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Technology is changing significantly faster than the media or institution that consumers traditionally rely on to inform and enforce their choices. Al-Gahtani et al. *(2007)* determined the effect of cultural difference on an individual's acceptance of technology in an organization while cultural values play a significant role in his or her technology readiness *(Westjohn et al., 2009)*. Hence, hotel employees who have diverse cultural backgrounds may influence their readiness for and acceptance of technology and therefore impact their service delivery when adopting technology in their daily operations. Research on technology acceptance and technology readiness in the hotel industry should be conducted considering service providers and customers. The service providers will be able to provide what the customers want. Notably, ensuring that hotel employees are ready to use and accept the latest hotel technologies can result in potential challenges regarding different individual cultural values. Hence, this study attempts to fill this gap by examining the technology acceptance and readiness of hotel employees with different individual cultural values.

1. Literature review

Impact of cultural values on technology acceptance and readiness

The concept of national cultural values was advocated in the late 1980s by Hofstede *(1989)*. National cultural value mainly includes power distance, uncertainty avoidance, collectivism, long-term orientation, and masculinity. The present study only focuses on the impacts of collectivism, long-term orientation, and masculinity on technology acceptance because the impacts of other dimensions such as power distance and uncertainty avoidance have been largely discussed by previous studies *(Gao et al., 2018; Karl, 2018)*. Specifically, collectivism demonstrates the relationship between individual/individuals and the group/groups in a society; and it is commonly compared with individualism. Normally, countries with high collectivism (i.e., low individualism) focus more on group whereas countries with low collectivism (i.e., high individualism) pay more attention on individual performance. According to Kovačić *(2005)*, collectivism and masculinity are two dimensions that affect the adoption of technology. Countries with high long-term orientation focus on future, whereas countries with low long-term orientation mainly pay attention on the past and the present *(Hofstede, Hofstede, 2005)*. The finding of Yoon *(2009)* further proved the important role of long-term orientation in the relationship between the online trust of consumers and their repurchase intention. Masculinity reveals the achievement orientation in a society, and the role of different genders in a society *(Tarhini et al., 2017)*. When countries rank high in masculinity (i.e., low in femininity), they prefer assertiveness success *(Hofstede, Hofstede, 2005)*. By contrast, if countries rank low in masculinity, then they consider more on the relationships between people and life quality within the society.

Regarding the impacts of cultural values on technology acceptance, Kovačić *(2005)* found that countries with strong individualistic culture hold a positive attitude toward technology adoption because individuals perceive that technology can help them perform tasks efficiently. Yoon *(2009)* proved the moderating effect of long-term orientation on the relationship between

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online trust and the purchase intention of consumers. In reference to the impact of masculinity on technology acceptance, the findings of Bagchi et al. *(2003)* showed that countries with low masculinity hold a positive attitude in technology adoption to improve the performance in the work place, and they believe that technology will increase the chance of success. By contrast, countries with high masculinity hold a negative attitude toward technology adoption. Nonetheless, limited studies in hospitality, if any, have discussed the impact of cultural values on technology adoption. Although studies on hospitality and tourism have discussed the impacts of cultural values on technology adoption, such impacts have been limited investigated at individual level *(Gao et al., 2018; Yoon, 2009)*. In other words, the impacts of cultural value on technology adoption at individual level have not been explored. Thus, the present study investigates the impacts of cultural values on technology acceptance at individual level.

In the early 1990s, Straub *(1994)* already studied the impacts of different cultures on technology acceptance and proved the vital role of culture in the choice of electronic communication. The technology acceptance of hotel employee has then become increasingly important because of the rapid pace of technology development *(Veiga et al., 2001)*. Kovačić *(2005)* found that culture values are tightly connected with technology readiness. The findings of Jones et al. *(2005)* further proved that the perception of the organizational culture is associated with technology readiness. Parasuraman et al. *(2004)* examined the relationships among national culture, technology readiness, and technology acceptance, and the finding showed that US respondents rated higher than Swedish respondents in terms of optimism, innovation, discomfort, and insecurity. Khalil *(2011)* mentioned that institutional collectivism and future orientation (i.e., long-term orientation) are negatively related to electronic government readiness. A recent study of Wang et al. *(2017)* integrated technology readiness into tourism satisfaction technology readiness to shape tourist satisfaction. The findings show the moderating effects of the technology readiness (i.e., optimism and innovativeness) on the relationships between technology-enabled services and future behavior. The impacts of the cultural values such as masculinity and collectivism on the strategic management of hotel executives have been examined by previous studies *(Ayoun et al., 2009, 2010)*. As the finding of Ayoun et al. *(2010)* showed that hotel executives under feminine culture are more involved with other staff than those who are under masculine culture. Hotel executives from individualist countries are more open to the strategic change of an organization than those who are under collectivist countries *(Ayoun et al., 2009)*. However, the impacts of cultural values on technology readiness at individual level have been rarely examined. Thus, based on the previous literature, the following three hypotheses are advocated.

Hypothesis 1a
Collectivism is negatively related to discomfort from the perspective of hotel employees toward technology adoption.

Hypothesis 2a
Long-term orientation is negatively connected with discomfort from the perspective of hotel employees toward technology adoption.

Hypothesis 3a
Masculinity positively affects discomfort from the perspective of hotel employees toward technology adoption.

Veiga et al. *(2001)* argued that collectivism and long-term orientation largely affect the perceived usefulness and ease of use of technology at national level. Srite and Karahanna *(2006)* further proved that national culture affects perceived usefulness and ease of use. This study also found that national culture affects technology acceptance through an individual possess, indicating the possibility of the impacts of cultural value transformation at individual level. Nevertheless, empirical studies on the impacts of cultural values at individual level are lacking. Ayoun et al. *(2009)* and Ayoun et al. *(2010)* examined and proved the cultural influence of collectivism and masculinity on the strategic management from the perspective of hotel managers. However, they failed to determine the cultural impacts on technology acceptance.

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Veiga et al. *(2001)* revealed that collectivism and long-term orientation significantly impact the two main attributes of technology acceptance model. Recent studies have started to examine the cultural impacts on technology adoption at individual level. For example, Tarhini et al. *(2017)* examined the impacts of culture values at individual level on the acceptance and adoption of e-learning tools from the perspective of students and proved the effects. The findings showed that the relationships are stronger among female groups than male groups. Moreover, the relationships are stronger among users under high than low collectivistic culture. In other words, in a society with high collectivism culture, students are likely to be influenced by the opinions of colleagues for technology acceptance. Nonetheless, the findings are limited to the student sample. Some other studies have examined the moderating role of perceived usefulness *(Tarhini et al., 2017; Yang, 2017)*. For example, Yang *(2017)* found that perceived usefulness significantly moderates the relationship between satisfaction and electronic word of mouth within the context of restaurant. Nevertheless, the influences of collectivism, long-term orientation, and masculinity on technology acceptance at individual level have been ignored to some extent by previous studies. That is, few studies have investigated cultural values impact on technology acceptance at individual level, and the perspectives are limited to hotel employees or students. Thus, based on the previous studies, the following six hypotheses are advocated to determine the influences of collectivism, long-term orientation, and masculinity on technology acceptance at individual level.

Figure 1 shows the proposed research framework.

Hypothesis 1b

Collectivism is positively related to perceived usefulness of technology from the perspective of hotel employees toward technology adoption.

Hypothesis 2b

Long-term orientation is positively connected with perceived usefulness of technology from the perspective of hotel employees toward technology adoption.

Hypothesis 3b

Masculinity negatively affects perceived usefulness from the perspective of hotel employees toward technology adoption.

Hypothesis 1c

Collectivism is positively related to perceived ease of use from the perspective of hotel employees toward technology adoption.

Hypothesis 2c

Long-term orientation is positively connected with perceived ease of use from the perspective of hotel employees toward technology adoption.

Hypothesis 3c

Masculinity negatively affects perceived ease of use from the perspective of hotel employees toward technology adoption.
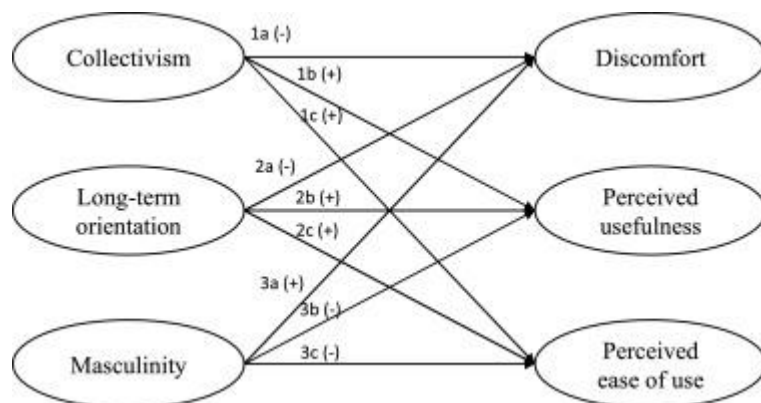

Figure 1. Six-factor structure of the proposed conceptual model

2. Methodology

2.1. Measurement development

The questionnaire of the present study was divided into four sections. The first section contained questions on hotel technology acceptance that were developed by Davis *(1989)*. A five-point Likert-type scale, from 5 (*strongly agree*) to 1 (*strongly disagree*), was used in the first section. The participants revealed the extent of their agreement with statements on their acceptance of hotel technology. The second section explored questions on technology readiness was developed by Parasuraman *(2000)*. A five-point Likert-type scale, from 5 (*strongly agree*) to 1 (*strongly disagree*), was also used for the participants to show the extent of their agreement with statements on their readiness for hotel technology. The third section used a 16-item CVSCALE at the individual level with a five-point Likert-scale (5 = *strongly agree*; 1 = *strongly disagree*) selected from the study of Yoo et al. *(2011)*. CVSCALE, which was designed to evaluate Hofstede's cultural dimensions at the individual level, is reliable with validity and across-sample and across-national generalizability *(Yoo et al., 2011)*. Specially, six items are used to measure collectivism, six items are used to measure long-term orientation, and another four items are used to measure masculinity. The last section included demographic information of the respondents.

2.2. Data collection

A survey questionnaire was used to collect data from target respondents who were hotel employees currently working in the hotel industry on the west coast of the United States. The selection criterion for the survey was that participants used hotel technologies in their daily operations. A research company specializing in online survey and data collection targeted the respondents (i.e., hotel employees in specific departments such as receptions, housekeeping, F&B, etc) and conducted the survey. A total of 421 valid responses were collected in early 2017 and adopted for further data analysis. Data were analyzed by exploratory factor analysis and confirmatory factor analysis.

3. Findings and discussion

Table 1 shows the demographic information of the survey respondents. Among 421 respondents, 114 (27.1%) were males, and 307 (72.9%) respondents were females. The females were the majority among these respondents because nearly half of the respondents were from reception and housekeeping departments, and the employees in the two departments in hospitality are normally female staff. Regarding the education level of the respondents, 129 respondents (i.e., more than 30% of the respondents) owned some college credit, 125 respondents (i.e., nearly 30% the respondents) had Bachelor's degree, and the remaining 167 respondents (i.e., 40% of the respondents) either did not have diploma or had Associate degree or technical training or had Master's degree or above. In terms of the current department hotel employees are working in, 240 (i.e., the sum of 120, 48, and 72) respondents (i.e., more than 60% of the respondents) worked for the reception, concierge, and housekeeping, and the remaining 181 respondents (i.e., 40% of the respondents) worked in reservations, food & beverages, and others; and they use hotel technologies in their daily operations.

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Table 1

Demographic information of the respondents

n = 421	Frequency	Percentage
Gender		
Male	114	27.10
Female	307	72.90
Education level		
No diploma / High school graduate	72	17.1
Some college credit	129	30.6
Technical training	26	6.2
Associate degree	56	13.3
Bachelor's degree	125	29.7
Master's degree or above	13	3.1
Current department		
Reception	120	28.5
Bell/Concierge/ Executive Club/Valet	48	11.4
Housekeeping	72	17.1
Reservations	60	14.3
Food & Beverages	46	10.9
Others	75	17.8

3.1. Exploratory factor analysis of cultural values

The exploratory factor analysis (EFA) results of cultural values reveal that Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy is equal to 0.808. Bartlett's test of sphericity presents Chi-Square value = 2071.555, df = 105, and a p value of 0.000. The scree plot findings of the attributes involved in cultural values indicate that fixed number of three factors is considered the most appropriate for EFA for cultural values (Table 2). Factor loadings of each attribute involved in cultural values are listed in Table 2. Reliability test was also conducted with Cronbach's alpha provided.

Table 2

EFA of cultural values at individual level

Attributes of cultural values	Factor loadings	Variance explained	Cronbach's alpha
Factor 1. Collectivism (CO)		26.98	0.836
Co1. Group success is more important	0.845		
Co2. Group welfare is more important	0.837		
Co3. Group loyalty is encouraged	0.727		
Co4. Individuals should sacrifice self-interest	0.693		
Co5. Individuals should consider group welfare	0.666		
Co6. Individuals should stick with the group	0.662		
Factor 2. Long-term orientation (LOT)		20.36	0.804
Lot1. Personal stability	0.827		
Lot2. Long-term planning	0.800		
Lot3. Working hard in the future	0.772		
Lot4. Thrift management	0.769		
Factor 3. Masculinity (MA)		20.25	0.842
Ma1. Men are typical in solving difficult	0.887		

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Attributes of cultural values	Factor loadings	Variance explained	Cronbach's alpha
problems			
Ma2. It is more important for men to have a professional career	0.867		
Ma3. Men solve problems with logical analysis	0.851		
Total variance explained	63.222		

Note: Extraction Method: Principal Axis Factoring.
Rotation Method: Promax with Kaiser Normalization.
Rotation converged in five iterations.

Factor 1 is recognized as "collectivism," which contains six attributes such as "Group success is more important than individual success." and "Group welfare is more important than individual rewards." Factor 1 explains 26.98% of the total variance, and the value of Cronbach's alpha is 0.836. The attributes identified in factor 1, namely, "Group success is more important than individual success" and "Group welfare is more important than individual rewards," are similar to the findings of Nazarian et al. *(2017)* in terms of the influence of national cultural values on the performance of hotel industry. Therefore, group success and welfare are the two most important attributes regardless of at the national level or at individual level impacts. "Group loyalty," "sacrifice self-interest," and "stick with the group" are three additional representative attributes of collectivism found from the perspective of hotel employees. Therefore, collectivism for hotel technology adoption is considered as being loyal to the hotel technology adopted, sacrificing self-interest to be adopted to the hotel technology, and sticking with the group who use hotel technology.

Since the factor loadings of two items "persistence" and "give up today's fun for success" were less than 0.50, hence they were excluded. Thus, factor 2 includes four items such as "personal stability" and "long-term planning" to represent "long-term orientation". Factor 2 explains 20.36% of the total variance and exhibits a Cronbach's alpha of 0.804. Hofstede and Minkov *(2010)* identified that personal steadiness and stability are two representative attributes of long-term orientation. From the perspective of hotel employees, the present study finds that two additional attributes, namely, working hard for success in the future and thrift management, can be used to measure long-term orientation for hotel technology adoption.

Since the factor loading of one attribute "There are some jobs that a man can always do better than a woman" is less than 0.50, hence it is excluded to represent masculinity. Thus, factor 3 is considered "masculinity", which contains three attributes such as "Solving difficult problems usually requires an active, forcible approach, which is typical of men." Factor 3 explains 20.25% of the total variance and exhibits a Cronbach's alpha of 0.842. A recent study of Nazarian et al. *(2017)* provided six attributes to measure masculinity of the organizational cultural, such as "Managers should not delegate important tasks to employees" and "Meetings are usually run more effectively when they are chaired by a man," which are the two most important attributes identified. The EFA of the present study reveals that the most important attribute identified is "Men are typical in solving difficult problems," indicating that men are normally more sophisticated than women in dealing with technological problems in terms of technology adoption from the perspective of hotel employees.

3.2. EFA of technology acceptance and technology readiness
Similarly, EFA was also conducted for technology acceptance and technology readiness. The EFA findings indicate that KMO measure of sampling adequacy is equal to 0.904. Bartlett's test of sphericity presents Chi-Square value = 3488.918, df = 120, and a p value of 0.000. Similarly, scree plot displays that fixed number of three factors is regarded as the most appropriate number for EFA for technology acceptance and technology readiness.

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The findings provide three possible components as indicated in Table 3. Factor 1 is recognized as "perceived usefulness," which contains five attributes such as "Using hotel technology increases my productivity." It explains 33.49% of the total variance and presents a Cronbach's alpha of 0.912. The first two attributes identified are similar to the findings of the previous studies, namely, "Technology increases work productivity" and "Technology improves the outcome of work" *(Kim et al., 2008; Venkatesh, Davis, 2000)*. From the perspective of hotel employees and within the context of hotel technology adoption, three additional representative attributes found are "enhance effectiveness," "facilitate task completion," and "easiness improvement." The results show that hotel employees agree that technology adoption in hotel can enhance effectiveness, facilitate task completion, and improve the easiness of tasks.

Table 3

EFA of technology acceptance and technology readiness

Attributes of technology acceptance and technology readiness	Factor loadings	Variance explained	Cronbach's alpha
Factor 1. Perceived usefulness (PU)		33.49	0.912
Pu1. Improve productivity	0.898		
Pu2. Improve job performance	0.886		
Pu3. Enhance effectiveness	0.832		
Pu4. Accomplish tasks quickly	0.709		
Pu5. Improve easiness	0.685		
Factor 2. Perceived ease of use (PEU)		31.35	0.874
Peu1. Understandable	0.852		
Peu2. Easy to do want I want to do	0.817		
Peu3. Easy to operate	0.693		
Peu4. Cumbersome to use	0.687		
Peu5. Easy to remember	0.545		
Factor 3. Discomfort (DIS)		21.10	0.804
Dis1. Being taken advantage by technology	0.739		
Dis2. Technology language is difficult	0.699		
Dis3. Technical support is not helpful	0.667		
Dis4. Not designed for ordinary people	0.655		
Dis5. Prefer basic model	0.580		
Dis6. Friends know more	0.493		
Total variance explained	63.353		

Note: Extraction Method: Principal Axis Factoring.
Rotation Method: Promax with Kaiser Normalization.
Rotation converged in four iterations

Factor 2 is known as "perceived ease of use," which includes five attributes such as "Usage of the hotel technology is clear and understandable." It explains 31.35% of the total variance and exhibits a Cronbach's alpha of 0.874. The first attribute identified is understandable, indicating the importance of making hotel technology understandable to hotel employees. In addition, hotel employees should perceive the easiness of what they would like to do. Furthermore, hotel technology must be easily operated, which is similar to the finding, namely, "It is easy to use hotel technology" *(Kim et al., 2008; Venkatesh, Davis, 2000)*. Hotel employees should remember how to use the technology to perform certain tasks, which can be achieved through practice or regular training.

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Factor 3 is considered "discomfort," which includes six attributes such as "When you get technical support from a provider of a high-tech product or service, you sometimes feel as if you are being taken advantage of by someone who knows more than you do." Factor 3 explains 21.10% of the total variance and presents a Cronbach's alpha of 0.804. Overall, the results show that the attributes included in each component are reliable in representing factor 1, factor 2, and factor 3, respectively. One attribute found in the present study which is different from the findings of previous study is "Friends know more about technology than you" *(Parasuraman, 2000)*, indicating the importance of equal treatment of hotel employees in terms of hotel technology training. Although previous studies have found other attributes such as the safety risks associated with modern technology and the breakdown of new technologies to represent discomfort, the present study does not find them typical in representing discomfort within the context of technology adoption in hotels. The findings indicate that hotel employees do not have much concern on the safety or the breakdown issue of technology adoption in hotels.

3.3. Confirmatory factor analysis

Confirmatory factor analysis was further conducted by the software IBM® SPSS® Amos™ 24. The findings indicate that Chi-Square value χ^2 is equal to 663.538 (df = 335, p = 0.000). Cheng and Furnham *(2017)* argued that large χ^2 is normally due to large sample size or unequally distributed observed variables. The items in the present study generally follow the normal distribution. Thus, large χ^2 may be due to large sample size. The root mean square error of approximation (RMSEA) indicates a measure of the discrepancy in fit per degrees of freedom. The RMSEA of the present study is equal to 0.055, which is between 0.05 and 0.08 thus indicates an acceptable model fit. Bentler *(1990)* mentioned that, if the values of comparative fit index (CFI), the final index of choices, and Tucker–Lewis index (TLI), or non-normed fit index are greater than 0.90, then the model is considered as having a good model fit. The results of the present study show that the values of TLI and CFI are 0.910 and 0.920, respectively. These values indicate a good fit of the proposed research framework. In summary, TLI and CFI are greater than 0.9, and RMSEA is between 0.05 than 0.08. Thus, the six-factor structure exhibits an acceptable fit (χ^2 = 663.538, df = 335; TLI = 0.910, CFI = 0.920, RMSEA = 0.055).

The present study also checked the convergent validity (i.e., among attributes) and discriminant validity (i.e., among dimensions). Table 4 shows the correlation between two dimensions among six constructs. Fornell and Larcker *(1981)* suggested comparing Average Variance Extracted (AVE) with the squared correlations for each pair of the dimensions to test discriminant validity. That is, if AVE is greater than squared correlations, then the discriminant validity can be confirmed. Table 4 shows that the AVE value of each dimension is greater than the squared correlations. In other words, the six-factor construct of the proposed research model is valid and reasonable. Moreover, the AVE value of each dimension is greater than 0.5, which indicates the convergent validity. Meanwhile, the attributes involved in each dimension are representative for each dimension because construct reliability of each dimension is greater than 0.70, which ranges from 0.804 to 0.912.

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Table 4

Correlations (squared correlations), reliability, AVE, and mean

	CO	LOT	MA	PU	PEU	DIS
CO	1.000					
LOT	0.099*(0.01)	1.000				
MA	0.259** (0.07)	−.0161**(0.03)	1.000			
PU	0.170**(0.03)	0.419**(0.18)	−0.101*(0.01)	1.000		
PEU	0.215**(0.05)	0.317**(0.10)	−0.047 (0.00)	0.642**(0.41)	1.000	
DIS	0.098*(0.01)	−0.147**(0.02)	0.360**(0.13)	−0.209**(0.04)	−0.211**(0.04)	1.000
Reliability	0.836	0.804	0.842	0.912	0.874	0.804
AVE	0.87	0.51	0.65	0.69	0.53	0.50
Mean	3.39	4.31	2.31	4.25	4.13	3.00
Std. Dev.	0.99	0.71	1.23	0.81	0.80	1.12

Note: *Correlation is significant at the 0.05 level (2-tailed).
**Correlation is significant at the 0.01 level (2-tailed).
MF = Mobile functionality; MU = mobile usability; ATT = attitude; SN = subjective norms; PBC = perceived behavioral control; CS = customer satisfaction; RI = repurchase intention; AVE = Average Variance Extracted. Mean values are based on seven-point scales. All correlations are significant at 0.01 level (two-tailed).

4. Implications

4.1. Theoretical contributions

Theoretically, the present study is based on the technology acceptance model, a fundamental model to examine the acceptance of a certain type of technology from the user perspective. This study also integrates one important aspect of technology readiness (i.e., discomfort) into technology acceptance model to provide a holistic view of technology acceptance. Although the impacts of cultural values at national level have been examined by previous studies *(Hofstede, Hofstede, 2005; Yoon, 2009)*, the impacts of cultural values at individual level have been largely ignored previously. Thus, the present study extends the technology acceptance model by adding one important dimension of technology readiness and tests its applicability within the context of hotel industry in US. In summary, the present study contributes to the literature by developing an extended technology acceptance model considering the impacts of cultural values at individual level.

4.2. Practical implications

Since the findings of the present study indicate that most of the investigated cultural values, namely, collectivism and long-term orientation, positively affect perceived usefulness and perceived ease of use. Thus, showing an example of hotel technology adoption in other same level hotels (i.e., same class) or the adoption of hotel technology in other departments to the hotel staff is suggested to indicate a kind of collectivism, thereby improving the perceived usefulness and perceived ease of use from the perspective of hotel employees, and ultimately facilitate hotel technology adoption.

In addition, by taking the significant impact of long-term orientation on the extended technology acceptance model into consideration, long-term benefits such as the achievements of workload reduction and operational efficiency improvement can be highlighted to hotel employees to improve their perceived usefulness and perceived ease of use of hotel technology. Meanwhile, the provision of long-term benefits of hotel technology adoption can help hotels greatly reduce the discomfort from the perspective of hotel employees.

Furthermore, since the result shows that masculinity culture positively affects the discomfort of hotel technology adoption from the perspective of hotel employees, hence a less masculinity culture is suggested regarding hotel technology adoption. In other words, hotel

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managers should hold a feminine attitude rather than a masculine attitude toward hotel technology adoption so as to reduce the discomfort of hotel employees. In conclusion, showing a collectivist attitude toward hotel technology adoption and highlighting its long-term benefits in a less masculine cultural environment can facilitate the successful adoption of hotel technology.

5. Conclusions

Although the impacts of national cultural value on technology acceptance model have been investigated by previous studies, the impacts of national cultural value at individual level was largely ignored by previous literature. To bridge this gap, the present study investigated the impacts of cultural values on technology adoption at individual level by integrating an important dimension of technology readiness (i.e., discomfort) and extended the technology acceptance model. Investigating the impacts of cultural value at individual level from the perspective of hotel employees is of great necessity because a comprehensive understanding of such impacts can help hotel managers identify the employee-technology link, which can greatly facilitate hotel technology adoption *(Parasuraman, 2000)*.

In total, the present study advocated nine hypotheses, and six hypotheses were supported. The findings indicate that collectivism and long-term orientation are positively related to perceived usefulness and ease of use. Long-term orientation is negatively related to discomfort whereas masculinity is positively related to discomfort. Hence, hotel managers should hold a collectivist attitude and highlight long-term benefits of hotel technology adoption to enhance the perceived usefulness and perceived ease of use from the perspective of hotel employees. In addition, highlighting long-term benefits of hotel technology adoption can help hotel employees to reduce their discomfort toward hotel technology adoption. Furthermore, encourage hotel technology adoption in a less masculinity culture is highly recommended for hotel managers to reduce the discomfort of hotel employees toward technology adoption, with the ultimate goal of facilitating hotel technology adoption.

Вопросы для размышления

1. Какие методы сбора и анализа данных использованы авторами настоящего исследования?

2. Обозначьте ограничения проведённого исследования.

3. Укажите, основываясь на результатах именно данного исследования, возможные направления будущих исследований.

4. При подготовке этого олимпиадного задания в него намеренно не были включены некоторые содержащееся в тексте оригинальной статьи логические блоки (один из них содержался в параграфе 1 Literature review). Без этих блоков представленный текст, в некоторой степени, потерял свою логичность и целостность. Укажите, какие это блоки. Что они должны содержать? Почему они непременно должны присутствовать в статье? Как они должны быть связаны с другими разделами статьи? Выявив эти блоки, предложите их структуру (не в виде текста, а именно структуру, пункты).