

The Influence of Organizational Culture on eGov Acceptance by Employees: Case of Morocco

ADERKAOUI Abderazak¹, OUMLIL Rachid² and AQUELMOUN Abdessalam³

^{1,2,3}Ibn Zohr University, LaRGe at ENCG Agadir, Morocco

¹abderazak.aderkaoui@gmail.com, ²oumlil.rachid@gmail.com, ³Aqelabdo141@yahoo.fr

Abstract— This article aims to shed light on how organizational culture influences the acceptance of Electronic Government (eGov) by employees in a North African country, Morocco. Based on the Technology Acceptance Model (TAM, Davis et al., 1989), the authors propose a model extending TAM to Uncertainty Avoidance (UA) as the most cultural factor used in eGov acceptance researches, and Perceived Risk (PR) as mediator factor between UA and Intention (INT). The study was conducted in a Moroccan public organization named Social Development Agency (SDA), based in Rabat- the administrative capital of Morocco. The sample is composed of 81 employees representing 64% of the target population (136 employees). The structural equation modeling (SEM) technique was employed with the Smart PLS software to assess the causal relationships that were hypothesized in the proposed model. The findings indicated that the proposed model explains 36, 3 % of total variance in the INT to accept eGov by employees. They also showed that UA, PR, Perceived Ease of use (PEU), and Attitude (ATT), exert a notable influence on employees' Intention to accept eGov. Otherwise, the influence of Perceived Usefulness (PU) was not significant.

Keywords— eGov, TAM, Uncertainty Avoidance, Perceived Risk, Morocco and North African Country

I. INTRODUCTION

As for most information systems (IS), eGov strategies were initiated and led by the western countries camp.

Therefore, the transfer of such experiences to another cultural context (e.g., Arab, Asian), is likely to be biased by cultural traditions and values of the originated countries [32]. In view of this influence, the eGov projects models must be subjected to a cultural adaptation process before any application in other cultural conditions. Failing that, the developed eGov systems will face the cultural barriers of the recipient users, which can cause investment lost and partial/total failure of the eGov strategies.

Coming to our case study, Morocco is one of the first Arab and African countries that had simulate the foreign eGov experiences. Since 2002, the government had made big efforts to improve the eGov Development Index (EGDI). The reports published by the UN on eGov development issue, presents Morocco as one of the eGov leaders in the African continent [65], [66]. In 2014, Morocco recorded an average IDEG score of "0.5060", and got the 82nd position at the world level [65].

In 2016, the report on eGov Development Consultative Meetings indicated that Moroccan EGDI scored a value of "05186". However, despite these progresses, the majority of eGov initiatives had not reached the expected results [46], [15]. Furthermore, Moroccan EGDI had receded in the last World ranking of eGov (i.e., 82th /193 countries in 2014, versus, 82 th /193 countries in 2016) [66]. This weakening is due especially to the low score of Human Capital sub-index (HCI=0.4737/world average =0.6433), which is one of the three critical EDGI's sub-index (Online Services, Human Capital, Basic Infrastructure). Coming to the point in question, though the competent departments of the national assessment strategies confirm the failure of Moroccan eGov projects, the analysis of national eGov reports, showed the carelessness about the role of cultural factors as a suspicious reasons of eGov failure. The negligence of such factors represent a big flaw in the assessment process, knowing that the improvement of the HCI¹, needs a deep studies on what could culturally influence the acceptance of eGov by the potential users, especially employees category.

In response to this issue, this study questioned the influence of organizational culture on the Intention (INT) to accept eGov by employees in a Moroccan public structure, named "Social Developed Agency (SDA)". Based on Technology Acceptance Model (TAM) [18], authors developed a research model composed of six variables, which are: TAM constructs, Uncertainty Avoidance (UA) and Perceived Risk (PR). The category of employees-users was chosen as a survey target, because of the eGov acceptance by any potential users, is preconditioned by the employees' acceptance first. [20], [57] argue that, although the availability of technical, organizational and financial elements is essential to the eGov implementation, the success of such system relies closely to the employees' predisposition to accept the use of eGov in their professional work. According to Alshehri and Drew (2010) [5], the success of eGov projects depends largely on the knowledge and know-how acquired by employees in using IS. The remainder of this paper is structured as follows: the second section gives insights on the theoretical background of TAM and presents a meta-analysis on cultural

¹Its composed of four elements : Expected years of schooling, Average years of schooling, Adult literacy rate, and Overall school enrollment rate (UN, 2002-2016)

Table I: Cultural Factors of eGov acceptance

Problematic	Authors	Type of IS	Country	Reference	Significant factors
Develop a general framework that focuses on the process of transferring IS from one culture to another, and identify problems associated with intercultural research and IS transfer.	Shore and Venkatachalam (1994)	All IS applications	USA; Mexico; India; Germany; Britain; Ghana	Hofstede (1980); Gory et Scott-Morton (1971)	Uncertainty avoidance, and Hierarchical distance.
TAM has been widely used in IS acceptance research. However, given the globalization of organizations and systems, it becomes imperative to evaluate the predictive utility of this model for the change in the cultural environment.	Straub et al (1997)	eMail	USA; Japan; Switzerland	Hofstede (1980)	Uncertainty avoidance, Hierarchical distance, Individualism, Masculinity.
Recent studies indicate that Chinese managers make very limited use of IS. A study is thus conducted to explain the observed phenomenon, firstly by confronting Western and Chinese culture, then considering the Confucian values and behaviors that distinguish Chinese management systems from their Anglo-American counterparts.	Martinsons and Westwood (1997)	Managerial IS	Anglo-American countries; China	Hofstede (1980); Bond et Hofstede (1988) and; Redding (1990)	Uncertainty avoidance, Hierarchical distance, Collectivism/Individualism, Masculinity, Long term orientation, high load contextual communication.
Identification of cultural factors that promote/prevent the transfer and use of IS in Arab countries.	Hill et al (1998)	All IS applications	Jordan; Egypt; Saudi Arabia; Lebanon; Sudan	Hofstede (1980); Barakat (1993)	Collectivism, Uncertainty avoidance, short-term orientation, Sense of kinship and family responsibility, religion, valuing the past (the concept of time).
Although the Group Support System (GSS) has improved the decision-making process within North American organizational structures, researches that has studied the performance of this system has not considered the impact of cultural factors. In addition, there has been little testing of the GSS potentialities in other cultural contexts other than North America. Thus, a research model was developed to highlight the impact of cultural differences on the dissemination and use of GSS.	Robichaux et Cooper (1998)	Group support system.	North America	Hofstede (1980)	Hierarchical distance, Individualism, Masculinity.
Identification of the cultural influence of uncertainty avoidance on IS implementation process.	Carton (1999)	International IS.	France, England, Germany, Italy	Hofstede (1980)	Uncertainty avoidance.
Identification of the implicit characteristics of cultural values that affect the transmission of financial information. A problem evoked by the Asian financial crisis in 1997/98.	Gamble et Gibson (1999)	Financial control system.	Hong-Kong	England (1967); Allport and al (1970); Rokeach (1973) and Hofstede (1980)	Hierarchical distance, Collectivism, Sense of loyalty, Materialism, Personal changes valorization, Rationality valorization.
Identification of the cultural factors that influence the IS acceptance at the world scale.	Hofstede (2000)	Radios, TV, Cable subscribers, mobile phones, fax, computers.	56 countries	Hofstede (1980; 1991)	Uncertainty Avoidance, Hierarchical distance, Individualism/Collectivism, Masculinity/Femininity, Long term orientation/ Short term orientation.
Managers of international and local companies are expected to have good communication skills in order to carry out their business at both, real and virtual levels. In addition, the practice of business, especially through eCommunication is influenced by several factors, including cultural dimensions. This study attempt to identify the cultural variables that influence the use of eCommunication by/within local and international businesses.	Ross (2001)	eCommunication	China; United States; Germany; Japan	Hofstede (1980, 1991)	Uncertainty avoidance, Hierarchical distance, Collectivism/Individualism, Short term/Long term orientation, high/load contextual communication.
Examination of the moderating effect of the national culture on the customer quality-satisfaction ratio, for three distinct after-sales service contact modes.	Birgelen et al, (2002)	After-sales service : face to face, phoning, and eService.	Sweden; Belgium; France; Spain; Austria; Ireland; Netherlands; UK; Norway; USA; Germany	Hofstede (1980)	Uncertainty avoidance, Hierarchical distance, Individualism/Collectivism, Masculinity: Femininity.

determinants of eGov acceptance. The proposed research model and hypothesis are illustrated in third section.

The fourth section describes the research methodology, as of the fifth section it exposes findings discussed in the sixth section and followed by the conclusion.

II. THEORETICAL BACKGROUND

A) *Technology Acceptance Model*

The TAM model has been proposed by Davis et al [18] as an adaptation of the Reasoned Action Theory (RAT), [24]. TAM was specifically designed to explain and predict the acceptance/use of IS by different populations and in various contexts. According to Davis et al. [18], the main objective of TAM is to allow researchers to understand how external factors impact beliefs, attitudes and intentions towards the use of IS. To that end, TAM has been formulated as to offer a limited number of key variables, which are already suggested in previous studies dealing with the identification of affective and cognitive determinants of IS acceptance. TAM has proven to be a theoretical model in helping to explain and predict people behavior toward IS use [43]. The modeling of TAM constructs (Fig. 1), was carried out on the basis of RAT's theoretical findings.

As illustrated in the Fig. 1, TAM assumes that the acceptance of an IS depends primarily on the INT. The later is in turn determined by the PU and ATT towards the use of the target IS. ATT is influenced by both beliefs: PU and PEU. The PEU has a direct influence on PU and therefore indirectly influences INT. Finally, external factors (e.g. System and user characteristics, organizational, cultural and political factors) are presumed to influence the IS acceptance/use through individual perceptions (PU and PEU), ATT and INT. INT is defined as a conscious action plan that acts as a major and immediate determinant of future behavior. ATT refers to the general feeling (favorable or unfavorable) felt by a person towards the use of a particular IS. PU is defined as the degree to which an individual believes that using a particular system would increase his/her professional performance in a particular organizational context, while PEU is defined as the degree to which an individual believes that using a particular system would be free of effort [18].

B) *Cultural determinants of eGov acceptance*

To get a clear idea about the impact of organizational culture on the success/failure of eGov, we carry out a meta-analysis on cultural factors that influence the acceptance of eGov by different stockholders (see Table II). This meta-analysis helped us to identify the most relevant cultural factors to be considered in our case study.

The examination of the meta-analysis results identified 14 cultural determinants of eGov acceptance. Some determinants present a greater influence on eGov acceptance than others. Indeed, UA, and Hierarchical Distance (HD), have been identified as the most influencing factors that shape the acceptance/use of eGov. Moreover, the analysis revealed that UA and HD, displays - each one- a frequency of use of 16%, while Collectivism (COLV); Masculinity (MAS); Individualism (IDNV); Long Term Orientation (LTO); Short Term Orientation (STO), and; Femininity (FMN),

respectively presented frequencies of use of: 14%; 12%; 10%; 8%; 6%, and; 6%.

Although the results obtained from this meta-analysis can be interpreted with caution, the conclusions that emerge present the UA as the major cultural determinant of eGov acceptance/use. This conclusion is supported by the results of several studies, especially the work of Cardon and Marshall [11], and J.Hofstede [37]. Finally, even if the HD factor has been cited as an important cultural factor, its importance is relatively low in predicting IS acceptance [37]. In this communication we employed PR as mediator construct of UA influence over the INT of eGov use by employees.

III. RESEARCH MODEL AND HYPOTHESES

Our The research model (Fig. 2), was developed in accordance with: 1) the results we obtained from above meta-analysis, and 2) the literature review on the application of TAM to eGov acceptance issues. Our theoretical model is then composed of six constructs, enlarging TAM by including two new variables: the UA and PR as direct antecedents of INT. The developed model suggests 8 hypothetical relationships. The arrows linking constructs (latent variables) specify the supposed causal relationships in the direction of arrows. The arrows between constructs and items (observed variables) symbolize measurement validity.

Consistent with TAM (Fig. 1), the research hypotheses related to PU, PEU, ATT were formulated as follows:

H1a: Perceived Usefulness exerts a direct and positive influence on employees Intention to use eGov.

H1b: Perceived Usefulness exerts an indirect and positive influence on employees Intention to use eGov.

H2: Attitude exerts a direct and positive influence on employees Intention to use eGov.

H3: Perceived Usefulness exerts a direct and positive influence on employees Attitude toward eGov use.

H4a: Perceived Ease of Use exerts a direct and positive influence on employees Attitude toward eGov use.

H4b: Perceived Ease of Use exerts an indirect and positive influence on employees Intention toward eGov use.

H5: Perceived Ease of Use exerts a direct and positive influence on employees Perceived Usefulness toward eGov use.

Concerning the UA and PR variables, this study suggests what follows:

According to [1], UA is a cultural dimension measured by the intensity of the fear felt in uncertain or unknown situations. People who embrace the cultural values of UA tend to avoid the ambiguous and uncertain situation in favor of clearer and more structured situations [35]. As concerning the cultural specificities of the studied case, Hofstede Center of Management and Organizational Culture Research, scored Morocco a value of 68 on the dimension of UA, which is

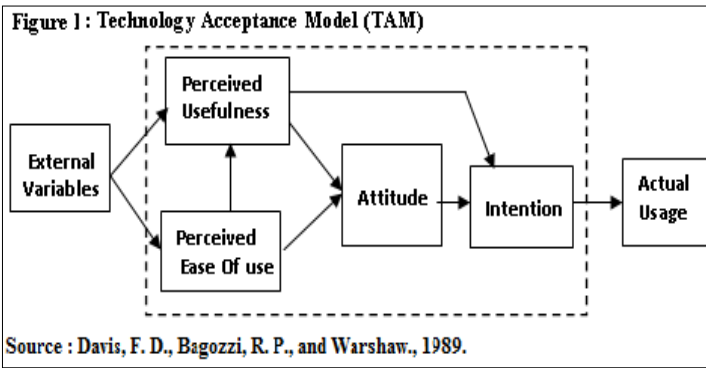


Fig. 1: Technology Acceptance Model (TAM)

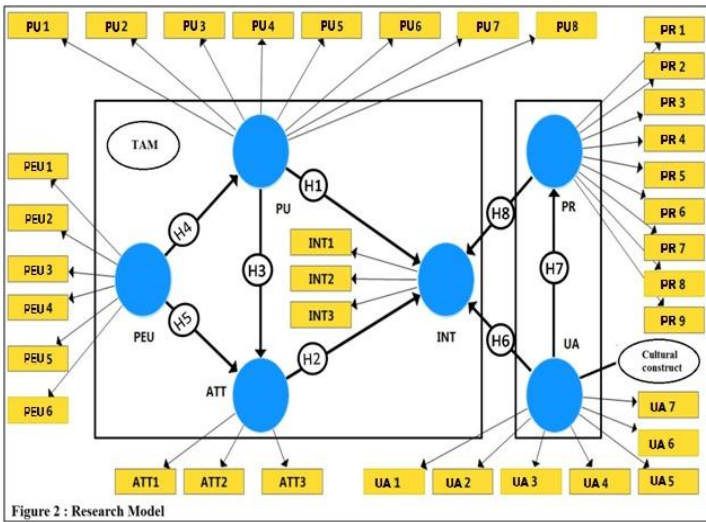


Fig. 2: Research Model

changes that occurred over the last three decades [22], [8]. This questioned the generalization of the Hofstede's results on UA to employee's behavior toward eGov use. In this study we are going to assume the opposite of what Hofstede advanced, by supposing what follow:

H6a: Uncertainty avoidance exerts a direct and positive influence on employees Intention to use eGov.

H6b: Uncertainty avoidance exerts an indirect and positive influence on employees Intention to use eGov

H7: Uncertainty avoidance exerts a direct and negative influence on employees Perceived risk toward eGov use.

According to [23], the concept of PR refers to the feeling of uncertainty as of potential negative consequences of using a product or service. Thence, PR is a composite of uncertainty and gravity of involved outcomes, coupled with the expectation of losses engendered by the act (use). In the research area of IS acceptance and especially in e-Gov domain, the concept of PR plays a critical role as many crucial data is treated by e-Gov system. Compared to e-Business of private sector, e-Gov involves much more confidential and personal information. Therefore, e-Gov's penitential users, especially employees, may perceive more risk when they decide to use eGov. This could provok a negative attitude towards eGov use because the uncertainty and insecurity issues. Previous research on eGov acceptance suggests that PR has a negative impact on [23], [38], [9]. Overall speaking, PR can be categorized as of seven dimensions: 1) physical risk; 2) social risk; 3) psychological risk; 4) performance risk; 5) the risk of loss of time; 6) financial risk and; 7) Opportunity risk, [16], [54], [74], [41], [62]. In our survey, the PR items were established on the basis of all its dimensions.

Based on the presented definition, the assumption we formulated of PR construct is as follows.

H8: Perceived risk exerts a direct and negative influence on employees Intention to use eGov.

IV. RESEARCH METHODOLOGY

As we mentioned previously, the sample of the study is of 81 employees which represent 64% of the target population. It included 60 males (74,1%) and 21 females (25,9%). Most of the surveyed were between the ages of 39 and 40 years old. 49,4% of employees had licence degrees, 39,5 % had master degrees, and 11,1% had doctorate degrees. The most dominants profile in the sample, are shared between, the program management Officer (48,1%) and Development Officer (30%). As of eGov use knowledge, 56,8 % of respondents have an intermediate level on eGov knowledge, while 23,5% of them have a high level, which means that most participants to this study are familiar with eGov use. All demographics data of the sample are shown in Table 2. The survey was conducted through an online platform (Google Forms). The collected data were analyzed with SPSS v.19, and then submitted to a confirmatory analysis process based on Structural Equation Modelling approach (SEM) using Smart-PLs software v.3.2.7.

e-Gov use knowledge	Nbr	%	Gender	Nbr	%
Low	16	19,8	Males	60	74,1
Intermediate	46	56,8	Females	21	25,9
High	19	23,5	Total	81	100,0
Total	81	100,0			
Level of study	Nbr	%	Age (year)	Nbr	%
Doctorate degrees	9	11,1	20-29	1	1,23
Master degrees	32	39,5	30-39	39	48,15
License degrees	40	49,4	40-49	40	49,4
			plus de 50	1	1,23
Total	81	100,0	Total	81	100,0
Profile	Nbr	%	Profile	Nbr	%
Program management Officer	39	48,1	Financial Officer	1	1,2
Project Presentation Officer	2	2,5	Office Administrator	1	1,2
IS service Officer	1	1,2	Planning Officer	3	3,7
Development Officer	21	30	Juridical Administrator	1	1,2
Regional Coordinator	11	13,5	Financial Administrator	1	1,2

interpreted by a great preference to avoid uncertainty and therefore the decrease of risk-taking among the majority of Moroccans. However, although Hofstede's indices of cultural dimensions have been widely applied in eGov management research, they are now debatable because of the socio-cultural

V. RESULTS OF THE CONFIRMATORY ANALYSIS

The analytical part of the study consisted on the test of the research model. This was achieved through two processes: 1) the analysis of the measurement model; and 2) the analysis of structural relationships among latent constructs [29], [6]. This test was performed in order to assess the reliability and validity of the used measures. To this end, we used the Partial Least Squares (PLS) method, which is designed to validate predictive models using reflective latent variables [14]. We used Smart PLS software v.3.2.7 to assess both of the measurement model and the structural model.

A) Reliability and validity of the measurement model

Concerning the threshold reliability of the measures, a value of 0,70 is recommended for both, Cronbach Alpha coefficient (α) [27] ; and, Composite Reliability (CR) [48], [39], while the reliability of Factors Loadings (FL) is pronounced at/or above a value of 0,6 [29], [31].

Constructs	Items	FL > 0,6	$\alpha > 0,7$	CR > 0,7
UA	UA3	0,777	0,712	0,806
	UA4	0,777	0,712	
PU	PU1	0,872	0,902	0,913
	PU3	0,872	0,902	
PR	PR 1	0,827	0,701	0,874
	PR 2	0,827	0,701	
	PR 3	0,771	0,616	
	PR 4	0,771	0,616	
INT	INT1	0,871	0,918	0,836
	INT2	0,871	0,918	
PEU	PEU 1	0,766	0,878	0,885
	PEU 2	0,766	0,878	
	PEU 3	0,854	0,891	
ATT	ATT1	0,925	0,948	0,940
	ATT 2	0,925	0,948	
	ATT 3	0,960	0,960	

As Table III shows, Cronbach's α and CR values range respectively from 0.806 to 0.940; and 0,871 to 0,961, which is largely above the acceptable value. As of FL the reliability condition is confirmed for all constructs, with 0,616 < FL < 0,960.

The measurement model validity was assessed through two statistical parameters, which are: 1) the Convergent validity; and 2) the Discriminant validity [44]. The Convergent validity is satisfied when the Average Variance Extracted (AVE) is above a threshold value of 0,5 [25] ; and the FL; CR; and IC (Cronbach's α) all confirmed. Whereas, the Discriminant validity satisfied when the AVE is above 0, 5 and, its square root is superior to all other cross correlations [25]. As shown in Table IV, the CV and DV are both confirmed for all constructs, with AVE > 0,5 and AVE² > cross correlations.

B) Structural Model Test

The structural model which reflects the hypothetical causal relationships among the constructs is tested based on the data collected from the validated measures [29], [39]. The test assessed the model's predictive power given by R², and the

strength of the path relationships among the model constructs. According to the Table 5 and Fig. 3, the model explain 36, 3 % of the INT variance (R²= 0.363). This score confers the model a moderate explanatory power [25]. As for the research hypothesis, nine out of the eleven paths scored a p-value less than 0.05. Indeed, PR ($\beta = -0,354$) and ATT ($\beta = -0,476$), had significant influence on INT to use eGov by employees, while PU and UA had no significant influence on this INT.

Constructs	AVE	UA	PU	PR	INT	PEU	ATT
UA	0,630	0,794					
PU	0,792	0,576	0,890				
PR	0,535	-0,400	-0,301	0,829			
INT	0,749	0,228	0,313	-0,482	0,865		
PEU	0,687	0,669	0,595	-0,421	0,487	0,829	
ATT	0,892	0,640	0,669	-0,450	0,502	0,588	0,944

Direct Path Relationships							
Dependent construct	R ²	Hypothesis	β	T-V > 1,96	P-V < 0,05	Results	
INT	0,363	H1a	PU-> INT	0,020	0,131	0,896	Rejected
		H2	ATT-> INT	0,476	2,943	0,003	Accepted
		H3	PU-> ATT	0,495	4,646	0,000	Accepted
		H4a	PEU-> ATT	0,294	2,945	0,003	Accepted
		H5	PEU-> UP	0,595	7,129	0,000	Accepted
		H6a	UA-> INT	-0,230	1,561	0,119	Rejected
		H7	UA-> PR	-0,400	3,768	0,000	Accepted
		H8	PR-> INT	-0,354	3,424	0,001	Accepted
Indirect Path Relationships							
Hypothesis	β	T-V > 1,96	P-V < 0,05	Results			
H1b	PU-> INT	0,236	2,845	0,005	Accepted		
H4b	PEU-> INT	0,292	2,630	0,009	Accepted		
H6b	UA-> INT	0,142	2,299	0,022	Accepted		

VI. DISCUSSION

As shown in Fig. 3, and Table V, we note that: unexpectedly, UA doesn't shows any significant effect on INT (t = 1.6; p > 0.05). Thus, H6a is not confirmed. This result indicate that Moroccan employees are not feeling anxious about the uncertainty and ambiguity of eGov use. This may have many explanations, mainly: 1) experience. The most experienced employees in eGov will have less aversion to its use; 2) the mandatory of use. The obligatory aspect of eGov use, impose the users to relatively ignore the uncertainty issue and its repercussions; 3) the habit. After using the eGov for many years, employees may have experienced many problematic situations because of the eGov use anomalies, which had probably lowered their UA feeling. This result is compatible with Conversely to Hofstede's postulate, UA exerts a significant (negative) influence on PR (t = 3.8, p < 0.05), Thus, H7 is supported. This result reflects the Moroccan employees tendency to not care about the potential uncertain situations that eGov use may engender. This reduces consequently the PR intensity toward the use of eGov by

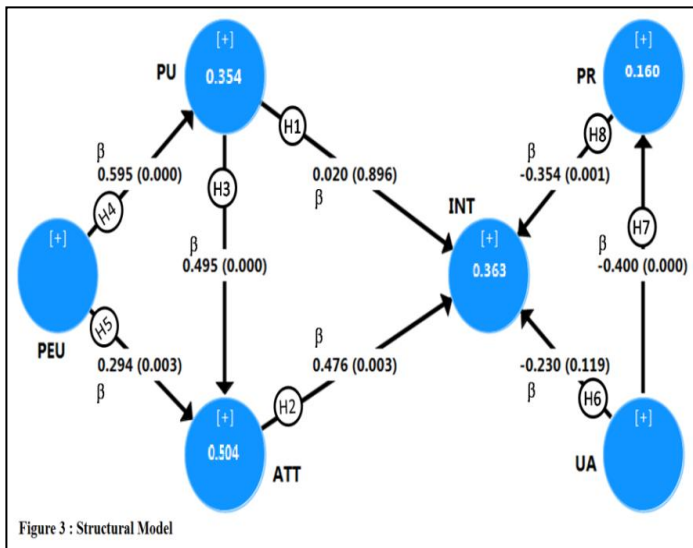


Fig. 3: Structural Model

employees. Similar results have been reported in many studies e.g., [60], [63], [36], [3].

PU ($t = 0.131$, $p > 0.05$) doesn't presents any effect on INT. Thus, H1a is not supported. This indicates that Moroccan employees don't take in consideration the usefulness of eGov when they decide to use it in their work. This result is consistent with the results obtained by Chang et al [13]; and, Shih (2004) [59].

PR ($t = 3,424$, $p < 0.05$) displays a notable (negative) effect on INT. Thus H8 is confirmed. This result indicates that, the higher a Moroccan employee has PR of eGov use, the lower his INT toward this use will be. This result is consistent with the results obtained in similar studies e.g., [61], [63], [36], [2], [19], [42]. ATT ($t = 3,424$, $p < 0.05$) presents a significant (positive) influence on INT. Thus H2 is supported. This indicates that Moroccan employees are likely to use eGov based on the favorable ATT they develop towards this use. This result is compatible with the results in comparable studies [56], [73], [64].

PU ($t = 4,65$, $p < 0.05$) and PEU ($t = 2,945$, $p < 0.05$) show a significant (positive) effect on ATT. Thus H3 and H5 are supported. These results indicate that Moroccan employees are likely to form positive attitudes towards the use of eGov as long as : 1) they recognize the benefits and advantages of eGov use in terms of job effectiveness and efficiency; 2) they believe that eGov is easy to use. These results correspond to the results of the following studies [18], [49], [72], [40], [64], [47], [50].

PEU exerts a significant (positive) influence on PU. Thus H4a is supported. This result shows that more eGov is perceived by the employees as being easy to use, the stronger are their perceptions toward its usefulness. This result is consistent with the obtained results by [17], [18], [67], [68], [71], [70], [69].

Concerning the indirect effects relationship, results show that PU and PEU ($t = 2.845$ and $t = 2.630$, respectively, $p < 0.05$) impacts (positively) the INT through ATT. Thus, ATT is a mediating factor between PU; PEU, and INT e.g., [18], [30]. UA ($t = 2.3$, $p < 0.05$) influences (positively) the INT through

PR. Thus, PR is a mediating factor between UA, and INT. PEU ($t = 2.630$, $p < 0.05$) influences (positively) the INT through PU. Thus, PU is a mediating factor between PEU, and INT.

VII. CONCLUSION AND MANAGERIAL IMPLICATIONS

The objective of this study was to broaden our understanding on how cultural factors influence the eGov acceptance by Moroccan employees. In this study the authors had extended TAM [18] by adding an important cultural dimension, UA, and a mediator factor of its influence on INT, PR. The obtained results indicated that The explained variance in the proposed model is 36,3% of the variance for the Intention to use eGov by employees. Results had also revealed that PEU, ATT and PR influence significantly and directly the INT to use eGov by employees, while UA and PU had no significant effect on Intention. As of the indirect effect influence, findings showed a significant (positive) influence of UA, PU, and PEU on INT.

Taken together these findings, this study suggests several implications for Moroccan policy makers interested in human development through eGov exploitation. First, Moroccan Government should seriously look into every approach that would develop positive PU of eGov use among employees. This may be through demonstrating concretely how the use of eGov by employees serves not only to improve their performance at work, but also to boost human development in the country, and consequently the improvement of the living conditions of the population of which they are part. This is supposed to allow much advantage to government, such as operational and process excellence, thence enhancing the effectiveness and efficiency of public services. Second, the study proposes that the PR toward eGov use by employees should be reduced. The prevailing of such perceptions in public departments would hamper the employee's intention to use eGov, and then, inhibit the achievement of global eGov goal, which is the promotion of human development of the country. Third, in order to avoid organizational risks which may result from low UA, the attenuation of negative influence of PR on employees INT must be combined with the respect of procedural rules and eGov management standards, especially by the more experienced employees.

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