogers (2003) trial ability of an innovation allows the user to test the innovation in the unique circumstances of the user's situation. Observability is the level of the result of an innovation or the innovation itself to be visible to a potential adopter (Rogers 2003). Re-invention occurs after the innovation is adopted and the adopter's use the innovation for a different purpose than what it was designed for (Rogers 2003, p. 17). These mentioned above points are the most important in explaining in the rate of the adoption.

The diffusion of new technology is usually slow process which happens over time from Rogers(2003) definition of innovation decision process for adoption of e-marketing for small tourism firms and its effectiveness to business performance may be slow similar as the other adoption process(the focus of this study). The stages/process of adoption have present below;

2.1.3 The Perceived e-Readiness Model (PERM)

The Perceived e-Readiness model (PERM) was introduced by Molla and Licker (2005b). This model was designed for e-commerce adoption by business in developing countries. The reason given by them was that businesses in less developed countries encounter different problems to businesses in developed countries. They are different in both the organizational and environmental context. Hence, in regard to e-commerce adoption, it is not suitable if a model that was originally developed based on business in developed countries is applied for business in developing countries.

In this model, e-commerce adoption by business in developing countries is influenced by two factors, which are *Perceived Organizational e-Readiness (POER)* and *Perceived External e-Readiness (PEER)*. In this case, POER refers to:

1. “The organization’s perception, comprehension, and projection of e-commerce and its potential benefits and risk (innovation imperative attributes);
2. The commitment of its managers (managerial imperative attributes);
3. Key organizational components, such as its resources, processes and business infrastructure (organizational imperative attributes)”

(Molla and Licker, 2005b: 879)

Then, PEER refers to assessment and evaluation conducted by the organization in regard to relevant external environmental aspects, which are known as “environmental imperative attributes”, “Government e-readiness”, “market forces

e-readiness”, and “support industries e-readiness” are identified as PEER elements. Molla and Licker (2005b) claim that this model can help business in developing countries to locate, measure and manage risk regarding to e-commerce adoption activities.

2.3 Research Model

The research questions are: What factors determine the likelihood of adoption of ecommerce in Tour operator Firms in Ethiopia? The research question is concerned with to investigate what are the factors that determine adoption of e-commerce Tour operator Firms in Ethiopia. Drawing from TAM and technological innovation literature, an integrated model of ecommerce adoption in Tourism Firms in Ethiopia is developed. Each of the variables is discussed below.

2.4) Defining Variable

2.4.1) Independent variables

A) Top Management Support

According to Tolbert and Zukar (1983) innovation of IT would be more likely if the political

environment within an organization has norms favoring the change. Thus, adopting ecommerce have depend on whether support from top management is available. Top management support has been identified as crucial in the acquisition and diffusion of innovation (Orlikowski, 1993). Top management consists of individuals with power and authority to make strategic decisions; thus they can develop a clear-cut ecommerce vision and strategy while at the same time sending signals to different parts of the organization about the importance of ecommerce. Given the limited nature of organizational resources and the many competing projects, top management support ensures that an ecommerce innovation project have get the required resources and capabilities.

Ecommerce can potentially influence the organization's competitive position as well as its business relationships, therefore it is important that top management need to get involved in order to gain a good understanding of the issues surrounding ecommerce and mobilize organizational stakeholders (Epstein, 2004).

H1: *Top management support and commitment have positively related to ecommerce adoption.*

B) Organizational Competency

The availability of employees with competency for producing new ideas is important for ecommerce adoption (Mohr, 1969). Organizational competency refers to the availability of employees with adequate experience and exposure to information and communication technology and other skills (such as business strategy) that are needed to adequately staff ecommerce projects (Molla & Licker, 2005).

Chwelos et al (2001) stated that the level of management understanding of and support for using IT to achieve organizational objectives may influence the adoption of IT innovation. Thus, an understanding of ecommerce technologies and business models can facilitate the adoption of ecommerce.

H2: *A high level of competency from within the organization can have a positive impact on ecommerce adoption.*

C) IT Capability

IT capability refers to the level of IT resources and personnel IT knowledge of an organization (Akbulut, 2002). Access to adequate equipment in the organization is a major determinant of the adoption of new technologies (Newcomer and Caudle, 1991).

Cohen & Levinthal (1990) state that an organization's ability to appreciate an innovation, to assimilate it, and apply it to new ways is largely a result of the firms preexisting knowledge in areas relating to the intended innovation. Adoption of ecommerce requires organizations to possess a set of IT-related skills and knowledge (Turban et al., 2004) such as telecommunication knowledge, IT security knowledge, and Internet application environment.

H3: *A high level of IT resources can positively impact ecommerce adoption*

D) Perceived Benefits

Perceived benefits refer to the extent of managements recognition of the relative advantage of adopting ecommerce to the organization. Perceived benefits are an important factor in adoption of new innovations (Iacovou et al., 1995; Rogers, 1995). Rogers (1995) defined Relative advantage as the extent to which an innovation is perceived as better than the idea it supersedes or its nearest alternative.

Relative advantage can be measured in financial terms; however, social status, comfort, and satisfaction are important factors as well. The amounts of objective advantage of an innovation have a great effect, what affects adoption of an innovation is whether the innovation is viewed as advantageous. The greater the perceived relative advantage of an innovation, the more rapid its rate of adoption have be (Rogers, 1995).

The higher the appreciation of the benefits of ecommerce by management the more likely they are to set aside organizational resources necessary to adopt and implement ecommerce.

H4: *A high level of perceived benefits has positively impact adoption of ecommerce.*

E) Perceived Compatibility

Perceived compatibility refers to the degree to which an innovation is perceived as being consistent with existing needs, values, past experiences, and technological infrastructure of

potential adopters (Rogers, 1995 & Rogers 1983). An innovation might be perceived as technically or financially superior in accomplishing a given task, but it may not be adopted, if a potential adopter views it as irrelevant to its needs (Rogers, 1995). If ecommerce is seen as compatible with the existing work practices, environments, and overall objective, organizations have be more likely to adopt it.

H5: *A high level of perceived compatibility have positively impact the adoption of ecommerce*

F) Perceived Complexity

Perceived complexity refers to the degree to which an innovation is perceived as difficult to understand and use. New ideas that are simpler to understand are adopted faster than those requiring the adopter to develop new skills and understanding (Rogers, 1995). Akbulut (2002) state that the complexity of a technology has a major effect on the adoption decision, while Chwelos et al. (2002) state that complexity is a strong inhibitor of intent to adopt innovation.

H6: *A low level of perceived complexity has positive impact adoption of ecommerce*

G) Market e-readiness

Market e-readiness refers to an organization's business partners such as customers and suppliers allow an electronic conduct of business" (Molla & Licker, 2005). For ecommerce to thrive sellers and buyers have to be having to exchange goods and services for money online (Turban, 2004). Thus, an organization considering adoption may first examine the willingness of its existing customers and suppliers to do business online or the likelihood of generating new business online.

H7: *A high level of market e-readiness has positively impact adoption of ecommerce*

H) Supporting Industries e-readiness

Supporting Industries e-readiness refers to assist tour operators in Ethiopian in, development, service level and cost structure of support-giving institutions such as telecommunications, financial, trust enablers and the IT industry, whose activities might affect the ecommerce initiative of businesses in developing countries" (Molla & Licker, 2005). Existence of adequate

IT infrastructure is a necessary condition for the take-off of and development of ecommerce (Palacios, 2003); since organizations would rather concentrate on their core competencies, it is vital that there are other organizations whose main activity is provision of IT infrastructure and services.

H8: *The existence of supporting services for ecommerce would positively impact adoption of ecommerce*

I) Government E-Readiness

Government e-readiness refers to “the organizations’ assist tour operators in Ethiopian in the preparation of the nation state and its contributions to promote, support, facilitate and regulate ecommerce and its various requirements” (Molla & Licker, 2005). The government has a strong role in promoting and spreading the benefits of electronic commerce (Bandyopadhyay, 2002). The result of the research carried out in Slovenia showed that government’s activities played an important role in accelerating electronic commerce (Pucihar, 2006).

Governments can provide an enabling environment in which ecommerce can realize its full potential. They can help address the problems & challenges of awareness, infrastructure develops, local content creation depending on languages used & cultures prevailing in the local environment (Kamel, 2006).

H9: *The strong support for ecommerce activities from government would positively impact adoption of ecommerce*

2.4.3 Dependent Variable

E-commerce adoption

In this research, e-commerce adoption was measured by using two indicators. The first indicator relates to the level of e-commerce adoption measured by using an e-commerce capability indicator. The indicator is based on the growth model. There are seven level of e-commerce adoption, which are: not connected to internet and no e-mail; connected to the internet with e-mail but no web site; static website; interactive website; transactive web site; internal integrated; and internal and external integrated. This indicator was also used by Molla

and Licker (2004) and Molla and Heeks (2007). The second indicator relates to scope of e-commerce use. The scope of e-commerce use refers to “the extent of e-commerce use for a number of different activities in the value chain, from advertising and marketing to sales, procurement, service and support, data exchange with customers and suppliers, and integration of business process” (Gibbs and Kraemer, 2004: 132). In this measurement, respondents are asked about whether they use e-commerce technology in such activities or not.

2.5

2.6 Empirical Review

Molla and Licker (2005) have developed a framework for e-readiness that is necessary for initial adoption of e-commerce in developing countries. The model has two major factors—perceived organization e-readiness (awareness, resources, commitment, and governance) and perceived external e-readiness (e-readiness of the government, market forces, and support industries). Tan, Tyler and Manica (2007) extended the model to include business typology, sector, firm size, education level of employees, and technological resources when analyzing B2B e-commerce adoption in China.

Other factors for e-readiness of small and medium size enterprises according to Fathian, Akhavan and Hoorali (2008) are ICT infrastructure, organizational features, ICT availability, and security and legal environment. Educational awareness, strong ICT infrastructure, and government support are still significant factors according to a recent study in Saudi Arabia (AlGhamdi, Drew & Al-Ghaith, 2012). Recently, some studies investigated the factors influencing e-commerce adoption in a strategic view. Li and Xie (2012) suggested a strategic framework for determining e-commerce adoption and showed that managerial attitudes, corporate strategies, external pressures and technological strength of the firms are the main factors of significance in China. Moreover, Saffu, Walker and Mazurek (2012) showed that perceived strategic value, which consists of organizational support, managerial productivity and decision aids, positively affects e-commerce adoption among the SMEs in Slovakia.

Some studies have revealed the barriers to e-commerce in different countries and organizations. Among them, one study by Alwahaishi et al. (2009) in Saudi Arabia identified education (illiteracy and lack of computer related skills), cultural factors (such as confidence on the

product and availability of reimbursement) and technical factors (such as speed and efficient payment) as obstacles to e-commerce adoption. Other factors that hinder e-commerce adoption include lack of regulations and legislations; lack of awareness and education about e-commerce, cultural factors such as social approval security, availability of standards, resistance to change, negative attitude, and lack of management commitment; economic issues such as cost, social infrastructure, wage, and interest rate; taxation system; Internet security and privacy issues such as absence of laws on consumer protection, copyright, and digital signature; issue of trust infrastructure in online payment; lack of customer services; preference for actual shops; and cognitive factors such as lack of awareness and knowledge of e-commerce, and lack of valuable and useful content for consumer (Al-Gharbi, Khalfan and Al-Kindi, 2006; Farhoomand, Tuunainen & Yee, 2000; Mingqiang & Xiang 2010). Financial problems and uncertainty in the e-commerce market were also suggested as two of the most important barriers in e-commerce adoption in a recent study (Solaymani, Sohaili & Yazdinejad, 2012).

Apart from studying e-commerce adoption in general, researchers have also studied factors influencing adoption of e-commerce technology in online shopping, Internet banking, B2B transactions, B2C transactions, e-marketplace, websites, mobile commerce, electronic data interchange (EDI), and electronic payment. Factors that have been found to influence the above forms of e-commerce have been discussed by Al-Qirim (2007), Iacovou, Benbasat and Dexter (1995), Jiang & Sun (2009), Wang, Archer and Zheng (2006) and others. A recent study on the Internet banking of developing countries (Varaprasad, Sridharan & Unnithan, 2013) identified a new factor called conspicuousness as the determinant of Internet banking in India.

Abou-Shouk, Megicks and Lim (2012) examined the perceived benefits of e-commerce adoption by Egyptian travel agents. The study showed that marketing, strategic, and business efficiency benefits influence e-commerce adoption. Moreover, the suppliers and competitive pressures were the strong drivers whereas resource limitations, business environments, and technology attributes were key barriers for e-commerce adoption among Egyptian travel agents (Abou-Shouk, Lim & Megicks, 2012). Herrero and San Martín (2012) proposed a new approach to examine the influence of perceived risk on e-commerce adoption. The results show that technology risk is the main determinant of the online purchasing intention, and technology and vendor risk have a negative influence on the attitude towards website use.

There are also studies that compare the e-commerce adoption between the two countries. Kurnia and Ali (2012) compared B2B e-commerce adoption by the grocery industry in Indonesia and Bahrain. The results showed that the differences in the social, economic, technological and political conditions do not create barriers to adoption. As for one of the barriers, the study pointed out that there is very little government intervention to encourage adoption. Asare, Gopolang and Mogotlhwane (2012) compared the adoption of ICT in B2B and B2C e-commerce in Botswana and Ghana. The study showed similarities and differences in the challenges in the adoption in both countries. For example, frequent power disruption was a barrier in both countries, but the lack of technical knowhow was not. A study compared the adoption of e-commerce in China and Malaysia (Ooi et al., 2012) and showed that organizational readiness, innovation attributes, and cultural factors significantly influenced the e-commerce adoption in China, but the cultural factors were not as significant for e-commerce adoption in Malaysia.

Although research studies on e-commerce in developing countries have become popular, most of the research in Africa tended to be concentrated on South Africa (Barnard & Wesson 2003; Molla & Heeks, 2007; Molla & Licker, 2005b; Moodley, 2003; Pather, Erwin & Remenyi, 2003). However, the number of recent studies on e-commerce adoption in other parts of Africa has been growing (Boadi et al., 2007; Maswera, Dawson & Edwards, 2008; Migiro 2006; Nasri & Charfeddine, 2012; Asare et al., 2012, Mashanda, Cloete & Tanner, 2012; Taylor, Dorothy & Owusu, 2012).

Some of the studies on e-commerce adoption in African countries investigated and described the status of e-commerce adoption using descriptive surveys and statistics (Boadi et al., 2007; Maswera et al., 2008; Migiro, 2006; Molla & Heeks, 2007). Maswera et al. (2008) compared Web pages of travel and tourism organizations in South Africa, Kenya, Zimbabwe, and Uganda with those of USA and Western European organizations in order to identify the differences in features of Web sites such as product information, reservation, and payment. The results showed that the African websites generally lacked interaction for online transactions.

Migiro (2006) analyzed e-commerce adoption in manufacturing SMEs in Kenya and identified specific barriers using descriptive statistics. The study found the barriers to be high cost funds and lack of technical expertise. Another study that analyzed e-commerce adoption in South

Africa from the perspective of benefit (Molla & Heeks, 2007) did not find any benefits related to transaction cost and strategic management. They suggested some possible causes of this finding; however, more systematic analysis would be required to accurately identify them. Taylor et al. (2012) examined the factors that affect Internet and e-commerce adoption in Ghana. The result showed that perceived benefits of the technology, lack of qualified staff, and limited resources were the internal factors whereas the limited number of Internet Service Providers (ISP), lack of online payment process, and limited availability of online banking services were the external factors that influenced e-commerce adoption in Ghana.

Another recent descriptive study on the African countries is Mashanda et al. (2012) that explores the factors that influence B2C e-commerce adoption by SMEs in Zimbabwe. It showed that environmental factors such as unreliable network infrastructure and the unreliability of electrical power have a huge impact on the decision to adopt e-commerce.

Other studies on e-commerce adoption in African countries are based on models that explore factors determining e-commerce adoption (Molla & Licker 2005 Nasri & Charfeddine, 2012). Molla and Licker (2005b) suggested factors that affect e-commerce adoption in South Africa from the perspective of e-readiness.

They used factors based on perceived organizational e-readiness (POER) and perceived environmental e-readiness (PEER) as determinants of e-commerce adoption. The results showed that both organizational and environmental considerations were important. Furthermore, Nasri and Charfeddine (2012) explored the factors affecting Internet banking adoption in Tunisia based on the technology acceptance model (TAM) and the theory of planned behavior (TPB). Agnes W, 2013 has also further discussed on Factors Influencing Adoption of E-Commerce among Youth Entrepreneurs in Nakuru Town, Kenya. The findings established that, the number of small enterprises that had so far adopted some aspects of e-commerce was low. The findings further point to the strong influence of perceived benefits, internet diffusion and security/ privacy concerns on adoption of e-commerce. Internet access patterns influence but not as strongly as the other three attributes.

E-commerce in developing countries are highly dependent on various differences of Internet access, availability, affordability and other measures as the 'Internet haves' and 'Internet have not' (Wilson, 1987). According to ITU (2013) E-marketing in developing and developed countries

is influenced by ICT readiness (infrastructure, access), use intensity and ICT skills. The E-commerce practice and challenges in Ethiopian context presented below;

According to Assefa and Wubalem, (2007) ICT can be an extremely powerful enabler in efforts to bring positive and sustainable socio-economic and political development to countries around the globe. Conducting old businesses in new ways and embracing new business opportunities has now become part of any economic transformation. Nonetheless,

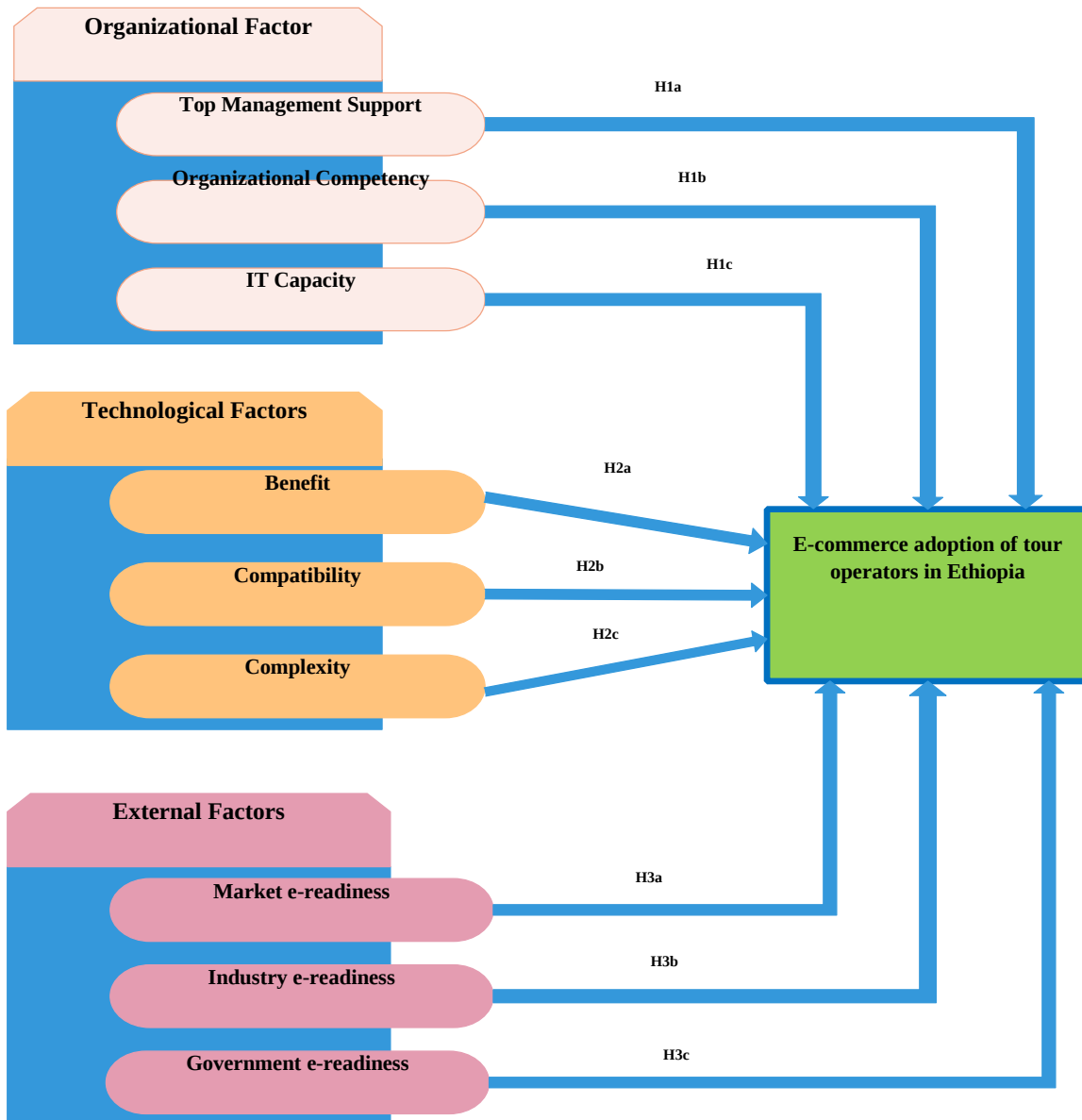
Ethiopia, traced as the low in network readiness index and in Internet users/internet penetration in the continent. But, the government's effort to improve the ICT infrastructure is encouraging. According to Belaynew (2012) E-commerce in Ethiopia is still characterized by a low penetration and high cost of Internet services, lack of suitable legal and regulatory framework for E-commerce, monopoly of gov't on the telecom sector are the main impediments to adopt E-business in the country. Some of these challenges are discussed below.

The Ethiopian government established ICT policy (FDRE, 2016); nevertheless, the adoption of ICT and E-commerce in Ethiopia remains low in comparison with regional and global peers (FDRE, 2016). According to Mulat and tadesse (2002) the major challenges of ICT in the country is that low per capita income, prevalence of disease, high population growth, poor ICT infrastructure, and fledging regulation toward governance. All These constraints present challenges, but also opportunities for effective business transaction (which is the central study of this research). E-commerce tools are highly relying on telecom

2.7 Conceptual framework

From the above different contexts that are the theoretical and empirical literature there are different factors evident to the technological challenges and its influence to effectiveness of e-commerce in small tourism firm performance.

Figure 2: conceptual frame work



Source: Adopted from Molla, A., & Licker, P.S. (2005)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter describes the research design to be utilized. Specifically, the chapter describes Research design, target population, sampling techniques and sample size determination, the measuring instrument used, and the statistical techniques used to analyze the data and finally, ethical consideration that should be taken into account.

3.1 Design of the study

This study is an explanatory type of research focused on a cross-sectional/ a one-time survey conducted among tour operating firms in Ethiopia. The rationale for selecting an explanatory study is that it allows testing of hypothesis as well as for replication of the research procedure thus enhancing validity of research findings.

3.2) Target Population

The subjects of this study were staffs and managers of tour operating firms in Ethiopia. Since this study was conducted among tour operating firms, which are stationed in the capital city, a brief description of Addis Ababa (mainly focusing on its business environment relevant for tour operating firms) is presented in this section. Addis Ababa is the capital city of the Federal Democratic Republic of Ethiopia and a political capital of Africa. It hosts Headquarters of both the African Union (AU) and the United Nations Economic Commission for Africa (UNECA) and other international organizations. Addis Ababa is also a seat for all Embassies and Diplomatic missions of foreign countries of the world in general and of Africa in particular. These peculiarities characterize the city to be one of the major continental and international conference centers both in Africa and the world. As a capital city of Ethiopia,

As per information gained from MoCT report there are 480 tour operators who are operating in different tourism activities.

3.3) Sample Size

The basic idea of sampling is that by selecting some of the elements in a population, conclusions can be drawn about the entire population (Zikmund, 2003). And hence, the study have focuses on tour operators manager within Addis Ababa City administration. According to Zikmund (2003) sample size has a direct influence over the accuracy of the research findings. The sample size have be calculated from the target population at the confidential interval of 95% letting a marginal error of 5% and a response distribution of 50% using an online calculator www.Raosoftware.com. In terms of the numbers selected above, the sample size n and margin of error E are given by:

$$X = Z(c/100) \sqrt{r(100-r)}$$

$$N = N_x / ((N-1)E^2 + x)$$

$$E = \sqrt{(N - n)x/n(N-1)}$$

Where N is the population size, r is the fraction of responses that you are interested in, and $Z(c/100)$ is the critical value for the confidence level c. as pet the above formula the sample size have be 214.

Population size ?	Confidence level (%) ?	Margin of error (%) ?
480	95	5
Sample size		
214		

3.4) Sampling technique

This study have target on Tour operating firms in Addis Ababa Ethiopia. Systematic Simple random sampling techniques were used to select sample from the target population. This is because; the study focuses on same groups of respondents would require having its own representative from the total sample size.

3.5) Data collection method and procedure

The study have be used both primary and secondary source of data. Primary data have been obtained through questionnaires that are collected from staffs and managers at tour operator firms in Ethiopia. Standard Questionnaires have been prepared for this study, the questioner has served as the research tool together information and interview was done to key informant to triangulate the finding of the quantitative analysis.

An on-line survey method using an on-line questionnaire response collection and data management server at <https://odk.ona.io/> was employed (see the annex 2). This was chosen due to its advantages, namely: cheaper, better, faster, and easier than other methods (Ronald, 2002). The questionnaire was developed by reference to previous studies. Standard questionnaires are developed based on Molla, A., & Licker, P.S. (2005) ecommerce adoption in developing countries: a model and instrument. *Information & Management*, 42, 877-899). A five point Likert scale questionnaire ranging from strongly disagree, disagree, neutral, agree and strongly agree have be distributed

Questionnaires distributed to Managers of tour operator firm, and the Reliability and validity test was conducted to measure the internal consistency of the data items and to measure whether an instrument actually measures what it is supposed to measure respectively.

3.6) Method of Data Analysis

Quantitative data analysis tools have be used to analyze the collected data. Descriptive statistics have been used to describe and interpret the result of the study. Correlation analysis more specifically Pearson correlations have been used to measure the degree of association between two variables. From inferential statistics, multiple regression analysis is applied. Social Package for Social Sciences (SPSS) version 20 software has been used to analyze the data from the questionnaire.

3.7) Ethical Consideration

The study has been conducted by considering ethical responsibility. This includes providing information to the respondents which helps them to identify the purpose of the study and the use of the information as well. Consent was obtained from the respective authority Ministry of Culture and tourism and Informing clearly the data obtained have is held in strict confidentiality

by the researcher. Respondents' anonymity have be kept for that name of the respondents has not been asked so that participants have be feeling free and safe to express their ideas.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

The primary focus of the study is to investigate factors affecting the adoption of E-Commerce in tour operators in Ethiopia. This chapter focuses on the results of analysis and the findings using descriptive and inferential statistics. Therefore, the chapter presents the responses that were received from the distributed questionnaires.

4.1. Response Rate

During the survey a total of two hundred fourteen (214) questionnaires were distributed on line to the respondents in Tour operators in Ethiopia, out of this one hundred ninety six(196) giving an 91.5% complete response rate were returned

Table 4.1- Response rate

Response rate	Items Response Rate	
	No. of sample	Percentage
Sample size	214	100%
Collected	196	91.5%

Source: Own survey data, 2019

So, the analysis was made based on 196 successfully responded questionnaires and done in line with the research questions and objectives set in the proposal and it is presented in the form of descriptive and inferential statistics. Moreover, for triangulation purpose the researcher distributed and collected ten (10) interview questioner questionnaires to key informant form

Ministry of Culture and Tourism, Tour operator association and selected tour operators and transcribed.

4.2. Reliability Analysis

Table 2 Reliability statistics

Cronbach's Alpha	N of Items
.812	50

Source: own Survey (2019)

Variable	Measure	No. of Items in the Scale	Cronbach's Alpha Result (α)
Top Management	Molla, A., & Licker, P.S. (2005)	4	0.72
Organizational competency	Molla, A., & Licker, P.S. (2005)	4	0.84
IT capacity	Molla, A., & Licker, P.S. (2005)	4	0.77
Perceived benefit	Molla, A., & Licker, P.S. (2005)	5	0.84
Perceived compatibility	(Rogers, 1995)	5	0.78
Perceived Complexity	(Rogers, 1995).	4	0.719
Market Readiness	Molla, A., & Licker, P.S. (2005)	2	0.667
Supporting Industries	Molla, A., & Licker, P.S. (2005)	3	0.795
Government Readiness	Molla, A., & Licker, P.S. (2005)	5	0.766
e-commerce Adoption	Benitez-Amado (2011), Ghobakhloo and Tang (2013),	3	0.775

Source: own Survey (2019)

For the purpose of determining the internal consistency or average correlation of items in the survey instrument to measure its reliability and internal consistency (Santos 1999) of the scales used, therefore the Cronbach's alpha has been used. Cronbach's alpha can be interpreted as a

correlation coefficient, it ranges in value from 0 to 1 (Coakes and Steed, 2007). The closer value of reliability coefficient gets near to 1.0 are better and the result of reliabilities that are less than 0.06 is considered being poor.

Reliability test was conducted to make sure the instrument used in the study was reliable. The elements under analysis are the Thirty Five elements with the additional three e-commerce adoption measurement instrument. The cronbach's alpha for the general instrument is found to be 0.812 which is internal consistency is in a good range. In addition the cronbach's alpha for individual variable is on average more than acceptable range (Saunders, Lewis and Thornhill 2012).

4.3. Demographic Characteristics of the Respondent's

Table 3 Demographic Information

		Frequency	Percentage
Gender	Male	147	75.0
	Female	49	25.0
Total		196	100.0
Age	22-35	19	9.7
	35-45	52	26.5
	45-55	115	58.7
	> 55	10	5.1
Total		196	100%
Education	BA/BSC	128	65.3
	MA/ MSC	68	34.7
Total		196	100%
Years of experience	< 5 years	70	35.7
	6- 10 years	14	7.1
	10- 15 years	72	36.7
	15- 20 years	21	10.7

	> 20 years	19	9.7
Total		196	100%

Source: Own survey data, 2019

From the data presented in table 4, the majorities (75%) of the respondents were male and the remaining (25%) of the respondents were female.

Likewise as explained in the table above, the majorities (58.7%) of the respondents were between age group of 45-55 years old followed by age group of 35-45 years accounted for (26.5%). The remaining (9.7%) were 22-35 years old, again (5.1%) greater than 55 years group respectively.

Regarding educational level of the respondents, the above figure portray that the majority (34.7%) of the respondents were MA/MSc holders, 65.3 % were BA/BSc. Therefore, the educational backgrounds of most respondents were BA/BSc holders reflecting that the respondents have in a good position to understand and answer the research questions.

4.4. Descriptive Statistics

As it were revealed in the methodology part, the designed method is descriptive statistical analysis to analyze the nine components of the conceptual framework developed for this study. The *Organizational Factor* analyses were on: (Top Management Support, Organization competency, IT capability) *Technological factors* (perceived benefit, perceived compatibility, and perceived complexity), *Environmental Factor* (market e-readiness, supporting industries, and government e-readiness).

The above listed factors are the most critical parts of the conceptual framework and basic research variables of this paper. Therefore, the discussion of the above conceptual framework components have answered the basic research questions and meet the stated objectives of this study.

For the analysis of all these variables, mean and standard deviation is used. Particularly mean value of the respondents has considered as an important indicator to the extent of each factor in determining e-commerce adoption and group mean was calculated and used. The mean

and group mean statistical values approaching to 2.6 and less indicates the poor determining factors in e-commerce adoption, 3.0-3.5 average/moderate while 3.8 and above indicates higher factor on that particular item and variable respectively.

Table 4 Descriptive Statistics for the Top management support

Item	Mean	SD
Management is interested electronic commerce	2.96	1.25
Management is supportive of the use of electronic commerce in business operations	2.95	1.19
Our business has a clear vision on electronic commerce	3.67	0.95
Our vision of electronic commerce activities is widely communicated and understood throughout the organization	3.42	0.95
Management is interested electronic commerce	2.95	1.25
Average	3.25	

Source: Questionnaire, 2019

Table 5 above depicts that three essential top management support attributes were used to investigate the extent of these items on e-commerce adoption. In view of this, average 3.25 mean score shown on an item namely, our TO management has moderate interest, supportive and the company has clear vision on e-commerce.

Table 5 Descriptive Statistics for the Organizational Competency

Item	Mean	SD
Our organization has a good understanding of electronic commerce business models that are applicable to our business	3.91	0.70

We have a good understanding of electronic commerce application solutions that are applicable to our business	3.97	0.68
Our TO firm has the necessary technical, managerial and other skills to implement electronic commerce	3.90	0.78
Average	3.93	0.72

Source: Questionnaire, 2019

Table 6 above depicts that three essential organizational competency attributes were used to investigate the extent of these items on e-commerce adoption. In view of this, except our organization has a good understanding of electronic commerce business models that are applicable to our business all items scored a mean value of greater than 3.81, Higher mean score shown on an item namely, our organization has the necessary technical, managerial and other skills to implement electronic commerce.

The item our organization has a good understanding of electronic commerce business models that are applicable to our business has also shown relatively higher mean score value. All in all the mean value indicate the variable organization competence has highly affecting the dependent variable.

Table 6 Descriptive Statistics for the IT Capability

Item	Mean	SD
Our organization is well computerized with LAN and WAN	3.26	1.18
We have high bandwidth connectivity to the Internet	3.33	1.31
We have an established enterprise-wide IT infrastructure	3.15	0.82
We have sufficient experience with network based applications	3.38	1.04
Average	3.28	1.08

Source: Questionnaire, 2019

The descriptive statistics which are the means and standard deviations of the IT capability statement of criteria or facets is displayed in Table 7 as per the magnitude of their means. As shown descriptively the mean or the average response of the respondents relatively equal above the grand mean.

This indicates that majority of respondent moderately agree that their companies engaged with LAN & WAN, access with high band width connectivity and further confirm their employees have the average skills and experience in network based application.

Table 7 Descriptive Statistics for the Perceived Benefits

Item	Mean	SD
Reduce cost of business operations	3.89	0.96
Improve customer service	3.10	1.44
Improve distribution channels	3.70	1.02
Reap operational benefits	3.60	1.01
Increase ability to compete	3.52	1.29
Average	3.56	1.14

Source: Questionnaire, 2019

As table 8 reveals that, five items were used to measure the e-commerce Benefits in the Tour operators firm . Out of five items developed to see the extent of perceived benefits in e-commerce adoption, surprisingly all of the items scored the mean value above to 3.5. except improve customer satisfaction generally, the groups mean value of perceived benefits is 3.56 which is interpreted as this variable has above average mean score in contributing the adoption of e-commerce.

Table 8 Descriptive Statistics for the Perceived Complexity

Item	Mean	SD
-------------	-------------	-----------

Learning to operate electronic commerce is/would be easy	4.14	0.76
Interacting with electronic commerce is/would be flexible	4.00	0.70
My interaction with electronic commerce is/would be clear and understandable	3.66	1.09
It would be easy for me to become skillful at using electronic commerce	3.87	0.89
Average	3.92	

Source: Questionnaire, 2019

As table 9 indicate that, four items were used to measure the Perceived Complexity . Out of four items developed to see the extent of perceived complexity in e-commerce adoption, surprisingly all of the items scored the mean value equal to or above the grand mean which is 3.92 to name those facets learning to operate electronic commerce is/would be easy which contributes high mean value 4.0, next interacting with electronic commerce is/would be flexible which is 3.66, the third rank mean is my interaction with electronic commerce is/would be clear and understandable which is 3.87 .Generally, the statement of criteria set for the indicates that mean values are highly contribute the adoption of e-commerce the mentioned tourism industries specifically tour operator.

Table 9*Descriptive Statistics for the Supporting Industries*

Item	Mean	SD
The telecommunication infrastructure is reliable and efficient	2.13	0.50
The technology infrastructure of commercial and financial institutions is capable of supporting electronic commerce transactions	2.83	0.47
We feel that there is efficient and affordable support from the local IT industry to support our move to the Internet	3.12	0.93
Our industry is pressuring us to adopt electronic commerce	3.54	1.1
Average	2.91	

As depicts in table 10 above concerning supporting Industries that there is efficient and affordable support from the local IT industry to support our move to the Internet 3.12 (SD=0.529) which is the lower mean score, and, But, descriptively less mean score shown in the existing telecom infrastructure is reliable 2.13 (SD=.50) and discussed about the financial institutes are fully engaged with technology infrastructure in order to support the e-commerce transaction i.e. 2.83 (SD=0.47).

This indicate that the telecommunication & the technology infrastructure of commercial and financial institutions are not supporting the e-commerce adoption in a given for the adoption of e-commerce in tour operators firms in Ethiopia.

Table 10 Descriptive Statistics for the market e-readiness

Item	Mean	SD
We believe our customers are ready to do business on the Internet	3.96	0.7
We believe our business partners are ready to conduct business on the Internet	4.07	0.74
Average	4.015	

Source: Questionnaire, 2019

Table 11 above indicates the market e-readiness in tourism industries. Accordingly, the group means of the statement of criteria/facets in this variable is 4.02 which is above average/moderate factor affecting e-commerce adoption with respect to the overall measures taken into consideration. The above figure sows tourists are ready to use if we are ready to provide reliable e-commerce application for the tourist service in Ethiopia.

Table 11 Descriptive Statistics for the Government e-readiness

Item	Mean	SD
We believe there are effective laws to protect consumer privacy	3.54	1.10

We believe that there are effective laws to combat cyber crime	3.85	0.95
We believe the legal environment is conducive to conduct business on the Internet	3.85	0.93
We believe that the government demonstrates strong commitment to promote electronic commerce	3.71	0.96
Government regulations allow electronic settlement of electronic commerce transactions	3.03	1.32
Average	3.60	

Source: Questionnaire, 2019

Table 12 above indicates the Government e-readiness in tourism industries. Accordingly, the group means of the statement of criteria/facets in this variable is 3.60 which is above average/moderate factor affecting e-commerce adoption with respect to the overall measures taken into consideration.

Specifically, the named variable we believe that the government demonstrates strong commitment to promote electronic commerce, We believe there are effective laws to protect consumer privacy and the legal environment is conducive to conduct business on the Internet shows higher mean score value of 3.54, 3.85 and 3.85 respectively.

However, the mean score of the item label Government regulations allow electronic settlement of electronic commerce transactions and show moderate mean value which is 3.03. This indicate that effective laws to combat cybercrime and government electronic settlement of electronic commerce transactions now a days is not yet strong enough currently to maintain the desired outcomes, considering the fact that the IT security and related issues simply at infant stage.

Table 12 Descriptive Statistics for the e-commerce adoption

Item	Mean	SD
All in All, do you believe e-commerce Adoption is feasible in Ethiopia, with current situation?	3.68	0.91

Do you believe, e-commerce could help you to achieve your organization strategic plan?	3.90	0.91
Do you believe e-commerce adoption is part of technological innovation?	3.98	0.8
Average	3.85	

Source: Questionnaire, 2019

Table 13 above indicates the Descriptive Statistics for the e-commerce adoption the mean score was between 3.68 and 4.98 High mean value registered on the criteria/facets Do you believe e-commerce adoption is part of technical innovation?(3.6), shows that tour operators are giving great attention & apply maximum effort for e-commerce adoption in the tourism industry . The next high mean value registered on the criteria/facets Do you believe, e-commerce could help you to achieve your organization strategic plan? (3.94) this shows that almost all tour operators understood the importance of e-commerce for their business.

4. 5. Correlation Analysis

The table below shows the Pearson's correlation coefficient between the nine factors that affect e-commerce adoption and e-commerce adoption which is found using the SPSS version 20. According to (Field, 2009) the classification of the correlation coefficient (r) is as follows: 0.1 – 0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong.

Table 13 Correlation matrix

	e-commerce adoption	Top Management Support	IT Capability	Perceived Benefits	Perceived Compatibility	Perceived Complexity	Organizational Competency	Market e-readiness	Industry e-readiness	government e-readiness
e-commerce adoption	1									
Top Management Support	.801**	1								
Organizational Competency	.722**	.701**	1							
IT Capability	.797**	.677**	.472**	1						
Perceived Benefits	.736**	.665**	.561**	.571**	1					
Perceived Compatibility	.297**	.234**	.089	.307**	.239**	1				
Perceived Complexity	.605**	.666**	.641**	.505**	.610**	.265**	1			
Market e-readiness	.742**	.699**	.601**	.648**	.591**	.405**	.652**	1		
Industry e-readiness	.567**	.605**	.590**	.468**	.562**	.141*	.615**	.649**	1	
government e-readiness	.653**	.648**	.733**	.521**	.633**	-.091	.576**	.577**	.575**	1

✓ **. Correlation is significant at the 0.01 level (2-tailed).

✓ *. Correlation is significant at the 0.05 level (2-tailed).

Own survey, 2019

The results indicated that all the E-commerce adoption indicators have positive high correlation effect on e-commerce adoption through there degree of effect varies. Therefore, when the TO make changes to one e-commerce dimension there is likely to positively raise e-commerce adoption. Market top management support yielded the highest positive relationship with e-commerce adoption coefficient of ($r=.801$). The perceived benefit dimension was the second highest positive regarding its association with IT capacity adoption coefficient of ($r=.797$) and market e-readiness is third highest positive relationship with the adoption of e-commerce with adoption($r=.742$). Also high relationship also

4.6. Important Assumptions of Multiple Regression Model

Before directly dealing with the regression model the researcher check some important assumptions in relating to the Binary regression model.

First, in binary regression, the dependent variable should be measured in dichotomous scale. In this study, the outcome variable (e-commerce adoption) is measured with a dichotomous variable in which there are only two possible outcomes, 1 agreed and 0 otherwise. Secondly, the regression model has to contain one or more independent variables, which can be either continuous or categorical. The third assumption is should has an independence of observations.

4.6.1 Multi collinearity Test

Table 14 Multi collinearityTest

Independent variables		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
	Top Management Support	.295	3.386
	IT Capability	.342	2.920
	Perceived Benefits	.451	2.216
	Perceived Compatibility	.425	2.351
	perceived Complexity	.610	1.640
	Organizational Competency	.412	2.426
	Market e-readiness	.313	3.194
	Industry e-readiness	.463	2.158
	government e-readiness	.299	3.346

Two major methods were utilized in order to determine the presence of multi-collinearity among independent variables in this study. These methodologies involved calculation of both a tolerance test and variance inflation factor (VIF), the results of these analyzes are presented in Table 4.9.

According to (Greene, 2000), multicollinearity is a high degree of correlation among several independent variables. This test was performed concerned on two values—Tolerance and VIF. In social sciences research, a VIF value as below 10 and tolerance above 0.02 is considered to be acceptable (Field, 2009).

The first assumption is to check the problem of multicollinearity. The presence of multicollinearity in the model is detected by using Variance Inflation Factor (VIF). As noted by Gujarati (2004), the rule of thumb suggested that if variance inflation factor exactly or exceeds 10 then there is a problem of multicollinearity. As shown in the appendix the output of VIF showed that a value of less than 10 for all the independent variables. Thus, knowing that there is no serious multicollinearity problem among the variables, they can be considered in the model estimation.

4.6.2 Heteroskedasticity Test

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance

Variables: fitted values of EA

chi2(1) = 0.04

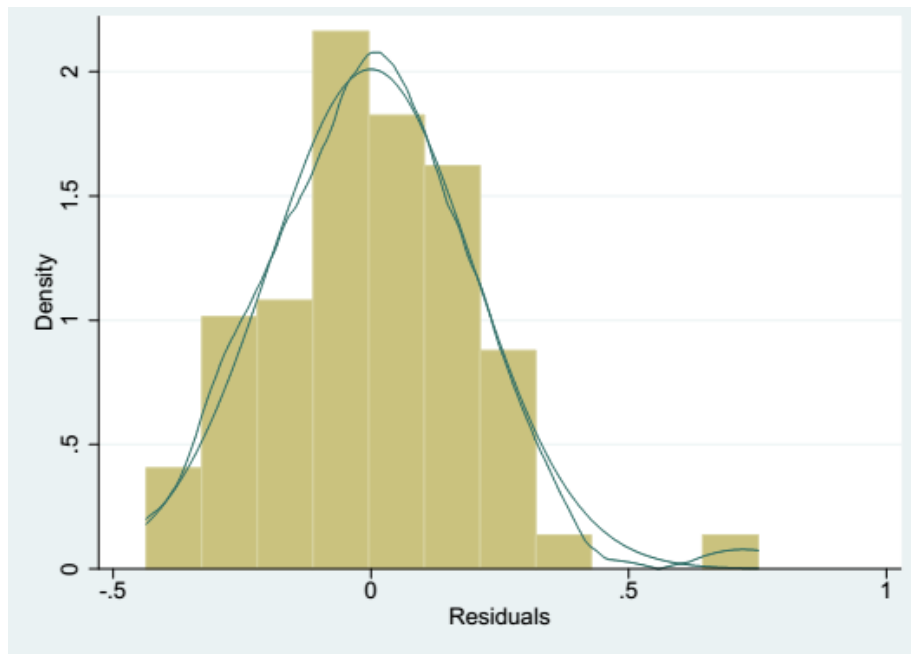
Prob > chi2 = 0.8321

The p-value should be bigger than 0.05 to not reject the null of homoscedasticity at the 5% level, so, since the p value of the chi2 is greater than 0.05, problem of heteroskedasticity is not detected in the model.

4.6.3 Normality Test

This study involves a relatively large sample and therefore, the central limit theorem could be applied and hence there is no question on normality of the data.

Graph Histogram uhat, Kernel density



A kernel density plot above produces a kind of histogram for residuals, the option normal overlays a normal distribution to compare, here residuals are symmetrical, bell-shaped and seems to follow a normal distribution.

4.6.3 Autocorrelation Test

Classical Linear Regression Model/CLRM states that the covariances and correlations between different disturbances should be all zero.

To test Autocorrelation Ovttest command for omissions of variable test output shows below

Ramsey RESET test using powers of the fitted values of EA

Ho: model has no omitted variables

$$F(3, 125) = 2.28$$

$$\text{Prob} > F = 0.0821$$

As the output shows the P-value of F-statistics (0.0821) is > 0.05 indicates that, there is no omitted variable in the model.

4.7. Multiple Regression Results

After ensuring that all of the data sets used in this research are suitable for multiple regressions, the next step was to conduct the multiple regression analysis. Multiple regression analysis is a statistical tool used to test the relationship between independent variables with a dependent variable (Hair, 2010). This relationship can be simply explained in following equation:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + b_nx_n + e$$

Where Y is dependent variable

a is intercept

b is regression coefficient x is

independent variables e is an

error term

In this research, there are 9 independent variables. These variables are grouped into three main factors, namely *technological factors* which contain perceived benefit, compatibility and, perceived complexity; *organizational factors* which consist of Top management support and technology readiness and organizational competency ; *environmental factors* which are market e-readiness, supporting industry and government e-readiness; The dependent variable in this research is e-commerce adoption, which is measured by two indicators: level of e-commerce adoption, by asking respondents about the current condition of e-commerce adoption; and the extent of e-commerce use in tour operators in Ethiopia, by asking about the activity involved in e-commerce use in tour operators in Ethiopia. This measure was also used by Teo and Pian (2004), Ghobakhloo, Arias- Aranda, and Benitez-Amado (2011), Ghobakhloo and Tang (2013), Ghobakhloo et al. (2011) and Sila (2013). The result of the multiple regression procedure is explained in detail in the following sub section.

4.7.1 Model Summary Table

A Model Summary table is one of the tables produced by the multiple regression procedure.

This table contains some important information; *R*, *R square*, *Adjusted R square* and *Standard error of the estimate*. Table 16 below presents the Model Summary table for the multiple regression procedure.

Table 15 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924 ^a	.855	.847	.30228
a. Predictors: (Constant), government e-readiness, Perceived Complexity, Industry e-readiness, Perceived Benefits, Organizational Competency, Perceived Compatibility, IT Capability, Market e-readiness, Top Management Support				

R value is the absolute value of the Pearson correlation between the dependent variable and independent variable (Kinnear and Gray, 2010). In this study the R value is 0.924 The R square value provides information about “how much of the variance in dependent variable is explained by the model” (Pallant, 2013: 161). The R square value, known as the multiple correlation coefficient or coefficient of determination ranges from 0 to 1. The closer the value of R square to 1 implies the greater portion of dependent variable variances are explained by the model. In the table above shows that the R square value of this research is 0.855. It means in this research, 85.5% of variances on e-commerce adoption are explained by the independent variable collectively. However, according to Pallant (2013), the R square value has limitation especially if the small sample involved, “the R square value in sample tends to be a rather optimistic overestimation of the true value in the population” (Pallant, 2013). This is because every independent variable added to the model will increase the R value certainly even though the variables added may not have a practical impact.

Hence, several authors (see for example: Pallant, 2013; Tabachnick and Fidell, 2013) suggested the use of Adjusted R square rather than simply R square (especially with a small sample) in assessing the ability of model to explain the variance of dependent variables. It is believed that the Adjusted R square provides a better estimation (Pallant, 2013). In regard to this, the table above shows that the Adjusted Rsquare of this research is 0.847. It means the model of this research explains 84.7% of the variance of e-commerce adoption.

4.7.2 ANOVA table

Another output of the multiple regression procedure is the ANOVA table. Table 16 below presents the ANOVA table.

Table 16 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.832	9	11.092	121.400	.000 ^b
	Residual	16.995	186	.091		
	Total	116.827	195			
a. Dependent Variable: e-commerce adoption						
b. Predictors: (Constant), government e-readiness, Perceived Complexity, Industry e-readiness, Perceived Benefits, Organizational Competency, Perceived Compatibility, IT Capability, Market e-readiness, Top Management Support						

The table above presents the F test result. The F test is aimed to ensure whether independent variables involved in the model collectively have significance correlation to the dependent variable or not. The F test also reflects the statistical significance of the whole model (Bryman, 2005). Thus, the F test is used to determine a model fit of the multiple regression model, which is related to its ability to predict the outcome variable. To determine whether the model is a good fit, the value of F changes and the significance value of F changes can be used.

By comparing the value of F changes provided by the regression procedure with the value of F table, the model fit can be identified. If the value of F change is higher than the F table, it means that the model is a fit, in which the independent variables have a significance correlation to the dependent variables, and vice versa. Then, if the significance value of F changes is below 0.05, it also means that the independent variables are significantly correlated with the dependent variable.

In this case, based on the table above it can be seen that the value of F changes produced by multiple regression procedure is greater than the value of F table 17 and this is also supported by the significance value that less than 0.05, which is 0.000. Hence, it can be concluded that this model is a fit where the independent variables included in this model collectively have a significance correlation to the dependent variable.

4.7.3 The Relationship between Independent Variables with Dependent Variables

In order to know the contribution of each variable involved in this model to predict the dependent variable, a Coefficient table (presented in Table 17 below) can be used.

Table 17 Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.379	.136		2.790	.006
	Top Management Support	.144	.044	.170	3.304	.001
	IT Capability	.238	.036	.319	6.683	.000
	Perceived Benefits	.327	.036	.381	9.156	.000
	Perceived Compatibility	.210	.035	.256	5.971	.000
	perceived Complexity	.018	.038	.016	.460	.646
	Organizational Competency	-.102	.042	-.106	-2.445	.015
	Market e-readiness	.162	.049	.164	3.274	.001
	Industry e-readiness	.053	.034	.063	1.535	.007
	government e-readiness	.036	.040	.047	.916	.001
a. Dependent Variable: e-commerce adoption						

The table above shows that there are two types of coefficients, which are unstandardized coefficients and standardized coefficients. To compare the contribution of each independent variable in the predicting of the dependent variable, the standardized coefficients are used. However, to generate the multiple regression equation, the unstandardized coefficients are used (Pallant, 2013).

Based on the table above, it can be seen that the Perceived benefit (PB) has the largest standardized coefficients value, which is 0.381, which means that the PB makes the strongest contribution to explaining the e-commerce adoption (EC),

The second largest is the IT capability (IC) with the coefficient value of 0.319, then followed by the perceived compatibility (PC), which is 0.256; market e-readiness (ME), which is 0.164; Top management support (MS), which is 0.170; perceived complexity (PX), 0.16; and (IT),

0.054. The table also shows that the smallest contribution in explaining the e-commerce adoption is the government e-readiness, which is 0.047.

The result above can also be transformed into the equation below:

$$AE = 0.379 + .144TM + 0.238IT + 0.327PB + 0.21PC + 0.018PX - 0.102OC + 0.162ME - 0.025IE - 0.026GE$$

The positive or negative sign in the equation above reflects the direction of correlation between variables. If the sign is positive, it means the increase of independent variable scores can affect the increase of dependent variable scores and vice versa. The negative sign, in contrast, means that the decrease of independent variable scores has an impact on the increase of dependent variable scores and vice versa. Then, the value of regression coefficients reflects the value of the decreasing or increasing of variables.

4.8 Discussion

This section discusses the hypotheses testing result regarding the factors that influence the Ethiopian Tour operators (TOs) in adoption of e-commerce technology. There are nine factors proposed in this study as the determinant factors of e-commerce adoption, which are top management support, organizational competency, IT capacity, perceived benefits, perceived compatibility, perceived complexity, market e-readiness, supporting industry and government e-readiness.

The analysis of research finding of each of factors is discussed separately in the following sub section.

4.8.1 Organizational Factors

Organizational factors refer to the characteristics of business that might influence the adoption of e-commerce. Top management support, technology capacity and organizational competency are classified into this category. Table 18 above shows that the IT capacity has a positive 0.238 for its coefficient regression, which means every unit increase in IT capacity, it is expected that 0.238 unit increase in e-commerce adoption, holding all other variables constant. Then, the

coefficient of regression for organizational competency is negative - 0.102, which implies that for every unit decrease in firm organizational competency, a 0.102 unit decrease is expected in e-commerce adoption, holding all other variables constant. The coefficient of regression for top management support is positive 0.144 for its regression coefficient, which implies that for every unit increase in firm size, a 0.144 unit increase is expected in e-commerce adoption, holding all other variables constant

The significance values for each variable are 0.474 for the Top management support , 0.000 for organizational competency 0.015 and IT capacity 0.000. It implies that in Top management and IT capacity has a positive and significant relationship with the e-commerce adoption. Whereas organizational competency has negative and moderate significant. Therefore, in this case H1, H3 are accepted and H2 are not supported.

4.8.1.1 Top management support

Hypothesis 1: *Top management support and commitment have positively related to ecommerce adoption.*

Key Finding: Top management support has a positive and significant correlation with the adoption of e-commerce

The regression coefficient and significance of this variable are .144 and 0.001, which mean that the owner/managers support and commitment in ICT in general and e-commerce application in particular has positive and significant correlation with e-commerce adoption. This finding implies that the top management support is considered as key determinant factor for tour operators (TOs) in Ethiopia in their adoption of the e-commerce technology.

This finding is also supported by the interview results. Amongst the 5 TOs who participated in the interview process and who had adopted e-commerce technology, the followings are some responses given by interviewees regarding to the innovativeness.

....The e-commerce adoption is just my own desire. Even though I have little experience and knowledge on this, but I believe that I able to do this in my business and I am also ready to face any risk regarding to this technology.

The owner of Melody tour Ethiopia

This finding supports previous studies. Wymer and Regan (2005) found innovativeness as a determinant factor that influenced small business in Kentucky, USA in the adoption of e-commerce technology. This factor was also found by Al-Qirim (2007) to play a significant role in adoption of intranet and web sites by small business in New Zealand. Then, more recent studies, such as Morteza et al. (2011) and Ghobakhloo and Tang (2013) also found a similar result.

4.8.1.2 Organizational competency

Hypothesis 2: A high level of competency from within the organization can have a positive impact on ecommerce adoption.

Key Finding: Firm organizational competency has significant correlation with the adoption of e-commerce by the Ethiopian TOs

The questionnaires analyzed by multiple regression in this study show that the significance value of the organizational competency firm size is greater than 0.05 (0.015), which means that the firm size does have a significant correlation with the adoption of e-commerce.

The interviews result also supports this result. Among the five interviewees, all of them organizational competency is influencing factor in the adoption of the e-commerce.

Many previous studies recognized the firm size plays an important role in adoption of the IT (Le et al., 2012; Morteza et al. (2011); Chong, 2008; Tan et al., 2007; Zhu et al., 2006; Premkumar and Roberts, 1999). They argued that larger organizations have sufficient resources (technological, financial, and human resources), so they have a greater tendency to adopt new technology than the smaller organization (Duan et al., 2012).

4.8.1.3 IT capacity

Hypothesis 3: A high level of IT resources can positively impact ecommerce adoption

Key Finding: The technology readiness or It resource has a positive and significant relationship with the adoption of e-commerce by the Ethiopian TOs

In this study, technology readiness not only relates to the technology infrastructure but it also relates to the human resources. As presented in the previous chapter, the result of multiple regression analysis demonstrates that technology readiness has a positive and significant relationship with the e-commerce adoption, with the significance level close to 0.00 and the regression coefficient 0.238.

This result indicates that the technology capacity plays a significant role in adoption of the e-commerce technology by the Ethiopia TOs. This result is confirmed the previous studies, such as Gibbs and Kraemer (2004), Tiago and Maria (2010), Ramdani et al. (2013), Shah Alam et al. (2011), Le et al. (2012), and Thi and Lim (2011). Furthermore, in the study conducted by Zhu et al. (2006), technology readiness was found as the most critical factors in e-business adoption by business in developing countries. E-commerce literature mentioned that those companies that have adequate technology infrastructures and sufficient IT skills would be more confident to bear the uncertainty regarding IT adoption than those who do not have those competencies (Tiago and Maria, 2010).

This condition is supported by the interview results. Most of them mention that the lack of IT infrastructure and an IT specialist as the main reason for them to stop on line trading. Some responses from non e-commerce adopters group are presented below.

....our main problem is lack of human resources to manage the websites. In addition to this, poor internet network connection makes on line tour service such developing online tour packages, online tour reservation and tourism industry linkage

4.8.2 Technological Factors

Technological factors relate to technology aspects that influence the adoption of e-commerce technology. In this research, perceived benefits, compatibility and perceived complexity are categorized as technological factors. The result of multiple regressions above shows that the coefficient of regression for perceived benefit is positive 0.327 which means for every unit increase in perceived benefits, it is expected that there would be a 0.327 unit increase in e-

commerce adoption, holding all other variables constant.

The coefficient of regression for compatibility is also positive, which a value of 0.210. It implies that every unit increase in perceived compatibility, a 0.210 unit increase is expected in e-commerce adoption, holding all other variables constant. As well as the previous two variables, the coefficient of regression for perceived complexity is also positive. The perceived complexity is 0.018 which means every unit increase in perceived complexity will affect a 0.018 increase in e-commerce adoption, holding all other variables constant.

Among the technological factors, perceived benefit has the highest value of coefficient regression; and the perceived complexity has the lowest value. However, the greater or the smaller regression coefficient value cannot be used to determine whether the coefficient has significant impact on dependent variable or not. To know this, the t value/significance value can be used. By using 95% level of confidence, if the significance value resulted by the regression model is below than 0.05, it means the coefficient is significant and vice versa.

Table 18 shows that the significance value for each technological factor; perceived benefits, compatibility and complexity 0.000, 0.000, and 0.646. It can be seen that the perceived benefit and perceived compatibility have a significance value below 0.05; while the perceived complexity is above 0.05. It means that perceived benefit and perceived compatibility have a significant impact on e-commerce adoption. Therefore, in this study the hypothesis 1 (H4) and hypothesis 5 (H5) are fully supported, while hypothesis 6 (H6) is not supported.

4.8.2.1 Perceived Benefits

Hypothesis 1: A high level of perceived benefits has positively impact adoption of ecommerce.

Key Finding: The perceived benefits has a positive and significant correlation with the e-commerce adoption by the Ethiopian TOs

As presented in table 18, the questionnaire result, analyzed by using multiple regressions, showed that the regression coefficient for the *perceived benefit* is positive 0.327 with 0.000 significance.

This result implies that a perceived benefit is considered by TOs in Ethiopia as a factor that

influence them in adopting of e-commerce. This result is also supported by the interview finding. Interviewees mentioned that perceived benefit is one of the factors that encourage them in the adoption of the e-commerce technology. The following presents some of responses given by the interviewees in regard to the perceived benefits.

“.....I think a lot of advantages we can get from our website, we can reach to our customers (tourists) it helps us wider our tourist reach, in which customers(tourist) could be from anywhere, it allows us to communicate with our suppliers (hotels/car rental service providers) or customers easily and it allows us to obtain new information...”

This finding can be explained theoretically. The greater the person's belief that the certain behavior will give a positive affect to themselves, the more likely he/she will follow such behavior, and vice versa. Further, and more specifically, Davis (1989) also revealed that one of factors that caused people to accept or reject IT is their degree of belief that the IT will assist them to do their job better than before. The greater people's belief that IT can assist them, the more likely they will accept the IT, and vice versa. In line with this, the innovation theory also mentions that the relative advantage of the innovation is one of the innovation attributes that determine the rate of adoption of innovation (Rogers, 1983). In this regard, the relative advantage refers to what extent the innovation is perceived as being better than previous ideas. The greater the owners belief about e-commerce benefits, the more likely they adopt e-commerce.

4.8.2.2 Compatibility

Hypothesis 5: A high level of perceived compatibility have positively impact the adoption of ecommerce

Key Finding: The compatibility has a positive correlation with the e-commerce adoption by Ethiopian TOs; correlation is statistically significant. The multiple regression result shows coefficient regression for this variable is positive 0.210, the significance value of this variable is less than 0.05 (0.000) then this variable is considered to have a significant effect on the adoption of e-commerce by the Ethiopian TOs.

This result is also supported by the interview results. Among the interviewees who have already adopted e-commerce technology, all of them mentioned compatibility as a factor that influences them in regard to the e- commerce adoption.

Innovation theory informs us that an innovation will be easily accepted in organization if the innovation is in accordance with the organizations existing values and culture and able to meet the company needs, previous studies have delivered inconsistent results about this. For example, Beatty et al. (2001), Tan et al. (2009), Gilaninia et al. (2011), El-Gohary (2012), Grandon and Pearson (2004b), Le et al. (2012) found that the compatibility (technological or organizational) has significant correlation with the adoption of e-commerce technology..

In the study conducted by Premkumar and Roberts (1999), which aimed to investigate the factors that influence small business in the US in their adoption of some technologies; online access, e-mail, internet, and EDI, compatibility was only found as the determinant factor the adoption of online access, but not on the e-mail, EDI or internet adoption. Slightly similar, Al-Qirim (2005) also found that the compatibility has a significant influence on the adoption of intranet, extranet, internet-EDI and websites.

4.8.2.3 Perceived complexity

Hypothesis 6: A low level of perceived complexity has positive impact adoption of ecommerce

Key Finding: The TOs owners/managers perceived complexity towards the e-commerce application has a negative and significant correlation with the adoption of e-commerce by the Ethiopian TOs.

The perceived complexity of towards e-commerce refers the extent of belief that the application of e-commerce is complex to adopt.

Measures of this variable show positive and not significant result. The values of the regression coefficient and the significance for perceived complexity is 0.018 and 0.646, Therefore, it can be concluded that the perceived complexity towards e-commerce is not determinant factors that influence the Ethiopian TOs in adopting of e-commerce technology.

The interview results support this. Interviewees consider IT experience and IT ability as determinant factors that influence them in adopting of the e-commerce technology. The following are some of responses given by the interviewees regarding their IT knowledge.

“....Thanks for the advancement of technology and internet this days it is easy to practice e-commerce than ever, so I am confidence to apply the e-commerce technology in my business.....”

In Thi and Lim (2011), most of the CEO's characteristics, such as use of computer, IT knowledge, education, gender and age, have a positive and significant correlation with the adoption of e-commerce technology by SMEs in Malaysia. Then, Looi (2005) also found IT knowledge as one of determinant factors that influence SMEs in Brunei Darussalam in their adoption of e-commerce.

4.8.3 Environmental factors

Environmental factors relate to the pressure or support from the external factors that influence the adoption of e-commerce. There are three variables included in this factor, which are market e-readiness, supporting industry e-readiness and the government e-readiness.

The regression analysis result shows the three variables have a positive regression coefficient; the positive 0.162 is shown on the market e-readiness, in which every unit increase in market e-readiness, a 0.162 unit increase is expected in e-commerce adoption, holding all other variables constant. In the same way, the positive sign is also shown on the regression coefficient support industry e-readiness, which is positive .053. It implies that every unit increase in supporting industry, a .053 unit increase is expected in e-commerce adoption, holding all other variables constant. Positive sign is also shown on the regression coefficient government e-readiness, which is positive .036. It implies that every unit increase in government e-readiness, a .036 unit increase is expected in e-commerce adoption, holding all other variables constant.

In order to know whether the variables above have significant relationship with the e-commerce adoption or not, the significance value of each factor should be considered. All these variables, market e-readiness, Industry e-readiness and government support have significance below 0.05, which are 0.001, 0.007 and 0.007 respectively. It means the market e-readiness; industry e-readiness and government e-readiness have a positive and significant correlation with the e-commerce adoption. Hence, in this research the hypothesis 7 (H7), hypothesis 8 (H8) and

hypothesis 9 (H9) are fully supported.

4.8.3.1 Market e-readiness

Hypothesis 7: A high level of market e-readiness has positively impact adoption of ecommerce

Key Finding: The market e-readiness has positive correlation with the adoption of e-commerce; the correlation is statistically significant.

The regression coefficient and the significance values generated by the multiple regression procedure for this variable are 0.162 and 0.001. These values indicate the effect of this variable on e-commerce adoption is high and also significant.

This implies that tour operators in Ethiopia are affected by the e-market readiness in the adoption of e-commerce. E-market readiness is strong variable that push the Ethiopian TOs to implement a high level of e-commerce adoption. This result is consistent with previous studies, such as Le et al. (2012), Li et al. (2010) and Chong (2008).

4.8.3.2 Support Industry e-readiness

Hypothesis 8: The existence of supporting services for ecommerce would positively impact adoption of ecommerce

Key Finding: The external support has a positive and significant correlation with the adoption of e-commerce by the Ethiopian TOs

The questionnaire result which analyzed with multiple regression shows that the regression coefficient for the external support is positive 0.053 and the significance value of it is 0.007. These values mean that the industry e-readiness has a positive and significant correlation with the adoption of e-commerce by the Ethiopian TOs, in which every unit increase in the external support will affect a 0.053 increase on the e-commerce adoption, holding all variables constant.

In line with the questionnaire result, the interview result also indicates that Industrial support e-readiness plays a significant role in adoption of the e-commerce technology by the Ethiopian TOs. In this case the support comes from both the ethiotelecom and IT service providers in Ethiopia have significant role in the adoption of e-commerce.

“....the major problem we have is the reliability of ICT infrastructure specially the cost and the bandwidth of internet connection and the fluctuation of power....”

This finding is consistent with previous studies. In regard to the IT vendor support, Morteza et al. (2011) found that the IT vendor support as the determinant factors in adoption of e-commerce by SMEs in Iran. Similar result were also found by Li et al. (2010) and Al-Qirim (2007) studies

4.8.3.3 Government e-readiness

Hypothesis 8: Strong support for ecommerce activities from government would positively impact adoption of ecommerce

Key Finding: The government e-readiness has a positive and significant correlation with the adoption of e-commerce by the Ethiopian TOs

The questionnaire result which analyzed with multiple regression shows that the regression coefficient for the government e-readiness is positive 0.053 and the significance value of it is 0.007. These values mean that the external support has a positive and significant correlation with the adoption of e-commerce by the Ethiopian TOs, in which every unit increase in the government e-readiness will effect an 0.053 increase on the e-commerce adoption, holding all variables constant.

In line with the questionnaire result, the interview result also indicates that government e-readiness plays a significant role in adoption of the e-commerce technology by the Ethiopian TOs. In this case the support the government has a great impact on the adoption of e-commerce the following presents the responses of interviewees and government support on culture and tourism minister.

“.....our office ministry of culture and tourism encourages tour operators to apply the electronic commerce by providing necessary tour operation packages and training.....”

This finding is consistent with previous studies. Gibbs and Kraemer (2004) found that the government support plays a significant role in the adoption of e- commerce by businesses in ten countries; namely Brazil, China, Denmark, France, Germany, Japan, Mexico, Singapore, Taiwan and the United States. Then, Chong (2008) also found that the government support as determinant factor that influenced SMEs in Australia in adoption of the internet based e-commerce. A similar result was also found by Zhu and Kraemer (2005), Kuan and Chau (2001).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The summary of the findings of the study, the conclusions inferred from the findings, and recommendations forwarded in relation to what is concluded is presented in the following subsections.

5.2 CONCLUSION

This main objective of this study is to understand the adoption of e-commerce technology by TOs in Ethiopia, the factors that influence them in regard to their e-commerce adoption. Based on a review of the extant literature, a comprehensive model of e-commerce adoption was developed. Nine hypotheses were developed and tested. Data was collected by a combination of questionnaires and semi-structured interviews. questionnaires provided quantitative data which was analyzed by using regression analysis and ANOVA. The semi-structured interview provided qualitative data about the reasons why these TOs adopted e-commerce all of which gave useful support to the questionnaire result. A number of documents had been reviewed in order to support the factors that have been identified. All of the concepts, ideas, opinions and theories that related to the research objectives were presented.

The collection of data was collected based on the research questions whereby structured questionnaires were used. In order to get the data, the questionnaires had been distributed to 196 respondents which consist of manager and staffs of tour operating firms using on line survey tool in Addis Ababa. Data analysis was done through the use of SPSS 20 version

The result of descriptive statistics among factors determining the adoption of e-commerce in Ethiopian TOs shows that respondents are level to average with perceived benefits ($M=3.56$, $SD= 1.14$), perceived complexity ($M=3.92$, $SD= 0.89$), perceived compatibility ($M=3.34$, $SD= 0.768$), Organization Competence ($M=3.95$, $SD= 0.886$), Market e-readiness ($M=4.015$, $SD= 0.74$), IT capability ($M=3.84$, $SD= 0.804$), Government e-commerce ($M=3.6$, $SD= 1.32$), Supporting Industries ($M=2.91$, $SD=1.1$), Top Management Support ($M=2.68$, $SD= 0.520$), slightly below the grand mean score . But, they have been considered by respondent as factors affecting e-commerce adoption in TOs in Ethiopia.

Depending on the result of inferential statistics, the top management support yielded the highest positive relationship with e-commerce adoption coefficient of ($r=.801$). The IT capability dimension was the second highest positive regarding its association with e-commerce adoption ($r=.797$). Market e-readiness also provided positive correlation coefficient regarding e-commerce adoption which is ($r=.742$). The perceived benefits have positive correlation coefficient with customer satisfaction ($r=.736$). Also high relationship also absorbed in factors like Government e-readiness ($r=.653$), perceived compatibility ($r=.403$) and organizational competency ($r=.722$), & industry e-readiness ($r=.567$) respectively.

Based on multiple linear regression analysis, it reveals that the impact of each determining factors in e-commerce adoption and their significance. The impact of Market E-Readiness, IT Capability, Perceived Benefit, Supporting industries, Organizational Competency, Government E-Readiness, Perceived Compatibility, Top management support and Perceived Complexity on e-commerce adoption with Tour operators in Ethiopia are 0.001, 0.000, 0.000, 0.000, 0.646, 0.015, 0.001, 0.007 and 0.001 respectively, in their descending order. By examining this beta weight of data analysis result the finding shown that Market e-readiness followed by IT Capability and Perceived Benefit was making relatively larger contribution to the prediction model.

The model summary reveals that the proportion of the variation in e-commerce Adoption is explained by the nine independent variables collectively are 92.2% and the remaining 7.8% of the variance is explained by other variables.

5.3 RECOMMENDATIONS

The research paper provides the kind of relationship between various factors and adoption of e-commerce. The findings of this research have a number of important implications that may assist business managers and governments to facilitate the adoption of e-commerce. Based on the major findings that have been discussed so far the following points are recommended for practical application to enhance the adoption of e-commerce in TOs in Ethiopia.

At the organizational level, organizations should set e-commerce goals and objectives that are tied to their strategies. Training on e-commerce should be provided before new changes are implemented. This would attune employees' habits and thus minimize resistance and blocking of new changes in the organizations. It is necessary to conduct more studies like this, covering major sectors of the economy and the barriers peculiar to the sectors, using multiple methods of data collection.

For management this study demonstrates the importance of business owners and management in developing e-commerce during the adoption and implementation process. In fact, without the knowledge and commitment of management, and their willingness to share the responsibility of the implementation process with employees and middle management, e-commerce have not been successfully adopted and implemented. Moreover, it is essential for management in tour operating firms to trust and encourage their employees in using new technology.

In addition, high quality internal information technology (IT) infrastructure, and access to financial resources, has helped banking institutes in developing countries to adopt e-commerce. The government needs to improve IT infrastructure by liberalizing Internet services and allowing a wide range of companies to operate services rather than allowing a monopoly on computation services. Furthermore, the government has to encourage private sector to establish logistics services that can facilitate e-commerce up take in the country.

For government, this study reveals that without government support in developing countries, businesses and the public have not embraced e-commerce, particularly in Ethiopia, where the people trust the government more than private enterprise. Costs of Internet connectivity should be made affordable which would further encourage penetration of Internet beyond the urban areas.

The government should implement in full the ICT Master Plan and enforce its overall policy statement on Internet pertaining to technical, economic and political perspectives. This has, among other things, create an enabling environment for e-business start-ups and incubation projects. A legal framework and regulatory guidelines for commercial transactions to handle cyber-crimes should be enacted and implemented in liaison with the neighboring countries to ensure conformity.

Adequate attention should be paid to risks and security, which is a major issue why consumers shy away from using E-Commerce in general. In as much as expert's belief that E-Commerce may not be totally void of fraud as it is still possible even in developed economies, more secured platforms are being introduced on a daily basis and this should extend to developing markets coupled with a good risk management system. This is where the government should play an active role.

Future Research

Finally, future research should aim to improve the internal validity of the research by controlling confounding and extraneous variables. It has also been interesting to investigate how other factors other than the nine independent variables impact on e-commerce adoption level.

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Appendix 1



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

Marketing Management Program

(Questionnaire to sample tour operators)

Dear Respondent,

First of all, I would like to thank you for your willingness to participate in this study. The questionnaire is designed to collect the necessary information to undertake a research on the topic “Factor affecting the adoption of e-commerce in tour operator firms in Ethiopia for the partial fulfillment of the requirements for the degree of Masters in Marketing Management (MA) at Addis Ababa University School of commerce. The main objective of this research is to assess Factors affecting the adoption of e-commerce in tour operators.

Please answer each question by making a tick mark (✓) to the option that you choose inside the given box or write your answer on the blank space provided. Your genuine responses are quite vital for the success of this study. Finally, I would like to confirm you that all the information you provide in this questionnaire have be strictly confidential and have exclusively be used for this research purpose only.

NB. No need of writing your name. Thank you very much ahead for your cooperation!!!

Researchers’ Name: KINFEMICHEAL NIGUSSIE, MA student at AAU.

Address: Cell phone: +251 9111233959, e-mail:knife.nigussie@gmail.com

Part- I. General Information of the Respondent

- A. Sex: 1. Male ☐ 2. Female ☐
- B. Age: Years.
- c. What is the highest educational level you attained?
1. Elementary (Grade ☐ 2. High School (Grade 9-12) ☐ 3. TVET Certified ☐ 4. Diploma ☐ 5. First Degree ☐ 6. Masters and above ☐ 7. Any other
- d. Before starting your current business, how long have you worked in tour operating business?
1. Have no experience ☐ 2. Less than One year ☐
3. 1-3 Years ☐ 4. 4-5 years ☐ 5. More than 5 ☐
- e. Before starting your tour operating business, have you ever established another
- Business by yourself or with others? 1. Yes ☐ 2. No ☐
- f. When was your tour operating firm established? (..
....Month/.....Year)
- g. How many employees does your firm have?Fulltime
.....part time

Part II) Scale questions.

To what extent do you agree that internet contributes to personalization of your tour operating business and customers? Please rate each of the statements by using a rating scale of 1 -5.

1= strongly disagree 2 =Disagree 3= moderately agree/ disagree 4= Agree 5=strongly agree

Description	1	2	3	4	5
Top management support (MS)					
<u>1.</u> Management is interested in the use of electronic commerce					
<u>2.</u> Management is supportive of the use of electronic commerce in business operations					
<u>3.</u> Our business has a clear vision on electronic commerce					
<u>4.</u> Our vision of electronic commerce activities is widely communicated and understood throughout the organization					
IT Capability (IT)					
1. Our organization is well computerized with LAN and WAN					
2. We have high bandwidth connectivity to the Internet					
3. We have an established enterprise-wide IT infrastructure					
4. We have sufficient experience with network based applications					
Perceived Benefits (PB):					
1. Reduce cost of business operations					
2. Improve customer service					
3. Improve distribution channels					
4. Reap operational benefits					
5. Increase ability to compete					
Perceived Compatibility (PC):					

1. Organizational beliefs and practices					
2. Existing technology infrastructure					
3. Communication is very open in our organization					
4. Our organization has a strong relationship with suppliers and customers					
5. Our organization has a positive attitude towards electronic commerce					
Perceived Complexity (PX):					
1. Learning to operate electronic commerce is/would be easy					
2. Interacting with electronic commerce is/would be flexible					
3. My interaction with electronic commerce is/would be clear and understandable					
4. It would be easy for me to become skillful at using electronic commerce					
Organizational Competence (OC)					
1. Our organization has a good understanding of electronic commerce business models that are applicable to our business					
2. We have a good understanding of electronic commerce application solutions that are applicable to our business					
3. Our organization has the necessary technical, managerial and other skills to implement electronic commerce					
Market e-readiness (MK)					
1. We believe our customers are ready to do business on the Internet					
2. We believe our business partners are ready to conduct business on the Internet					
Supporting Industries (SI)					
1. The telecommunication infrastructure is reliable and efficient					
2. The technology infrastructure of commercial and financial institutions is capable of supporting electronic commerce					

transactions					
3. We feel that there is efficient and affordable support from the local IT industry to support our move to the Internet					
Government e-readiness					
1. We believe there are effective laws to protect consumer privacy					
2. We believe that there are effective laws to combat cyber crime					
3. We believe the legal environment is conducive to conduct business on the Internet					
4. We believe that the government demonstrates strong commitment to promote electronic commerce					
5. Government regulations allow electronic settlement of electronic commerce transactions					
E-commerce Adoption					
1. All in All, do you believe e-commerce Adoption is feasible in Ethiopia, with current situation?					
2. Do you believe, e-commerce could help you to achieve your organization strategic plan?					
3. Do you believe e-commerce adoption is part of technological innovation?					

Anex 3 List of tour oprators

№	NAME OF THE COMPANY	OWNER/G.MANAGER	FIELD OF BUSINESS	email	website
1	ABA TOUR P.L.C	KFLE BIRHANU	TOUR OPERATION	info@abaethiopiatour.com	www.abaethiopiatour.com

2	-	BIRUK CHIKSE FERSHE	TOUR OPERATOR & TRAVEL AGENET		
3	KATA FAMILY TOUR OPERATION	KAHASAY GEBRE TAMENE	TOUR OPERATION & TRAVEL AGENCY		www.kahsaytourandtravel.co
4	13 SUNS TOURS P. L.C	ERMIAS SEGEN	TOUR & TRAVEL AGENT	info@13suns.com	www.13suns.com
5	A B L TRADING LC	ELSA AYELE	TOUR OPERATOR	info@abstractlandethiopiato ur.com	www.abstractlandethiopiato
6	A.E ALEMET ETHIOPIA TOUR	ALEMU TADDESS TEFERA	TOUR OPERATION	alemettour@gmail.com	www.alemetetethiopiatur.co
7	ABABA TOURS ETHIOPIA P.L.C	CHERU ALEMU	TOUR OPERATION	linfo@abebatoursethiopia.c om	www.abebatoursethiopia.com
8	AB-ASTAMY ORGINS ETHIOPIA TOUR & TRAVEL	SAMSON TESHOME	TOUR OPERATOR AND TRAVEL AGENTS		
9	ABC P.L.C	NEBIYAT YESUWORK	TOUR OPERATION	abcplc@ethionet.et	www.abccarrent.com
10	ABDULHAKIM SHEMSU TOUR AND TRAVEL	ABDULHAKIM SHEMSU	TOUR OPERATION	alhakimtour@yahoo.com	www.alhakimtour.com
11	ABEM TOUR & TRAVEL P.L.C	BEZAWIT DEMISSIE	TOUR OPERATION & TRAVEL AGENTS	abemtravelandtour@yahoo. com	www.abemtraveltour.jlmdoc
12	ABERUS ETHIOPIA TOURS	MOHAMMED NASIR AHMED	TOUR OPERATION	info@abrusethiopiatours.co m	www.aberusethiopiatours.co
13	ABINAS ETHIOPIA TOUR OPERATION AND TRAVEL AGENT	YORDANOS TESFAYE	TOUR OPERATION AND TRAVEL AGENT	yordanos@abinasethiopiato ur.com	www.abinasethiopiatour.com
14	ABSOLUTE ETHIOPIA TOURS	YAYEHEYRADE EMERU AFWEORK	TOUR OPEARTION	info@absoluteethiopia.com	www.absoluteethiopia.com
15	ABSSINIA TOUR P.L.C	TSEGAYE HAILU	TOUR OPERATION	abyssinian.tours@ethionet.e t	www.abyssiniantours.com
16	ABUNE YEMATA TOUR OPERATION	AKLILU BERHANE WOLDU	TOUR OPERATORS	info@abuneyematatours.co m	www.abuneyematatours.com
17	ABWOLF TOUR AND TRAVEL	GETACHEW CHERNET	TOUR OPERATION	info@abwolf.com	www.abwolf.com
18	ABYSS LAND TOUR & TRAVEL	MEARG SEGED	TOUR OPERATION	marc-travels@yahoo.com.fr	www.abysslanttars.com
19	ACACIA TOURS TRAVEL AGENCY AND TRADING P.L.C	THEODROS BERHANU	TOUR OPERATION AND TRAVEL AGENTS	acaciatravelethiopia@yahoo .com	www.acaciatoursethiopia.co
20	ACROSS ABYSSINIA TOUR PLC	FIREW AYELE	TOUR OPERATION	firewayele@yahoo.com	www.adventureabyssinia.com
21	ACTION TOURS	MISGANAW ALELIGN	TOUR OPERATION	info@actiontours.et	www.actiontourethiopia.com
22	ADIAMAT ETHIOPIA TOUR AND TRAVEL AGENCY	AMANUEL H/SELASSIE	TOUR OPERATION AND TRAVEL AGENT	info@toethiopiatravel.com	www.toethiopiatravel.com
23	ADIMASU TOURS	ADIMASU GEBEYEHU	TOUR OPERATors & TRAVEL AGENTS	adimasu- tours@hotmail.com	www.adimasutours.com
24	ADINAS AGERA	HABTAMU BEKELE	TOUR AND TRAVEL AGENT	info@adinastour.com	www.adinastour.com
25	ADLEN TOUR AND TRAVEL AGENT	ADMASU ARIFCHO	TOUR OPERATION	adlentriv@ethionet.et	www.adlentourethiopia.com
26	ADMIRE ETHIOPIA TRAVEL	ELIZABETH DAMENE	TOUR OPERATION & TRAVEL AGENT	info@admiretravel.com	www.admiretravel.com
27	ADONAY ETHIOPIA TOURS P.L.C	DEREJE DIBABA	TOUR OPERATION	admaytour@ethionet.et	www.adonaytour.com
28	AFEGET TOUR OPERATION AND TRAVEL AGENT P.L.C	TENAYE BEYENE	TOUR OPERATORS AND TRAVEL AGENTS		
29	AFRICA RIDING ADVENTURES.TOUR	FLAVIO BONAUTI	TOUR OPERATION	info@africaridingadventures .com	www.africaridingadventours
30	AFRICAN ADVENTURE TOURS	ABEBE HAREGEWEYN	TOUR OPERATION	info@afrika-tours.com	www.afrika-adventure-tours.
31	AFRICAN PETRA TOUR & TRAVEL	DESTAW SHIFERAW	TOUR OPERATION & TRAVEL AGENT	destash@yahoo.com	www.petratoursethiopia.com
32	AFRICAN QUEEN TOUR OPERATION	MAGERU DEMISSIE	TOUR OPERATION	info@afrikaqueentours.com	www.afrikaqueentours.com
33	AFRO GLOBAL BUSINESS CENTER P.L.C	ALMAW GARI	TOUR OPERATION	afrog@ethionet.et	www.afroglobaltour.com
34	AGAPE TOUR PLC	DANIEL CHARLES DIERAERT	TOUR OPERATION	voyages@agapetourplc	www.agapetour.com
35	AGAR ALEMAYEHU BEHABTU	AGAR ALEMAYEHU BEHABTU	TOUR OPERATION	amelmest@ethionet.et	www.Mekeit.com.et

36	AGESHA TOUR	TADESSE ASSEFA	TOUR OPERATION	tour@caravanaddis	www.caravanaddis.com
37	AGOBO ETHIOPIA TOUR P.L.C	ABEL ASSEFAW TEKA	TOUR OPERATION	hawkethiopia@yahoo.com	www.hawkethiopiatour.com
38	AGW TOUR AND TRAVEL	ALEMAYEHU BEKELE	TOUR OPERATION AND TRAVEL AGENT	agwtourandtravel@yahoo.com	www.agwethiopiatour.com
39	AKEMBALO TOUR OPERATION	FUAD KEDIR	TOUR OPERATION	info@akembaleotours.com	www.akembaleotours.com
40	AKSUMAWIT MAKDA TOUR AND TRAVEL P.L.C	ASAYEHEGN G/MARIAM	TOUR OPERATORS AND TRAVEL AGENTS	axumawitmakida@gmail.com	www.axumawitmakida.com
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364	TEK TOURS	TEKELU BERHE	TOUR OPERATION	info@tekethiopatours.com	www.texethiopatours.com
365	TEMA TOUR ETHIOPIA	TEWODROS SOLOMON	TOUR OPERATION	tamatourethiopia@gmail.com	www.tematourethiopia.com
366	TEREFE GETACHEW TOUR AND TRAVEL	TEREFE GETACHEW	TOUR OPERATION AND TRAVEL AGENT		
367	TERRA INCOGNIT TOUR OPERATION	ALENA BOCHOK NICOLA	TOUR OPERATION		
368	TESFA TOURS	MARK CHRISTOPHER	TOUR OPERATION	info.@tesfatours.com	www.tesfatours.com
369	THE EXPRESS TRAVEL GROUP	ERAN ASSIIDO	TOUR OPERATION	express@ethinet	www.expressraveethiopia.com
370	THE SHEFFIELD CARTAGE	SINTAYEHU ZERABIRUK	TOUR OPERATION	info@waliaadventures.com	www.waliaethiopia.com

371	TIMELESS ETHIOPIA TOURING P.L.C	HABTAMU MAMMO	TOUR OPERATION	tours@timelessethiopia.com	www.timelessethiopia.com
372	TIYAW TOUR AND TRAVEL AGENT	TADELE YILMA	TOUR OPERATION	tadecarent@yahoo.com	www.tiyawtours.com
373	TIZEZ HAILE TOUR AND TRAVEL	TIZEZ HAILE	TOUR OPERATION	info@tizez.com	www.tizezetour.com
374	TREK IN ETHIOPIA TOUR PLC	ALEBACHEW ABEBE	TOUR OPERATION	info@trekinethiopia.com	www.trekinethiopia.com
375	TUTU FELA TOURS	JEMAL HUSSEIN	TOUR OPERATION	tutufelatrael@yahoo.com	www.tutufelatrael.com
376	UNCOVERED ETHIOPIA TOUR	HABTE MELESSE	TOUR OPERATION	info@ethiopiauncovered.com	www.ethiopiauncovered.com
377	VANTAGE TRAVEL & TOUR SERVICE	AFRAH MOHAMMED	TOUR OPERATION & TRAVEL AGENT	vantagetl@yahoo.com	www.vantagetravelandtour.com
378	VERONICA HOTEL AND TOUR	TADESSE DARI	TOUR OPERATION		
379	VILLAGE ETHIOPIA P.L.C	FELEKETCH HAILEMARIAM	TOUR OPERATION	villageethiopia@ethionet.et	www.villageethiopia.net
380	VIVA ETHIOPIA TOUR OPERATION	ZEWGE TAFESSE	TOUR OPERATION		
381	WABI TOUR, TRAVEL AGENT AND CAR RENT	MUHABA NASIR	TOUR, TRAVEL AND CAR RENT		
382	WALK IN ETHIOPIA TOUR TRAVEL & CAR RENTAL	HENOK SHEWASEMA	TOUR OPERATION	walkinethiopia@yahoo.com	www.walkinethiopia.com
383	WENZDAR TOUR OPERATION	MULUGATA DUBALE	TOUR OPERATORS	wonzdar@telcom.met.et	www.wonzdar.com
384	WISE TOUR OPERATION	ALEHEGN REGASSA	TOUR OPERATION	contact@wise-tour.com	www.wise-tour.com
385	WOLDELUL TRAVEL AND TOUR P.L.C	WOLDELUL SHIFERAW	TOUR AND TRAVEL AGENT	w_w@yahoo.com	www.lultravel.com
386	WONDU TOURS ENTERPRISE	WONDWOSEN MESHESHA	TOUR OPERATION	wondutours@ethionet.et	www.woundutoursethiopia.com
387	WORLD TRAVEL & TOUR OPERATION	SOLOMON FEKADE	TRAVEL AND TOUR OPERATION		
388	WOSEN TOUR OPERATION	WOSENYELSH GUTEMA	TOUR OPERATION	wosentour@yahoo.com	www.wosentour.com
389	WUDNESH ETHIOPIA TOUR AND TRAVEL AGENT	WUDNESH SHIMEKT	TOUR AND TRAVEL AGENT	info@wudneshtour.com	www.wudneshtour.com
390	WUHA COMMERCIAL P.L.C	RAYMOND GOLBOURNE	TOUR OPERATION		
391	YAFE TOUR CAR RENT P.L.C	TEWODROS LIBSNEH	TOUR OPERATORS & TRAVEL AGENTS	yafetour@yahoo.com	www.yafetour.com
392	YAHWEH NISSI TOUR OPERATION	YAKOB HELISO	TOUR OPERATION	info@yahwehnissitour.com	www.yahwehnissitour.com
393	YAMA ETHIOPIA TOURS.P.L.C	TARIKU W/ ARAGAY	TOUR OPERATION	yamatours@gmail.com	www.yamatoursethiopia.com
394	YARED TOUR AND TRAVEL P.L.C	ALEXANDRIA MARIA DAMEN	TOUR OPERATION AND TRAVEL AGENTS		
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396	YEYOUSH TOUR OPERATION	HIRUT MELAKU G/HIWOT	TOUR OPERATION		
397	YOD ABISSINIA TOUR & TRAVEL	TIZAZU KORE G/SELASSIE	TOUR & TRAVEL AGENT	info@yodabyssiniatour.com	www.yodabyssiniatour.com
398	YOEL P.L.C	ELZABETH ZETAOS	TOUR OPERATION & TRAVEL AGENT	yoeltravel@yahoo.com	www.yoeltravelandtour.com
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410		HIWOT ADNEW TEFERA	TOUR OPERATION		
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447	STONE AGE TOUR & TRAVEL AGENCY P.L.C	MEKONNEN GETAHUN	TOUR OPERATION & TRAVEL AGENT	info@stoneagetour.com	www.stoneagetour.com
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458		ASHENAFI DEMOZ MULU	TOUR OPERATION	ashudemoz@yahoo.com	Ashenafidemozetours.com
459	TRAVEL ETHIOPIA P.L.C	SAMRAWIT MOGES	TOUR OPERATION	travelethiopia@ethionet.et	www.travelethiopia.com
460	ABYSSINIA BALLOONING P.L.C	BRAM VAN LOOSBROEK	TOUR OPERATION	bram@abyssiniaballooning.com	www.abyssiniaballooning.co
461	SUNNY LAND ETHIOPIA TOURS & TRAVEL AGENT	TSEGAAB GETACHEW	TOUR OPERATORS & TRAVEL AGENTS	info@sunnylandethiopiatur s.com	www.sunnylandethiopiatur s.com
462	EQUATOR TOUR AND TRAVEL	ABERA LEMI	TOUR OPERATORS AND TRAVEL AGENTS	contact@africantours.com	www.africantours.com
463	HEIMAT TOURS ETHIOPIA	TEKETAYI ABEBE	TOUR OPERATION	info@heimattoursethiopia.d e	www.heimattoursethiopia.de
464		TEFERA GEBRIE TESFAYE	TOUR OPERATION	tefera824@yahoo.com	WWW.plustravelethiopia.co
465		NEBIHA YOUSUF MOHAMED	TOUR OPERATION	info@mayaethiopiatur s.com	www.mayaethiopiatur s.com
466	ELDA TOUR AND TRAVEL AGENCY P.L.C	MESTAWET TEKALEGN	TOUR OPERATION AND TRAVEL AGENTS	eldatravel.agency@gmail.co m	www.eldatoursethiopia.com
467	AFRICA AMAZING TRAVEL TOUR LOGE P.L.C	ALAZAR TESFAZGI	TOUR OPERATION	info@africaamazingtour.co m	www.africaamazingtour.com

Annex 2 Online Survey process

The screenshot displays a Gmail inbox. The top navigation bar includes the Gmail logo, a search bar with the text "in:sent", and a close button. The left sidebar shows the "Compose" button and a list of folders: "Inbox" (324), "Starred", "Snoozed", "Sent", "Drafts" (67), and "More". The main content area shows an email from "kinfemichael Nigussie" (kinfe.nigussie@gmail.com) dated "Sat, May 18, 11:13 PM (3 days ago)". The email body reads: "Dear all", "I am Kinfemichel Nigussie a prospect graduate from AAU college of commerce and am doing my thesis on the title 'Factors affecting the adoption of e-commerce operation firms in Ethiopia'", "I have got your list from MOCT . It is simple survey here is the link for the survey", and a link "https://enketo.ona.io/x/#oyY7F3cA". Below the email, there is a "Mail Delivery Subsystem" notification dated "Sun, May 19, 7:51 PM (2 days)" stating: "Delivery incomplete There was a temporary problem delivering your message to info@abwolf.com. Gmail will retry for 45 more hours. You'll be notified". At the bottom, a list of similar emails is shown, all with the subject "Request for survey on adoption of e-commerce on tour operator in Ethiopia - M". The list includes "me, Melaku, Mail 44", "me .. Mail, Mail 59", and "me .. Mail, Mail 52".

Compose

Inbox 324

Starred

Snoozed

Sent

Drafts 67

More

kinfemichael Nigussie <kinfe.nigussie@gmail.com> Sat, May 18, 11:13 PM (3 days ago)

to info, info, info, alemettour, linfo, abcpic, alhakimtour, abemtravelandtour, info, yordanos, info, abyssinian.tours, info, info, marc-travels, aciatravelethiopia, v

Dear all

I am Kinfemichel Nigussie a prospect graduate from AAU college of commerce and am doing my thesis on the title "Factors affecting the adoption of e-commerce operation firms in Ethiopia"

I have got your list from MOCT . It is simple survey here is the link for the survey

<https://enketo.ona.io/x/#oyY7F3cA>

Best Regards

...

Mail Delivery Subsystem Sun, May 19, 7:51 PM (2 days)

Delivery incomplete There was a temporary problem delivering your message to info@abwolf.com. Gmail will retry for 45 more hours. You'll be notified

Compose

Inbox 323

Starred

Snoozed

Sent

Drafts 67

Primary

Social 6 new

Promotions 10 new

Fiseha Deleegn, hi5, LinkedIn, ...

Immigirl.com, Tek Tours, Startu...

me, Melaku, Mail 44 Request for survey on adoption of e-commerce on tour operator in Ethiopia - M

me .. Mail, Mail 59 Request for survey on adoption of e-commerce on tour operator in Ethiopia - M

me .. Mail, Mail 52 Request for survey on adoption of e-commerce on tour operator in Ethiopia - M

OverviewMapTablePhotosChartsDashboardSettings146 Records

Q Search

Show: Label

<<<>>>

	ID number	Submission Time datetime	Gender categorical	How old are you? string	What is the highest education categorical	Before starting your current t categorical	Before starting your tour ope categorical	When was y string
	46168852	May 18, 2019	Male	39.0	4.0	More than 5 Years	Yes	2009.0
	46177698	May 18, 2019	Male	52.0	6.0	More than 5 Years	Yes	38687.0
	46191061	May 19, 2019	Male	35.0	6.0	Have no experience	Yes	41153.0
	46194332	May 19, 2019	Male	37.0	5.0	Have no experience	No	Oct 12/2011
	46210705	May 19, 2019	Male	24.0	6.0	1-3 Years	No	42826.0

OverviewMapTablePhotosChartsDashboardSettings

Q Search

Show: Label

me employee	How many part time employee string	Management is interested in categorical	Management is supportive of categorical	Our business has a clear visio categorical	Our vision of electron categorical
	10.0	strongly_Agree	strongly_Agree	disAgree	Agree
	20.0	Neutral (moderately agree/...	Neutral (moderately agree/...	Agree	Agree
	30.0	Neutral (moderately agree/...	disAgree	disAgree	disAgree
	15.0	Agree	Agree	Neutral (moderately agree/...	Neutral (moderately ag
	0.0	strongly_Agree	strongly_Agree	strongly_disAgree	Agree
	5.0	strongly_Agree	strongly_Agree	strongly_Agree	Agree
	1.0	strongly_Agree	Agree	Agree	Agree
	null	strongly_Agree	strongly_Agree	strongly_Agree	strongly_Agree
	null	Agree	Agree	Agree	strongly_Agree
	null	Agree	Neutral (moderately agree/...	Agree	Agree
	null	Agree	Agree	Agree	Agree