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The Effect of E-Procurement Practices on Humanitarian Logistics Efficiency: Evidence from the World Food Programme in Tanzania

Euzebius Modest Chilope[1], Dr. Prosper S. Nyaki[2]

[1,2] Faculty of Logistics and Business Studies (FoLBS)

Department of Management Sciences (DMS)

National Institute of Transport

[1,2] National Institute of Transport, Dar es Salaam, Tanzania

[1]ORCID: 0009-0008-6056-3856

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Abstract: **Humanitarian relief operations depend on reliable sourcing, timely procurement and continued coordination with suppliers. Yet the relationship between particular electronic procurement practices and logistics efficiency remains insufficiently documented in Tanzania's humanitarian sector. This study examined how e-sourcing, e-tendering and e-supplier management were associated with humanitarian logistics efficiency at the World Food Programme (WFP) in Tanzania. A positivist, deductive, cross-sectional explanatory design was used. Structured questionnaires were completed by all 50 eligible staff identified in the study population, and the data were analysed using descriptive statistics, Pearson correlation and multiple linear regression. The regression model was significant, $F(3, 46) = 8.585$, $p < 0.001$, and explained 35.9% of the variation in reported logistics efficiency. E-sourcing ($B = 0.270$, $p = 0.041$) and e-supplier management ($B = 0.389$, $p = 0.004$) showed significant positive adjusted associations, while e-tendering did not ($B = -0.064$, $p = 0.569$). E-supplier management had the largest positive standardised coefficient. These findings suggest that identifying suitable suppliers electronically and maintaining effective digital supplier coordination are particularly relevant to reported logistics efficiency in this setting. Since the evidence is cross-sectional and self-reported, the associations should not be interpreted as causal effects. Practical priorities include better use of sourcing information, consistent monitoring of suppliers and examination of operational bottlenecks in tendering.**

Keywords: **E-Procurement; E-Sourcing; E-Tendering; E-Supplier Management; Humanitarian Logistics Efficiency.**

I. INTRODUCTION

Humanitarian organisations operate in circumstances where urgent needs, uncertain demand and disruptions to transport and supply networks make the timely availability of relief materials difficult to maintain. Unlike conventional commercial distribution, humanitarian logistics must respond to urgent human needs while using finite resources responsibly. Coordination among humanitarian actors and suppliers therefore remains a central operational challenge [1], [2].

Electronic procurement has become an important part of the way organisations identify suppliers, administer tenders, share information and maintain purchasing records. Earlier research shows that these systems can change procurement processes and the flow of information between buyers and suppliers [3], [4]. However, having a digital system does not necessarily

mean that its users or suppliers can convert its functions into timely deliveries. Organisational capacity, procedures and technical support all affect how such systems work in practice [5].

At WFP Tanzania, procurement activities support food assistance and related humanitarian operations. Sourcing decisions, tender administration and supplier coordination occur at different stages of the procurement process and may have different relationships with logistics performance. This distinction matters because a faster tender procedure, for example, need not translate into quicker delivery if suppliers lack capacity or transport is disrupted. Work on digital humanitarian supply chains also points to the importance of information sharing and coordination, while cautioning against equating technology adoption with operational outcomes [6], [7].

Tanzanian research has investigated electronic procurement and broader supply chain performance, including specific functions such as e-sourcing and e-tendering [8], [9]. Nevertheless, results from public procuring entities or another relief-oriented organisation cannot automatically be transferred to the World Food Programme. There remains a need to examine how distinct practices relate to the availability of relief items, the timeliness of aid delivery and the ability to respond during emergencies within WFP Tanzania.

The study distinguishes procurement activities that occur before a purchase decision from supplier-facing work that continues during contract implementation. This distinction is not only conceptual. Humanitarian organisations are accountable for transparent procurement while also being expected to deliver assistance under urgent and changing conditions. A digital system can therefore be valuable for auditability without necessarily showing an immediate relationship with delivery speed or relief-item availability. Looking at the separate practices helps avoid attributing all observed benefits or weaknesses to digital procurement as a whole.

Against this background, the paper examines the respective adjusted associations of e-sourcing, e-tendering and e-supplier management with humanitarian logistics efficiency at WFP Tanzania. The outcome reflects reported timeliness of aid delivery, relief-item availability and responsiveness during emergencies. The central contribution is to distinguish which of the three practices remains statistically associated with that outcome after the others are considered. The adjusted analysis found positive statistically significant associations for e-sourcing and e-supplier management, while e-tendering was not statistically significant. E-supplier management had the largest positive standardised regression coefficient. The paper reviews the relevant literature, explains the survey and statistical methods, presents findings and discusses their implications for humanitarian procurement policy and practice.

II. LITERATURE REVIEW AND HYPOTHESES

A. E-Sourcing and Humanitarian Logistics Efficiency

E-sourcing refers to using digital platforms to identify, compare and select suppliers and to obtain the information needed for sourcing decisions. In a humanitarian setting, access to organised supplier information may help procurement teams respond to changes in demand or identify alternative sources when routine arrangements are disrupted. Evidence from South African small and medium enterprises links digital procurement with supplier integration, but commercial supply chain performance differs from emergency logistics [10]. Tanzanian findings further show that e-procurement functions deserve separate analysis rather than being treated as one undifferentiated technology [9]. The first hypothesis was that e-sourcing has a statistically significant association with humanitarian logistics efficiency (H1).

Electronic sourcing may help managers retain a broader view of supplier options and compare potential sources before placing orders. Yet digital records have limited practical value if they do not describe current capacity, lead times and delivery constraints. Evidence from Tanzanian public procuring entities and South African commercial firms is informative but concerns performance outcomes that are not identical to emergency logistics [10], [9]. The humanitarian setting therefore warrants a separate test of the relationship between e-sourcing and logistics efficiency.

B. E-Tendering and Humanitarian Logistics Efficiency

E-tendering covers electronic publication of tender invitations, receipt and evaluation of bids, and tender-related records. It can improve the accessibility and traceability of procurement documentation, although administrative improvements may be separated in time from delivery of goods. Reviews of modern public e-procurement describe the benefits and challenges of electronic workflows [11]. The strength of any relationship with humanitarian logistics, rather than simply procurement administration, must therefore be established empirically. H2 proposed a statistically significant association between e-tendering and humanitarian logistics efficiency.

An electronic tender may shorten paperwork and improve access to bidding information, but the effects can be constrained by approval steps, the capability of suppliers to respond and the way contract awards connect with inventory and transport planning. These possible constraints were not independently measured in this study. They instead explain why the statistical relationship between tendering and delivery outcomes should not be assumed in advance. The hypothesis concerned the observed relationship with logistics efficiency, not the legal or administrative value of electronic tender records.

C. E-Supplier Management and Humanitarian Logistics Efficiency

E-supplier management concerns the electronic exchange of information with suppliers, tracking of contract obligations and monitoring of delivery performance. This activity is particularly close to logistics outcomes because it continues after suppliers have been identified and contracts awarded. Humanitarian procurement research highlights coordination difficulties and the importance of supplier-related knowledge [12], [13]. Digital supplier tools may support earlier identification of delays, better visibility of commitments and more responsive communication. H3 proposed a statistically significant association between e-supplier management and humanitarian logistics efficiency.

Supplier management is also distinct from supplier selection: it concerns whether delivery promises are monitored and whether procurement teams can respond when a supplier encounters difficulties. Moshtari et al. [12] and Wankmüller and Reiner [13] address the challenges of humanitarian procurement coordination, although neither provides a direct estimate for the precise electronic supplier-management variable used here. This gap strengthens the case for evaluating supplier management alongside, rather than inside, a general e-procurement indicator.

D. Theoretical Perspective

The study was informed by the Unified Theory of Acceptance and Use of Technology (UTAUT), which identifies performance expectancy, effort expectancy, social influence and facilitating conditions as important factors in technology use [14]. Applied to procurement, it offers a way to understand why access to an electronic platform does not guarantee consistent or effective use. The present study did not directly measure or test these four UTAUT constructs. Instead, the theory provided context for assessing the three procurement practices as predictors of logistics efficiency. The dissertation also discusses organisational and technological readiness as possible moderators, but no moderation coefficients were estimated; they are therefore not presented here as tested findings.

III. METHODOLOGY

A. Research Design and Participants

A positivist philosophy and deductive approach guided a quantitative, cross-sectional explanatory design. The study was conducted within WFP Tanzania and focused on staff whose responsibilities were related to procurement, supplier management, information technology, warehousing, transportation, field logistics and operational management. The identified population comprised 50 eligible staff members. Because this group was manageable, all 50 were included through a census approach rather than selecting a smaller sample. All 50 returned usable questionnaires, corresponding to a 100% response rate for the defined population.

The study population was a defined group of 50 eligible staff rather than all WFP personnel in Tanzania. A full response within that group reduced non-response concerns for the designated population, but it did not make the findings representative of other offices, agencies or countries. The analysis therefore concerns associations observed in this particular organisational setting.

B. Instrument and Measures

Data were collected using a structured questionnaire with closed-ended statements rated on a five-point scale from strongly disagree (1) to strongly agree (5). Six items measured each of the four constructs: e-sourcing, e-tendering, e-supplier management and humanitarian logistics efficiency. Logistics efficiency was assessed through respondents' perceptions of timely aid delivery, availability of relief supplies and responsiveness to emergencies. Composite scores were computed as the average of the six items for each construct. The instrument underwent content review, and internal consistency was subsequently assessed with Cronbach's alpha.

C. Analysis and Research Ethics

Questionnaire responses were coded and analysed using IBM SPSS Statistics version 31.0.2.0. Descriptive statistics summarised the variables, while Pearson correlation described bivariate relationships. Multiple ordinary least squares

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regression estimated the adjusted association of each procurement practice with humanitarian logistics efficiency. All three explanatory variables were entered simultaneously, and two-sided significance tests were interpreted at the 0.05 level. The model was specified as HLE = β0 + β1(ES) + β2(ET) + β3(ESM) + ε, where HLE denotes humanitarian logistics efficiency, ES e-sourcing, ET e-tendering and ESM e-supplier management. The dissertation records obtaining an introduction letter, voluntary informed participation and safeguards for confidentiality and anonymity.

Because all measures were based on staff questionnaire responses at one point in time, the analysis estimated relationships between reported practices and reported operational efficiency. It did not use administrative measures of actual delivery times or experimental manipulation of procurement systems. As a result, significant regression coefficients are discussed as adjusted associations rather than causal effects.

IV. RESULTS AND DISCUSSION

A. Respondent Profile and Measurement Reliability

All 50 questionnaires were completed. Half of respondents were at the operational level (50%), while 32% held middle-management and 18% senior-management roles. Reliability estimates exceeded the commonly used 0.70 threshold for all four measures, supporting their use as composite scales in the subsequent analyses.

TABLE I: DESCRIPTIVE STATISTICS AND INTERNAL CONSISTENCY OF STUDY MEASURES

Construct	N	Mean	SD	Cronbach Alpha
E-Sourcing	50	3.517	0.966	0.917
E-Tendering	50	3.657	1.063	0.935
E-Supplier Management	50	3.560	0.935	0.910
Humanitarian Logistics Efficiency	50	3.727	0.852	0.891

Source: Field data (2026). Each scale comprises six questionnaire items. SD = standard deviation.

Mean responses exceeded the midpoint of the five-point scale. E-tendering had the highest average score among the procurement practices, although higher average use or approval did not imply a stronger relationship with logistics efficiency.

B. Correlation Analysis

TABLE II: PEARSON CORRELATIONS AMONG STUDY MEASURES

Variable	ES	ET	ESM	HLE
ES	1.000	0.491	0.499	0.480
ET	0.491	1.000	0.434	0.255
ESM	0.499	0.434	1.000	0.545
HLE	0.480	0.255	0.545	1.000

Source: Field data (2026). N = 50; ES = e-sourcing; ET = e-tendering; ESM = e-supplier management; HLE = humanitarian logistics efficiency.

E-sourcing was positively correlated with logistics efficiency ($r = 0.480$, $p < 0.001$), as was e-supplier management ($r = 0.545$, $p < 0.001$). E-tendering had a weaker association ($r = 0.255$, $p = 0.073$) that was not significant at the 5% level. These correlations describe unadjusted relationships and should not be confused with the regression coefficients.

C. Regression Diagnostics and Overall Model

The available diagnostic tests did not indicate serious departures from the assumptions considered. The Shapiro–Wilk test for model residuals was not statistically significant ($W = 0.980$, $p = 0.549$). Variance inflation factors were between 1.406 and 1.519, indicating no problematic multicollinearity. The Breusch–Pagan test did not identify significant heteroscedasticity ($\chi^2 = 3.674$, $p = 0.299$), and the reported Durbin–Watson statistic was 1.659. Graphical inspection of residuals also supported the working assumptions of the fitted model.

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The three predictors explained 35.9% of the observed variation in the reported logistics-efficiency score ($R = 0.599$, $R^2 = 0.359$, adjusted $R^2 = 0.317$). The overall model was statistically significant, $F(3, 46) = 8.585$, $p < 0.001$. This does not imply that every predictor had a significant independent association.

D. Regression Coefficients and Hypothesis Tests

TABLE III: MULTIPLE REGRESSION PREDICTING HUMANITARIAN LOGISTICS EFFICIENCY

Predictor	B	SE	Beta	t	p-value
Constant	1.627	0.465	–	3.497	0.001
E-Sourcing	0.270	0.128	0.307	2.106	0.041
E-Tendering	−0.064	0.112	−0.080	−0.574	0.569
E-Supplier Management	0.389	0.128	0.427	3.031	0.004

Source: Field data (2026). N = 50; B = unstandardised coefficient; SE = standard error; Beta = standardised coefficient. Dependent variable: humanitarian logistics efficiency.

Holding the other measured practices constant, e-sourcing was positively associated with humanitarian logistics efficiency ($B = 0.270$, $SE = 0.128$, $Beta = 0.307$, $p = 0.041$). E-supplier management also had a significant positive adjusted association ($B = 0.389$, $SE = 0.128$, $Beta = 0.427$, $p = 0.004$), and its standardised coefficient was the largest of the three predictors. E-tendering showed no significant independent association ($B = −0.064$, $SE = 0.112$, $Beta = −0.080$, $p = 0.569$); the negative point estimate alone does not establish a harmful effect.

The observed results supported H1 and H3 as statistical associations and did not support H2 at the 5% significance threshold. Because the design was cross-sectional, terms such as “effect” in the research objectives are interpreted cautiously as conditional statistical associations rather than established causal effects.

E. E-Sourcing: Implications of the Positive Association

The positive adjusted association for e-sourcing is consistent with the practical importance of identifying potential suppliers and maintaining accessible sourcing information. When procurement teams can locate and compare capable suppliers, they may be better positioned to respond to changing requests for relief materials. The finding is broadly in line with research on e-procurement functions and supply chain performance in Tanzania [9] and on supplier integration elsewhere [10], although those studies examined different organisational settings. A notable contribution of the present paper is that e-sourcing retained a significant association after accounting for electronic tendering and supplier management.

The result should not be interpreted as showing that the adoption of an e-sourcing platform, by itself, reduces humanitarian delivery times. The finding instead suggests that respondents who reported stronger sourcing practices also tended to report better logistics outcomes, after the other two practices were accounted for. A defensible operational response would be to review the timeliness and completeness of supplier information, including available supply capacity, geographical coverage and previous delivery performance, and then assess whether this information helps procurement officers make more reliable decisions.

F. E-Tendering: Interpreting the Non-Significant Result

Although electronic tendering received a relatively high average score, it did not independently predict perceived logistics efficiency in this model. This result separates the administration of a procurement procedure from the later movement of supplies. Electronic tender processes may improve documentation or compliance, but these benefits are not necessarily captured by measures of delivery timeliness, availability of relief items and emergency responsiveness. It would be premature to conclude that electronic tendering is unimportant or counterproductive. The study did not measure specific tendering bottlenecks or test whether organisational readiness, training or system integration changed the relationship. These are possible questions for subsequent research, not explanations demonstrated by the present data.

The distinction is important for policy. Tendering can serve accountability, competition and record-keeping purposes even where its adjusted coefficient is not significant for the selected logistics outcome. Decisions about procurement controls should therefore not be based on this single test. A process review could map the time spent at tender preparation, approval,

bid evaluation, contract award and purchase-order handover, distinguishing delays within the digital workflow from delays that arise after award. Such a review would generate evidence that the current questionnaire did not collect.

G. E-Supplier Management: Implications of the Strongest Association

E-supplier management showed the largest positive standardised coefficient and the strongest correlation with humanitarian logistics efficiency. Unlike sourcing and tendering, supplier management continues as orders and deliveries are being implemented. Keeping supplier records current, monitoring commitments and responding to emerging delays are activities closely connected to day-to-day logistics performance. Humanitarian procurement literature has repeatedly described the difficulties of coordinating relief supply chains [12], [13], while broader research highlights the role of digital information and collaboration [6], [7]. The current finding extends this discussion by providing a distinct quantitative estimate for electronic supplier management within WFP Tanzania. It does not identify which particular supplier-management function caused the observed association.

A practical distinction is that supplier-management records can be updated while a purchase is being fulfilled. This may improve visibility over commitments and emerging problems even when initial supplier selection has already taken place. However, the regression model does not isolate which digital monitoring activity matters most. Before investing in new tools, management should assess the usefulness of its existing supplier-information practices and identify verified gaps in follow-up, escalation or communication between procurement and logistics personnel.

H. Limitations and Contribution to Knowledge

Taken together, the results suggest that different e-procurement practices should not be assumed to have equivalent relationships with humanitarian logistics efficiency. The results also fit the UTAUT-based observation that technology availability and effective use are different matters [14]. However, no UTAUT constructs or moderation effects were statistically tested in the analysis. The findings reflect only one humanitarian organisation and 50 self-reporting respondents. The cross-sectional design cannot establish temporal ordering, causal effects or the degree to which improvements in reported outcomes correspond to objectively measured delivery performance. The unexplained portion of variation also leaves room for transport capacity, supplier availability, field conditions, staffing and other unmeasured influences.

The contribution of this analysis is therefore specific rather than universal: three digital procurement practices were examined simultaneously in one humanitarian organisation, and they did not show uniform adjusted associations with perceived operational efficiency. The study offers a basis for setting investigation priorities, not a causal ranking of interventions. Multi-organisation evidence, repeated observations and objective logistics indicators would be needed to determine whether particular digital changes generate measurable operational improvements.

V. CONCLUSION AND POLICY IMPLICATIONS

This study examined the independent relationships of e-sourcing, e-tendering and e-supplier management with reported humanitarian logistics efficiency at WFP Tanzania. E-sourcing and e-supplier management showed significant positive adjusted associations, with supplier management emerging as the strongest predictor. E-tendering did not show a statistically significant independent association. The evidence therefore favours a differentiated approach to digital procurement: emphasis should be placed not simply on digitising steps, but on the specific practices connected to sourcing information and supplier coordination.

At the organisational level, WFP Tanzania can use the findings to guide a review of supplier-data quality and follow-up arrangements. Procurement and logistics managers should examine whether their current electronic records provide timely information on supplier commitments, delivery status and exceptions requiring action. For e-tendering, the relevant priority is a workflow assessment, not removal of controls: transparent tender procedures and timely relief delivery are separate objectives that should be managed together.

For procurement policymakers and humanitarian programme planners in Tanzania, the study suggests that digital procurement policy should look beyond whether an electronic platform exists or whether tender documents are processed online. Implementation assessments could include practical indicators such as current supplier information, contract follow-up, response to delivery exceptions and coordination between purchasing and distribution functions. These are proposed implications of the observed associations, not policy interventions whose effectiveness has been experimentally established by this study.

Further work should examine several humanitarian organisations, track procurement and logistics performance across time and relate digital practices to measurable indicators such as purchase-order lead time, on-time delivery, supplier responsiveness and stock availability. Such evidence would provide a stronger basis for evaluating the operational value of procurement digitalisation in humanitarian supply chains.

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