

# BETWEEN DUTCH & POLISH CULINARY CULTURES: A COMPARATIVE STUDY OF ONLINE PLATFORM USAGE AND PERCEPTION

## Abstract

Online meal delivery platforms are expanding internationally and face different cultures on a daily basis. In order for such platforms to operate successfully, they need to be able to anticipate and respond promptly to cultural differences. This thesis aims to investigate the relationship between culture and the perceived usefulness of a Dutch online meal delivery platform that aims to boost its business in Poland. More specifically, it investigates how the cultural dimensions defined by Hofstede (2010) may influence a simplified version of the Technology Acceptance Model developed by Davis (2008). In this thesis, the Dutch and Polish cultures are examined and compared to explain possible differences in online meal delivery platform usage. Data is obtained via surveys sent to restaurant owners in the Netherlands and Poland, as well as via semi-structured interviews conducted with two Polish restaurant owners living in Poland and the Netherlands. The findings showed positive relationships between high uncertainty avoidance, individualism, high power distance and long-term orientation towards subjective norms, image, job relevance and perceived usefulness. All relationships were stronger for the Dutch culture as a result of experiencing the dimensions less strong than the Polish culture. This thesis contributes to theory by integrating culture and TAM, and to practice by offering advice on how to cooperate and collaborate with Polish restaurant owners regarding their online meal delivery platform usage.

**Keywords:** Culture, Cross-Culture, Comparison, Dutch, The Netherlands, Polish, Poland, Culinary, Restaurant Owners, Restaurateurs, Online Platform

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# 1. INTRODUCTION

The popularity of the smartphones together with the massive increase of internet access have led to the rise of platforms for online commerce. These platforms provide numerous services, one of these being food delivery (Richardson, 2020). The online food delivery platforms enable customers to order and purchase a meal at a restaurant within a set distance and having this meal delivered to the location of the customer, often within an hour (Richardson, 2020).

Online food delivery platforms are valuable for the platform providers, restaurants, and their customers (Richardson, 2020). The providers of the platform earn a revenue via commissions paid by the restaurants, the restaurants sell more meals via the platform than when focusing on offline takeout only, and customers can easily order, pay and receive meals (Richardson, 2020).

Despite the advantages for the three different parties involved, still differences in the usage are notable (Richardson, 2020). Among the numerous factors that research has identified and that could influence the usage of online meal delivery platforms, there are the quality of the meal, trust towards using the platform, and the prices of meals offered by the restaurants (Hu & Chen, 2018; Thamaraiselvan, Jayedevan, & Chandrasekar, 2019). Culture also plays an important but neglected role in the usage of online meal delivery platforms, especially as food preferences and choices are strongly influenced by culture (Rabikowska, 2010; Richardson, 2020; Yang et al., 2020). For instance, the role of food in a household may reflect the masculinity dimension of culture (Counihan, 1999; Rabikowska, 2010), and a strong preference for familiar food as opposed to unfamiliar food shows the dimension of uncertainty avoidance of culture (Hofstede, Hofstede, & Minkov, 2010; Rabikowska, 2010). As culture has a strong influence on an individual's behavior, attitudes and perspectives of new technology and food, this factor is considered to be influential in the difference in usage behavior of online meal delivery platforms (Hassan & Wood, 2020; Pettinger, Holdsworth, & Gerber, 2006; Rabikowska, 2010). However, how exactly culture influences the difference in usage behavior of online meal delivery platforms is still under-researched (Hassan & Wood, 2020).

## 1.1. Situation & Complication

The organization in which this research takes place is an online food delivery marketplace that connects consumers and restaurants. It was founded in the Netherlands and has been expanding to other countries since its foundation, using one formula and logo. The organization holds a leadership position in most of the countries it operates in, and in order to maintain this leadership position, it has expanded further services. The restaurants' suppliers are included in the online market place and the organization has created one large, overarching platform in which restaurants are able to connect with consumers and their suppliers.

However, since the organization operates internationally, the platform whereby the organization delivers its business confronts many national cultures on a daily basis. These cultural differences, which reflect both the geographical and physical location of the restaurants as well as the nationality of the owners of each restaurant, can influence individuals' perceptions of products, services and innovations (Hassan & Wood, 2020). In particular, in this thesis, Poland will be considered and compared to the Netherlands for two reasons: firstly, on a more theoretical level, there is a lack of cross-cultural studies examining Polish culture in juxtaposition with Dutch culture and in relation to the use of online platforms (Moriano et al., 2012; Zondag, Van Halen, & Wojtkowiak, 2009). Secondly, on a more practical level, in the database of the organization within which this thesis takes place, Poland stands out as one of the countries that has significantly less transactions via the online platform as opposed to the Netherlands. This lag is expected to be due to cultural differences between the Netherlands and Poland as culture influences individuals' perceptions towards technology and food (Hofstede, Hofstede, & Minkov, 2010). Hence, understanding why and how cultural differences can affect Polish restaurant owners in their usage of the online platform is of pivotal importance.

### 1.2. Research Goal

Therefore, given the aforementioned, the overarching research goal of this study is to explore and evaluate the relationships between cultural characteristics and the usage of online meal delivery platforms. In doing so, this thesis aims to unpack some of the factors that make Poland more reluctant and hesitant in adopting the online platform compared to the Netherlands, where the online platform is highly operative and well-established. Within this study, the focus is on restaurant owners with a Polish background, who are either operating in the Netherlands or in Poland.

### 1.3. Research Question

In line with the above research goal, the research question of this study is *"How do cultural differences between the Netherlands and Poland influence the different usage of a Dutch online market place in Poland?"*. Answering this research question will shed some light on the extent to which cultural differences between the Netherlands and Poland may affect the adoption rate of online platforms.

### 1.4. Theories

In order to have a strong theoretical background for this research, one well-known theory and one highly-discussed model are used and combined to answer the aforementioned research question. More specifically, the Technology Acceptance Model (TAM) is applied to have a better understanding of the relationships between factors that support or hinder the usage of an online market place (Davis, Bagozzi, & Warshaw, 1989), whereas Hofstede's cultural dimensions (Hofstede, 1980) are implemented to study the influence of cultural differences between Dutch and Polish restaurant

owners. The two streams of literature are integrated to discuss the effect of the cultural dimensions on the acceptance of a new technology or platform.

### 1.5. Relevance

The theoretical and practical contributions of this thesis to the literature of cross-cultural business and decision-making behavior is fourfold.

Firstly, this thesis contributes to the literatures by integrating cultural differences as possible determinants for IT usage in relation to the adoption of online platforms in the culinary sector. More specifically, this study extends current research on TAM (Venkatesh & Bala, 2008) in two ways: 1) by incorporating under-researched cultural factors, namely the Polish and Dutch culture, as possible antecedents related to social influences and job relevance; and 2) by investigating and testing these cultural factors and TAM in the vibrant, often neglected, context of the online culinary industry (Jogarathnam, 2017). Indeed, a strength of this study is the narrow and in-depth focus on the online aspects of culinary markets and restaurant owners. Most studies consider the usage of online food delivery platforms by customers as opposed to restaurants and their owners (Hu & Chen, 2018; Thamaraiselvan, Jayadevan, & Chandrasekar, 2019; Yang et al., 2020). This study considers the other party involved in the online meal delivery platform industry.

Secondly, in terms of practical implications, this study opens up to new venues into international online market platform adoption, especially considering that the usage of these platforms in B2B markets is constantly rising (Vieira et al., 2019). In particular, this study reports the effects of the differences in culture between the online platform and the users in relation to the adoption of the platform. Poland and the Netherlands differ significantly in terms of history, economic developments, adaptability to new ways of doing business and flexible adoption of technical applications (Maslowska, Smit, & Van den Putte, 2013). International operating platforms thinking of starting business in these countries can thus use the outcomes of this study to approach possible users effectively. This can be done by accounting for the differences in culture between the platform providers and its new possible users.

Thirdly, the study provides better insights on the culture of Polish restaurant owners and determines the strength of the Polish culture for Polish owners in the Netherlands and in Poland (Kleinepiers, De Valk, & Van Gaalen, 2015). The restaurant industry is highly competitive and a restaurant's success is strongly dependent on the choices made by the owners (Jogarathnam, 2017). However, the influence of the owners' culture on success is often neglected and especially Polish owners' cultural aspects are still under-researched (Chen & Elston, 2013; Jogarathnam, 2017; Liu &

Kwon, 2013; Trafialek et al., 2020). Therefore, this study contributes to extending the current knowledge of Polish restaurant owners' cultural attitude and behavior.

Lastly, this research highlights cross-cultural differences between the Dutch and Polish cultures offering advice on preventing, responding and tackling those differences. Indeed, with business becoming more global, people are increasingly faced with cultural differences and need to be able to adjust to them accordingly (Den Hartog et al., 1997; Ryan, McFarland, & Shl, 1999). Studying two different cultures can thus help, on the one hand, to increase an awareness and understanding of how to react to these differences; and, on the other hand, to give organizations directions as well as guidance in adapting their business properly to be successful internationally (Dahl, 2004). In this way, managers also benefit from cross-cultural studies since they may embrace more moderate and tolerant practices and policies stemming from up-to-date cross-cultural insights (Søderberg & Holden, 2002).

### [1.6. Thesis Outline](#)

The outline of the thesis is as follows. Firstly, the model and theory opted for as theoretical background for this thesis are extensively discussed and explained in order to provide solid bases on the phenomena under evaluation. Secondly, the methodology used to conduct this study is outlined to give more insights regarding data collection and processing. Thirdly, the results of the data analysis are presented. Fourthly, in the discussion section of this thesis, in-depth explanations of meanings of the main findings in relation to the literature are provided. Lastly, the paper ends with a section on the potential limitations and future research of this study as well as its conclusion.

## **2. THEORETICAL FRAMEWORK**

In this section of the thesis, firstly, the Technology Acceptance Model (TAM) (Venkatesh & Bala, 2008) is presented to provide a clear description of its key components. Secondly, Hofstede's cultural dimensions (Hofstede, Hofstede, & Minkov, 2010) are explained to offer an overview of what these entail. Thirdly, more detailed and specific information on the Dutch and Polish cultures is given and a comparison between these two cultures is illustrated. Lastly, a thorough reasoning of the need to merge and integrate these theories in relation to the research question and the specific context (i.e., the culinary sector) of the thesis is discussed.

### [2.1. Technology Acceptance Model](#)

TAM aims at predicting an individual's adoption and use of new technologies (Venkatesh & Bala, 2008). According to the model, this adoption and usage are determined by individual intentions, which in turn

is influenced by the perception of the usefulness and the perception of the ease of using the technology. When both perceived usefulness and ease of use are high, the intention to use the technology is large. When the intention of usage is large, the likelihood of actual usage is large. This process is displayed in Figure 1, together with external factors influencing perceived usefulness and perceived ease of use.

TAM can be applied to all sorts of information technologies, e.g. mobile banking technologies (Hassan & Wood, 2020), online learning environments (Ng, Luk, & Lam, 2018), and online platforms (Behrend et al., 2011). TAM has received criticism since its development, often coined at a lack of design, having a limited understanding of human behavior, and missing consequences (Islam et al., 2014). The lack of design is reflected in the gap regarding the actual usefulness and ease of use versus the perceived usefulness and perceived ease of use (Islam et al., 2014). The limited understanding of human behavior is instead related to the fact that many studies focus only on individuals' behavioral intention and not their actual behavior, which do not necessarily imply usage in all situations (Islam et al., 2014). Lastly, whilst TAM aims at improving job performance by using technology, this performance improvement is often not included in research (Islam et al., 2014). Despite these limitations, TAM is the most widely used model to study adoption behavior towards innovation (Xi-tong et al., 2012) and has been extended and tested in numerous studies, indicating its robustness to different conditions, settings and contexts (Gavino et al., 2018). Thus, TAM represents a well-established and reliable model, and, for these reasons, it is used as an underpinning theoretical framework in this thesis.

TAM was created by Davis and colleagues in 1989 with the use of the theory of Reasoned Action (Davis, Bagozzi, & Warshaw, 1989). The theory of Reasoned Action, which later became the Theory of Planned Behavior (Ajzen, 1985), explains how the actual behavior of a person is influenced by the behavioral intention of this person. Building on this, Davis and colleagues stated that the actual usage of an information technology is affected by the behavioral intention to use this technology (Davis, Bagozzi, & Warshaw, 1989). In turn, this behavioral intention is predicted by two factors, namely perceived usefulness and the perceived ease of use. Both are mediators triggered by numerous antecedents, or external factors. It is important to underline that all the above factors reflect an individual' *perception* towards the usefulness and ease of use of an information technology, not the *actual* usefulness and ease of use of that specific technology.

Whilst perceived usefulness is defined as "the extent to which a person believes that using an IT will enhance his or her job performance" (Venkatesh & Bala, 2008, p. 275). Perceived ease of use is defined as "the degree to which a person believes that using an IT will be free of effort" (Venkatesh & Bala, 2008, p. 275). When a technology is seen as difficult to use, it is less likely to be actually adopted



by an individual. Consequently, perceived ease of use affects perceived usefulness, as difficulty to engage in technology lowers the perceived usefulness, and vice versa.

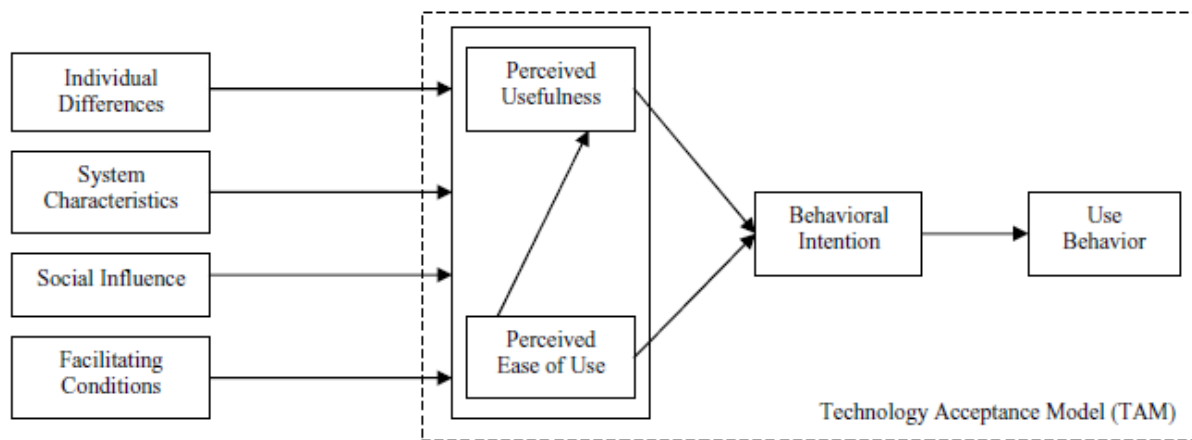


Figure 1. Technology Acceptance Model developed by Venkatesh and Bala (2008) p. 276.

Perceived usefulness and ease of use are considered to have four types of determinants, being social influence, system characteristics, individual differences, and facilitating conditions (see Figure 1) (Venkatesh & Bala, 2008). Determinants of perceived usefulness are social influence, systems characteristics and perceived ease of use, whereas determinants of perceived ease of use can be systems characteristics, individual differences, or facilitating conditions. See Table 1 for an overview of some key determinants used for this thesis.

Moreover, TAM includes two moderators, being experience and voluntariness (Venkatesh & Bala, 2008). When an individual gains experience with a technology, the perceived ease of use of that particular technology is likely to increase and in turn increases perceived usefulness (Venkatesh & Bala, 2008). Voluntariness on the other hand is strongly linked to one determinant, being subjective norms (Venkatesh & Bala, 2008). When the use of a technology is voluntary, subjective norms have a smaller effect on perceived usefulness than when usage is mandatory (Venkatesh & Davis, 2000).

Table 1. Some determinants of perceived usefulness and perceived ease of use (Venkatesh & Bala, 2008).

Category and determinant	Description	Antecedent of
<u>Social influence</u>	The guidance of others to create perceptions.	
- Subjective norms	What an individual thinks others think he/she should do with the system, i.e. using it or not.	
- Image	The possible social status increase resulting from using the system.	Perceived usefulness
<u>System characteristics</u>	Features of the system which make it easy/difficult to use and indicate what to use it for.	
- Job relevance	The relevance of the system for performing a job.	
<u>Individual differences</u>	Personality and demographics which affect perceived ease of use.	Perceived ease of use
- Personality traits	Individual's tendencies that underlie differences in behavior, e.g. technological usage.	

In this thesis, TAM will be tested in a simplified version (see Figure 2 below) than the one presented in Figure 1. Besides the methodological complexities related to testing such a complex model, the decision of implementing a simplified model was driven and based on the need to answer the research question on this thesis in a focalized way. Indeed, to maintain the focal point of this thesis, on the usefulness of online platform usage, perceived ease of use will not be considered. Additionally, research has shown that perceived usefulness varies more between cultures as opposed to perceived ease of use (Hassan & Wood, 2020; Sadeghi et al., 2014). Furthermore, since perceived ease of use is highly personal and strongly dependent on the experience an individual has with a technology (Ashraf, Thongpapanl, & Auh, 2014), it is unlikely that culture can directly influence this variable (Venkatesh & Bala, 2008). Indeed, previous studies have tested the effect of culture on perceived ease of use and have found no moderating or mediating relationships towards behavioral intention and perceived usefulness (Hassan & Wood, 2020; Sarkar, Chauha, & Khare, 2020). Therefore, this variable has not been considered in the simplified model tested in this thesis as culture is expected to have no influence on perceived ease of use (Ashraf, Thongpapanl, & Auh, 2014).

With regard to control variables, personality traits, age and gender will be considered as individual differences. This is because the dramatic change in technology diffusion over the last ten years has made the influence of these variables less crucial (Kim & Chock, 2017; König, Seifert, & Doh, 2018). Next, facilitating conditions (i.e. having internet connection and organizational support) will not be taken into account for two reasons: firstly, in today's Western societies, individuals can rely quite firmly on advanced internet connections (Verboord, 2017); secondly, restaurateurs mostly operate as independent workers, hence it would be inappropriate to talk about organizational support and resources. Lastly, within system characteristics, only job relevance is considered to be potentially influenced by culture and vary between cultures. Since this determinant is concerned with the perceived relevance of implementing a technology for performing a job (Venkatesh & Bala, 2008). The

relevance of using a specific technology (i.e. the online platform) within a specific work domain may significantly differ by the customs and traditions of a national culture (Hofstede, Hofstede, & Minkov, 2010). Therefore, individuals' cultural background may influence the way the relevance of the adoption of a new technology is perceived in terms of its usefulness to perform a definite job.

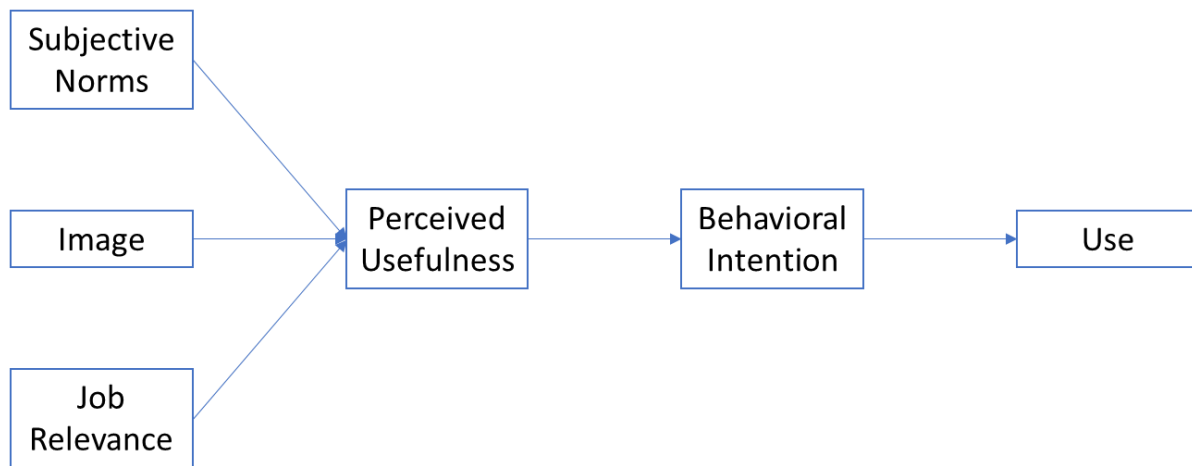


Figure 2. Simplified version of TAM tested in this thesis (Venkatesh & Bala, 2008).

## 2.2. Culture and National Culture

Culture is a very fuzzy concept and its definition differs between researchers and academic fields. Nonetheless, a broad definition most scholars agree on is that culture can be seen as how a group of people, given the time and place, collectively act, think and feel which in turn distinguishes them from another group (Dahl, 2004; Davidsson & Wiklund, 1997; Glińska-Neweś & Van Nispen, 2014; Hofstede, 1980). Culture provides a universally shared set of codes, behavioral patterns and values of which the members of that specific culture adhere to, as opposed to adhering to the judgment of only those people who they know (Dahl, 2004; Moon & Woolliams, 2000). Using this concept, people are able to distinguish between members and non-members of a culture. This also implies that different cultures exist (Dahl, 2004) and the awareness of such existence becomes particularly relevant when a person from one culture is exposed to a different culture.

In order to compare the users of the online meal delivery platform, the focus of this thesis is on the national culture of the restaurant owners in Poland and the Netherlands. Although people coming from the same country can be viewed as similar (Dahl, 2004), people belong to different sub-cultures at the same time (Shane, Venkataraman, & MacMillan, 1995). These sub-cultural differences might provide more information on variances in behaviors and values (Dahl, 2004). Furthermore, nowadays the national boundaries of cultures are becoming more and more blurred due to the increased globalized economy (Davidsson & Wiklund, 1997; Doney, Cannon, & Mullen, 1998). Nonetheless, national cultures are easier to analyze than subcultures, as national boundaries specify

clearly who is a member of a country and who is not (Dahl, 2004). For this important reason, national culture will be the primary focus of this study.

When people from different cultures meet and decide to collaborate, the differences between them could either be empowering or could stand in the way of effective collaboration (Hofstede, 1994; Shane, Venkataraman, & MacMillan, 1995). When the latter happens and these differences are not taken into account, it could cause severe damage (Brett, Behfar, & Kern, 2006; Schwartz, 1994; Söderberg & Holden, 2002). Examples of a possible hazard for effective business collaboration are issues related to communication and speech styles (Brett, Behfar, & Kern, 2006). A message can be brought directly to the recipients or might be strongly embedded in the presentation of the message (Brett, Behfar, & Kern, 2006). Therefore, the delivery and response of a message can be more important than the actual message (Hall & Hall, 1990). Words can have different meanings between different cultures and this can create misunderstandings (Moon & Woolliams, 2000). However, these differences can be managed, especially when people acknowledge their presence and take responsibility to work with diversity in cultures.

### 2.2.1. Hofstede's Dimensions

Geert Hofstede was a scholar who studied organizational and national cultures and, in his most famous study on IBM employees, he identified some universal cultural dimensions, also called taxonomies, in over sixty different countries. The cultural dimensions consisted of power distance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity (Hofstede, 1980). However, he later added long-term orientation (Hofstede, Hofstede, & Minkov, 2010). The dimensions are widely recognized, well-established, and there is an overall agreement that the identified dimensions are detectable across different countries (Ryan, McFarland, & Shl, 1999; Söderberg & Holden, 2002).

However, his work has also received some criticisms (Ryan, McFarland, & Shl, 1999). It has been mentioned that the dimensions are based on too many assumptions, and that culture should not be considered static and unconscious (Söderberg & Holden, 2002; Triandis, 1982). Triandis (1982), for example, mentioned how Hofstede has repeated measures in a short period of time which would support the idea of culture being stable. Moreover, culture is measured at the level of values that individuals hold, while not considering the levels of action, thinking, and perceiving (Triandis, 1982). Another point of criticism to Hofstede's dimension is that the list of dimensions, originally four, reflected mostly characteristics of Western countries (Triandis, 1982).

Nonetheless, subsequent research to overcome these criticisms has identified further dimensions of culture in order to capture finer cultural characteristics that were more represented in non-Western countries (Hofstede, Hofstede, & Minkov, 2010). As a consequence, the strength of these

dimensions has been consistently validated through robust reliability analysis, large numbers of responses, and repeated measures (Hofstede, Hofstede, & Minkov, 2010; Shane, Venkataraman, & MacMillan, 1995). Given its robustness as well as the fact that Hofstede's research focuses on cultural variations and characteristics which are thought to influence individual's preferences and behavior, the theory of cultural dimensions is chosen for this study (Dickson, Den Hartog, & Mitchelson, 2003; Schwartz, 1994; van Everdingen & Waarts, 2003). In the following sections, the aforementioned dimensions are explained in more details.

#### 2.2.1.1. Uncertainty Avoidance

Uncertainty avoidance refers to the degree a society feels uncomfortable by uncertain situations and puts effort into trying to avoid these situations (Dickson, Den Hartog, & Mitchelson, 2003; Hofstede, 1980). Every society has uncertain situations since nobody can predict the future, yet all have to live with these situations. How people react to this uncertainty, implies how avoiding they are of it (Hofstede, Hofstede, & Minkov, 2010). For example, a situation which clearly shows how an individual responds to uncertainty is during business negotiations, as an uncertainty avoiding individual will dislike the situation as this person cannot predict the outcome of the negotiation (Dahl, 2004; Ryan, McFarland, & Shl, 1999). Uncertainty is avoided mostly via three different categories, being technology, laws, and religion (Hofstede, Hofstede, & Minkov, 2010). These three categories help people in accepting and avoiding uncertainty resulting from the future, behavior of people, and nature.

Cultures high on uncertainty avoidance prefer minimizing uncertainty and having a sense predictability (Hofstede, Hofstede, & Minkov, 2010). These are also more likely to resist to change, and to focus on the continuation of a relationship as this provides stability and is known (Doney, Cannon, & Mullen, 1998; Mueller & Thomas, 2001). High uncertainty avoidance is put into practice via (social) norms and rules, the rejection of deviations from the norm, and highly valued stability in careers. In short, uncertainty avoiding individuals prefer clear instructions and specific targets (Ryan, McFarland, & Shl, 1999). People in high uncertainty avoidance cultures experience a lot of stress, regardless whether the rules and regulations limit the amount of uncertainty (Triandis, 1982). Moreover, innovations are less likely to be adopted, as these are new and require a different direction of thought in order to be created (Mueller & Thomas, 2001; Ryan, McFarland, & Shl, 1999; van Everdingen & Waarts, 2003). Additionally, using new technology happens slower in high uncertainty avoiding cultures (Hofstede, Hofstede, & Minkov, 2010). Regarding eating behaviors, high uncertainty avoiding cultures prefer quality over convenience; people desire healthy and clean foods (Hofstede, Hofstede, & Minkov, 2010). When food has a different taste, smell, look or feel from what is known, it is considered as abnormal and dangerous since food from a familiar culture is perceived as healthier and

better only because it is known (Rabikowska, 2010). However, this food does not actually have to be healthier and better than the unfamiliar food (Rabikowska, 2010).

Contrarily, people in low uncertainty avoidance cultures experience less stress; they accept uncertainty as it comes and are not concerned with security in life (Nasierowski & Mikula, 1998). Moreover, people in low uncertainty avoiding cultures tend to not to desire excessive work and are less emotional. These societies are characterized by more flexibility in careers, having tolerance of spontaneity during work, and react to uncertainty as best as possible (Mueller & Thomas, 2001; Ryan, McFarland, & Shl, 1999). Low uncertainty avoiding societies are also more likely to make risky decisions which can damage an existing relationship or create a new one, while also being open to new approaches to problem solving (Shane, Venkataraman, & MacMillan, 1995; van Everdingen & Waarts, 2003). Uncertainty tolerant cultures desire convenience in food consumption over the purity and cleanliness of food (Hofstede, Hofstede, & Minkov, 2010). Moreover, these cultures are more accepting to new technological innovations.

#### 2.2.1.2. Collectivism – Individualism

The dimension of the level of collectivism or individualism within a society refers to whether people are more likely to be part of a larger group and think with and for this group, or whether people consider only their close relationships when making decisions (Dickson, Den Hartog, & Mitchelson, 2003; Hofstede, 1980).

Collectivist societies have people born and staying in groups, providing the groups loyalty in return of protection (Hofstede, Hofstede, & Minkov, 2010). People in collectivistic societies are more likely to put the group goals before personal goals and are motivated by these group goals (Dickson, Den Hartog, & Mitchelson, 2003; Tiessen, 1997). People receive status not from gains, but from the position of the group (Moon & Woolliams, 2000). Paying employees for performance demotivates as this indicates differences between employees in terms of effort for the group goal (Hofstede, Hofstede, & Minkov, 2010; Moon & Woolliams, 2000; Tiessen, 1997). The life (and freedom) of the individual comes after the well-being of the group, causing decisions to be made collectively and slowly (van Everdingen & Waarts, 2003). Moreover, people in collectivistic societies are less likely to engage in opportunistic behavior than people in individualistic societies (Doney, Cannon, & Mullen, 1998; van Everdingen & Waarts, 2003).

Concerning the private life, work may be involved emotionally in it (Moon & Woolliams, 2000). In turn, information is kept private to only those who are part of the group (Hofstede, Hofstede, & Minkov, 2010; Moon & Woolliams, 2000). Moreover, emotions are kept private in collectivistic cultures and saying 'no' is avoided as this is seen as a confrontation (Hofstede, Hofstede, & Minkov, 2010; Moon

& Woolliams, 2000). Concerning job tenure, people are expected to stay with their clan and continue working at the same organization which is part of this clan, causing employees to continue work at one organization (Mueller & Thomas, 2001). The usage of the internet in order to communicate, shop online, or obtain information occurs less in collectivist societies, as most of these activities are done via the groups a person belongs to (Hofstede, Hofstede, & Minkov, 2010). Regarding food, food sharing has been a mean to ensure the survival of the group and the organization of a shared dinner is perceived as a way to reaffirm the attendees' belonging to that specific group (Counihan, 1999).

Individualist societies have people looking after themselves or the immediate family only (Hofstede, Hofstede, & Minkov, 2010). People view themselves as autonomous and unique, and encourage themselves and others to pursue their own goals (Doney, Cannon, & Mullen, 1998; Schwartz, 1994; Tiessen, 1997). They are motivated by these goals, and use group norms as a compliance measure (Dickson, Den Hartog, & Mitchelson, 2003; Tiessen, 1997). Accordingly, people in individualistic societies are more focused on personal success as a token of status (Moon & Woolliams, 2000). People in these societies are more likely to be paid for their work based on their performance as a form of motivation (Hofstede, Hofstede, & Minkov, 2010; Moon & Woolliams, 2000; Tiessen, 1997). As the individual comes first in individualistic cultures, people make decisions for themselves which happens very quickly (van Everdingen & Waarts, 2003). Also, opportunities regarding innovations are taken, as this is a new challenge and can result in success (Doney, Cannon, & Mullen, 1998; van Everdingen & Waarts, 2003).

People keep work and private life separated (Moon & Woolliams, 2000). When sharing information, everything can be shared in an individualistic culture when this information is needed (Hofstede, Hofstede, & Minkov, 2010; Moon & Woolliams, 2000). Showing emotions is highly encouraged, as this reflects an honest person (Hofstede, Hofstede, & Minkov, 2010; Moon & Woolliams, 2000). Individualistic cultures support career mobility as to encourage people to pursue the job they want (Mueller & Thomas, 2001). People are also more likely to use the internet in order to communicate or shop online since the internet eases these activities (Hofstede, Hofstede, & Minkov, 2010). Overall, individualism is linked to a wealthy society (Tiessen, 1997). Yet, this wealth is not the result of individualism, but vice versa; individualism comes as a result of wealth.

#### 2.2.1.3. Masculinity – Femininity

The degree of masculinity or femininity within a society represents the value given to more masculine or feminine values, respectively. A masculine society holds clear boundaries towards gender roles in the society, whereas in a feminine society, the roles overlap (Hofstede, Hofstede, & Minkov, 2010).

Often mentioned masculine values are assertiveness, a focus on rewards, neglecting quality of life (of others) and being tough (Dickson, Den Hartog, & Mitchelson, 2003; Maslowska, Smit, & Van den Putte, 2013). Masculine societies find personal achievement important and prefer large organizations over small ventures (Nasierowski & Mikula, 1998). Masculinity also values strong independence and high competition, which causes the society to have difficulty trusting others (Doney, Cannon, & Mullen, 1998). Conflicts are resolved via fights (Hofstede, Hofstede, & Minkov, 2010). Regarding innovation within a country, masculine societies are more likely to innovate, as this supports the value for ambition and increased performance (van Everdingen & Waarts, 2003). In masculine societies, working is the goal of living (Hofstede, Hofstede, & Minkov, 2010).

Feminine values are more likely to be good in close relationships, being modest, caring for others, and having a high quality of life (Dickson, Den Hartog, & Mitchelson, 2003; Hofstede, Hofstede, & Minkov, 2010; Maslowska, Smit, & Van den Putte, 2013). Feminine societies are more likely to cooperate instead of competing with others, facilitating trust easier (Doney, Cannon, & Mullen, 1998). Via compromises and negotiation, conflicts are resolved and avoided (Hofstede, Hofstede, & Minkov, 2010). In feminine societies, living is the goal of working (Hofstede, Hofstede, & Minkov, 2010).

Concerning masculinity and femininity in combination with food culture, food tends to reflect the roles in the household (Counihan, 1999; Rabikowska, 2010). For example, in a masculine culture with strong boundaries to the gender roles, it is more likely that the woman in a household is responsible for food provision, while a man is actually in control of food provision by earning money to acquire food (Counihan, 1999).

#### [2.2.1.4. Power Distance](#)

Power distance can be seen as the acceptance of less powerful people of having an unequal distribution of power in a society (Ryan, McFarland, & Shi, 1999). It indicates how accepting less powerful people (e.g. subordinates) are of having less power than powerful people (e.g. supervisors) (Hofstede, Hofstede, & Minkov, 2010).

In high power distance cultures, people rely on hierarchy, centralized decision making, and given roles, since these assure the compliance with the norms and rules of the social context, while also expecting strong usage of power (Doney, Cannon, & Mullen, 1998; Schwartz, 1994; van Everdingen & Waarts, 2003). Regarding food choices, high power distance cultures attribute status and power to the consumption of certain types of food as a means to indicate the position in the hierarchy (Rabikowska, 2010). Decision making is centralized, information is not shared throughout the hierarchy and innovations are less likely to be adopted (van Everdingen & Waarts, 2003). Additionally, people in high power distance cultures view peers as competition and are therefore less likely to trust peers



(Doney, Cannon, & Mullen, 1998). Subordinates are expected to listen to the supervisors and do as they are told (Hofstede, Hofstede, & Minkov, 2010).

In turn, in low power distance cultures, power is more likely to be shared, decisions are made after consulting others, creating higher levels of cooperation between different individuals, and higher levels of trust (Shane, Venkataraman, & MacMillan, 1995). Subordinates discuss with the supervisors and are asked for their opinions, while also being allowed to give criticism (Hofstede, Hofstede, & Minkov, 2010).

When someone from a low power distance culture interacts with a group from a high power distance culture, this person can damage its reputation and credibility and can be seen as offensive when continuing communicating as if this person is equal to the rest when this is not the case (Brett, Behfar, & Kern, 2006). Vice versa, when someone from a high power distance culture interacts with a group from a low power distance culture, this person can be viewed as unsuitable for a discussion when this person continues interacting as is the norm in a high power distance culture (Brett, Behfar, & Kern, 2006).

#### 2.2.1.5. Long-term Orientation – Short-term Orientation

The last dimension indicates whether a society considers a long- or a short-term orientation (Hofstede, Hofstede, & Minkov, 2010).

In practice, this means that long-term oriented cultures focus on long-term, status-based relationships while trying to adapt traditions, and encourage persistence (Tiessen, 1997). It focuses on future rewards (Hofstede, Hofstede, & Minkov, 2010). Consequently, long-term oriented cultures are more likely to innovate and be open to change (van Everdingen & Waarts, 2003). Societies with a long-term orientation pay more attention to saving resources instead of spending it (Hofstede, Hofstede, & Minkov, 2010). Organizations focus more on its position in the market than on the bottom line of financials (Hofstede, Hofstede, & Minkov, 2010). Discussions are considered to be good and disagreement is accepted.

Short-term oriented cultures focus on the personal stability and gains, and expecting something in return when providing a gift or doing a favor (Dahl, 2004; Tiessen, 1997; van Everdingen & Waarts, 2003). The focus is on tradition, respecting the past and present, and adhering to the social norms (Hofstede, Hofstede, & Minkov, 2010). Also, these cultures are less likely to innovate and resist change rather than be open to it (van Everdingen & Waarts, 2003). There is a social pressure to spend resources instead of saving it (Hofstede, Hofstede, & Minkov, 2010). Organizations put an effort in avoiding red numbers; the focus is on the bottom line, instead of how well the organizations is

performing in the market (Hofstede, Hofstede, & Minkov, 2010). Discussions are avoided, and when they do happen, it should end with an overall agreement.

### 2.2.2. The Netherlands and Poland

In order to get a good picture of the Dutch and Polish culture, the above dimensions are discussed and applied to these countries using the scores currently provided by Hofstede Insights to compare the two countries without further data (Insights, 2020). The different scores are displayed below in Table 2, together with examples of how the cultures differ. Regarding the Polish culture, Poland has been under a communist regime for a long time and is still in transition from a communist market to a free market (Gyula et al., 2002; Mączyński et al., 2010). Additionally, concerning Polish people living in the Netherlands, the number of Poles has doubled right after Poland became a member of the European Union and has been in a constant increase since this membership (Nijhoff, 2017). Most of the Poles migrated towards the West, with a popular destination being The Hague (Polek, Van Oudenhoven, & Ten Berge, 2011).

Table 2. Cultural dimensions of The Netherlands and Poland (Insights, 2020).

Dimension	The Netherlands	Poland
Uncertainty avoidance	53 - High number of national rules - People prefer to be busy - Punctuality desired (Hofstede, Hofstede, & Minkov, 2010)	93 - Strict national rules and procedures - Uncertainty not experienced during communist regime - More Uncertainty now than during regime (Glińska-Noweś & Van Nispen, 2014; Insights, 2020; Obloj & Thomas, 1996; Nasierowski & Mikula, 1998)
Individualism	80 - Look after immediate family only - Work in order to be independent - Hire workers for their skills (Insights, 2020)	60 - Desires hierarchy - Whole family is highly valued (Nasierowski & Mikula, 1998; Obloj & Thomas, 1996)
Masculinity	14 - Quality of life prioritized - Decisions made as a group - Long discussions before overall agreement (Insights, 2020; Szabo et al., 2002)	64 - Strong drive for success - Hard work expectations - Disagreements are fought out (Mączyński et al., 2010; Nasierowski & Mikula, 1998)
Power distance	38 - People prefer to be independent - Organization hierarchy for effective decision-making only - Direct and informal communication (Insights, 2020)	68 - Hierarchy preference - 'We' versus 'they' mentality - Avoidance of disagreement with supervisors - Shared responsibility (Mączyński et al., 2010; Nasierowski & Mikula, 1998; Insights, 2020)
Long-term orientation	67 - Efficient in resource usage - Pragmatic (Insights, 2020)	38 - Short-term results focused - Traditions are held in place (Insights, 2020)

### 2.3. Hypotheses Development

This section of the theoretical framework considers the combination of Hofstede's cultural dimensions and TAM, and introduces the hypotheses that will be tested in this thesis. First, an explanation is provided of why this combination is relevant for the restaurant owners studied in this thesis. Next, the integration of the cultural dimensions and TAM is presented, and this is followed by the influence of each cultural dimension on TAM.

As online platforms can operate globally (e.g., Uber and Airbnb), these platforms face different cultures. Usage of the international platforms can differ significantly between countries (Adamiak, 2019). Even though few studies have shown that this difference in usage can be explained by variations in national cultures, more research, especially in the flourishing on-line restaurant sector, has yet not been extensively explored (Al-Haraizah & Choudhury, 2012; Hassan & Wood, 2020; Ng, Luk, & Lam, 2018). As already mentioned in the introduction of the thesis, the behavior of the restaurant owners has inevitable consequences for the success of the restaurant (Jogarathnam, 2017) and culture does influence both the restaurant owners' and their customers' behaviors (Hofstede, Hofstede, & Minkov, 2010). For example, Hofstede and colleagues (2010) mentioned that food preferences vary between high and low uncertainty avoiding cultures, preferring healthy and convenient food respectively. Additionally, online commerce behavior is found to differ between individualistic and collectivistic cultures wherein individualistic cultures favor online ordering as opposed to collectivistic cultures (Hofstede, Hofstede, & Minkov, 2010). Thus, it is safe to say that restaurant owners and their successes are influenced by culture and that the collaboration with an online platform can influence these successes.

### 2.3.1. The Influence of Culture on TAM

In TAM, the influence of culture is not included (Venkatesh & Bala, 2008). Initially, TAM was developed value-free, taking only the effect of system design characteristics into account, and added external influences, e.g. subjective norms, later to adjusted models (Chuttur, 2009). However, external influences such as culture are considered important in the adoption of technology related innovations (Hassan & Wood, 2020). Culture shapes the perceptions and behavioral intentions of individuals and, as there are many different cultures, a variation between individuals' perceptions and behavioral intentions is likely to exist (Hassan & Wood, 2020; Hofstede, Hofstede, & Minkov, 2010). Thus, it is also likely that individuals differ in their perceptions of a technology and, as a consequence, have different intentions towards using it. Yet, how culture influences TAM is unclear and not accounted for (Hassan & Wood, 2020; Venkatesh & Bala, 2008). Since it is likely that culture has a relationship with TAM, it would be interesting to have a better understanding of where and how this relationship takes place. Therefore, the different constructs of TAM are discussed in relation to the influence of culture to determine the position of culture in TAM.

In TAM, behavioral intention fully mediates the impact of perceived ease of use and perceived usefulness on use behavior (Venkatesh & Bala, 2008). The relationship between behavioral intention and use behavior has been tested and confirmed in numerous studies (e.g., (Al-Momani, Mahmoud, & Ahmad, 2018; Alkaws, Ali, & Baashar, 2020; Rana & Dwivedi, 2015). The results indicate a strong relationship between behavioral intention and use behavior (Rana & Dwivedi, 2015). Therefore, it is

expected that culture does not influence this relationship, because if this would be the case, more variance would have been seen between behavioral intention and use behavior due to differences in cultures (Hofstede, Hofstede, & Minkov, 2010).

The last construct remaining according to the simplified model adopted in this thesis is perceived usefulness. This construct has a direct relationship with behavioral intention (Venkatesh & Bala, 2008). The relationship between culture and perceived usefulness has been tested in other studies (e.g., (Kim, 2017; Mahomed, McGrath, & Yuh, 2017; Parboteeah et al., 2005; Zakour, 2004)). Most of these studies found a significant relationship with one or more dimensions of culture and perceived usefulness. However, these results differ in terms of strength and effect of the influence (Mahomed, McGrath, & Yuh, 2017; Zakour, 2004). Thus, a relationship between culture and perceived usefulness is expected, yet how this relationship unfolds is unclear due to these different results (Mahomed, McGrath, & Yuh, 2017; Zakour, 2004).

When taking a step back from perceived usefulness in TAM, a strong predictor of this construct is its determinant social influence (Venkatesh & Bala, 2008). Social influence is the guidance of individuals by others and consists of subjective norms and image (Venkatesh & Bala, 2008). An individual's social network pressures an individual to behave according to the norms of the community (Li, 2013). Social influence is considered high when the individual makes choices mostly based on the opinion of others instead of his/her own opinion (Maruping et al., 2017). Additionally, social strength can be influenced by culture (Rodrigues, Blonde, & Girandola, 2017; Zhang, Weng, & Zhu, 2018) and, similarly, subjective norms, which are part of social influence, do differ in strength across different cultures (Smith, 2015). To summarize, culture is expected to have a relationship with both subjective norms and image (Mahomed, McGrath, & Yuh, 2017; Rodrigues, Blonde, & Girandola, 2017; Smith, 2015; Zakour, 2004; Zhang, Weng, & Zhu, 2018).

Moreover, job relevance is also thought to be influenced by culture. Indeed, how people view and perceive a new technology to be useful and use them for to complete their tasks can significantly differ between cultures (Mueller & Thomas, 2001; Ryan, McFarland, & Shl, 1999; van Everdingen & Waarts, 2003). For example, uncertainty avoiding cultures might be less likely to adopt a new technology, as this might be considered too different from their traditional way of working and may require extra effort to overcome the hesitance towards the usage of that technology (Hofstede, Hofstede, & Minkov, 2010; Mueller & Thomas, 2001; Ryan, McFarland, & Shl, 1999; van Everdingen & Waarts, 2003). However, if the implementation of the new technology leads to better performance, then it is more likely to be considered relevant. The perception of the relevance of the technology is therefore also thought to be influenced by culture.

Since culture also guides how people act, think and feel, and a culture consists of a group of people (Dahl, 2004; Davidsson & Wiklund, 1997; Glińska-Neweś & Van Nispen, 2014; Hofstede, 1980), it could be assumed that culture can directly affect perceived usefulness in a similar manner. In this sense, social influence as subjective norms and image, job relevance and culture can be thought as independent factors affecting perceived usefulness (Osman & Köhler, 2013; Pookulangara & Koesler, 2011). Consequently, culture could affect perceived usefulness.

On the basis of the aforementioned reasoning, the following hypotheses are thus suggested:

**H1a:** Culture has a direct relationship with the subjective norms guiding restaurant owners.

**H1b:** Culture has a direct relationship with image guiding restaurant owners.

**H1c:** Culture has a direct relationship with job relevance perceived by restaurant owners.

**H1d:** Culture has a direct relationship with restaurant owners' perceived usefulness of the online platform.

As subjective norms, image and job relevance are key determinants of perceived usefulness (Venkatesh & Bala, 2008), the relationship between these three constructs and perceived usefulness are also tested in the following hypotheses:

**H2a:** Subjective norms have a positive relationship with perceived usefulness.

**H2b:** Image has a positive relationship with perceived usefulness.

**H2c:** Job relevance has a positive relationship with perceived usefulness.

Moreover, as culture is expected to have a relationship with the antecedents and perceived usefulness as is proposed in H1a-H1d, subjective norms, image and job relevance are also expected to mediate the relationship between culture and perceived usefulness. The proposed relationships in the first three sets of hypotheses are displayed in Figure 3.

**H3a:** Subjective norms mediates the relationship between culture and perceived usefulness.

**H3b:** Image mediates the relationship between culture and perceived usefulness.

**H3c:** Job relevance mediates the relationship between culture and perceived usefulness.

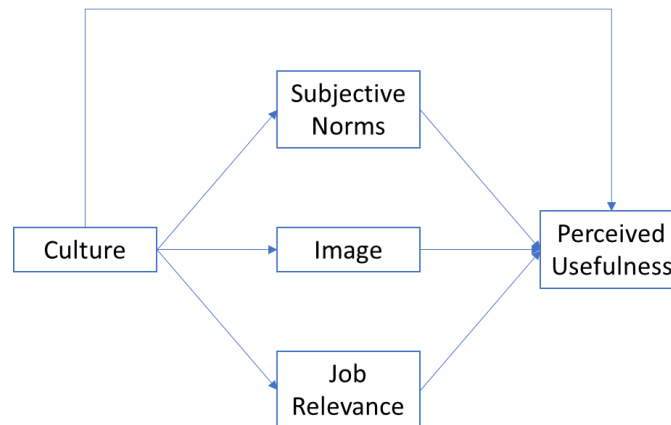


Figure 3. Proposed relationships between culture, subjective norms, image, job relevance and perceived usefulness.

### 2.3.2. Specific Cultural Dimensions, Perceived Usefulness and its Antecedents

Now that the position of culture in TAM is determined, the focus of the following part is specifically on Hofstede's dimensions in relation to subjective norms, image, job relevance, and perceived usefulness (Hofstede, Hofstede, & Minkov, 2010; Venkatesh & Bala, 2008). All hypotheses suggested in this section will be tested for the Dutch and Polish samples. Therefore, in this section no specific elaboration is provided to Dutch and Polish cultures.

Regarding the relationship between uncertainty avoidance and social influence, it is expected that high uncertainty avoidance has a positive relationship towards both subjective norms and image. In cultures characterized by high uncertainty avoidance, social norms and rules play a strong role within a community, and they may lead individuals to experience disapproval when deviating from these norms (Doney, Cannon, & Mullen, 1998; Mueller & Thomas, 2001). On the contrary, in uncertainty tolerant countries, these norms are less forcing (Doney, Cannon, & Mullen, 1998; Mueller & Thomas, 2001). Thus, the strength of the impact of norms within a community differs between low and high uncertainty avoiding cultures. Social influence represent the guidance and pressure of others on individuals which can force the positive or negative perception towards technology (Venkatesh & Bala, 2008). Hence, it is expected that the strength of subjective norms and image is higher in cultures which highly value social norms and rules (i.e. high uncertainty avoiding cultures), and vice versa, lower in cultures which attribute less value to social norms and rules (Doney, Cannon, & Mullen, 1998; Mueller & Thomas, 2001). Therefore, it is hypothesized that uncertainty avoidance is likely to have a positive relationship with social influence, (subjective norms and image).

High uncertainty avoidance is thought to have a positive relationship with job-relevance, but only after passing a certain threshold with regard to job relevance. As Hofstede, Hofstede, and Minkov (2010) mentioned, people use technology to cope with uncertainty. If a technology lowers uncertainty (in the business sector) it will probably be deemed as very relevant (Shane, Venkataraman, &

MacMillan, 1995; van Everdingen & Waarts, 2003). Yet, firstly, this technology first has to show its impact, as uncertainty avoiding cultures might be skeptical of using such a technology straightforward; secondly, the adoption of such technology might take longer than in uncertainty tolerant cultures (Hofstede, Hofstede, & Minkov, 2010). Hence, allowing the “right” amount of time seems to play an important role in culture characterized by high uncertainty avoidance.

High uncertainty avoidance is expected to have a negative relationship with perceived usefulness and a positive relationship with social influence (i.e., subjective norms and image) and job relevance. Highly uncertainty avoiding cultures are less likely to see the usefulness of a new technology, while more likely to perceive it as risky and suspicious (Hassan & Wood, 2020; Sadeghi et al., 2014). In uncertainty avoiding cultures, new technology is only considered useful when this technology is proven to lower uncertainty (Hassan & Wood, 2020; Hofstede, Hofstede, & Minkov, 2010). On the contrary, low uncertainty avoiding cultures are more likely to see the usefulness of technologies as these cultures are more likely to consider the advantages of such technologies and appreciate them (Janssen, Van de Vliert, & West, 2004; Lok, 2015). Therefore, it is hypothesized that high uncertainty avoidance has a negative relationship with perceived usefulness, meaning that the higher uncertainty avoidance, the lower perceived usefulness. The following hypotheses are thus suggested with regard to uncertainty avoidance, subjective norms, image, job relevance and perceived usefulness:

**H4a:** High uncertainty avoidance (within the uncertainty avoidance dimension) has a positive relationship with the subjective norms guiding restaurant owners.

**H4b:** High uncertainty avoidance (within the uncertainty avoidance dimension) has a positive relationship with the image guiding restaurant owners.

**H4c:** High uncertainty avoidance (within the uncertainty avoidance dimension) has positive relationship with job relevance perceived by restaurant owners.

**H4d:** High uncertainty avoidance (within the uncertainty avoidance dimension) has a negative relationship with restaurant owners’ perceived usefulness of the online platform.

The strength of subjective norms and image vary between individualistic and collectivistic cultures (Lok, 2015). People in an individualistic culture make decisions for themselves and are more likely to be guided by their own goals (Doney, Cannon, & Mullen, 1998; Schwartz, 1994; Tiessen, 1997). On the contrary, individuals in collectivistic cultures pursue group goals and perceptions are guided by the group (Dickson, Den Hartog, & Mitchelson, 2003; Tiessen, 1997). Therefore, it is expected that an

individualistic culture, compared to a more collectivistic culture, has a negative relationship with both subjective norms and image.

The individualism/collectivism dimension is supposed to have a positive relationship towards job relevance, especially for individualistic cultures. Individualistic cultures might be more likely to use technologies (e.g. online meal delivery platforms), as they are perceived as facilitating the tasks people need to accomplish to perform well, or even better, at their job (Hofstede, Hofstede, & Minkov, 2010). Consequently, the relevance of using a new technology might be considered higher and more positively in individualistic cultures compared to collectivistic cultures, since it might be seen as an innovative way to boost efficiency, productivity and sales. On the contrary, collectivistic cultures might be more likely to maintain more traditional ways of working that may not have as primary goal the benefit of the single individual, but the community as a whole. Hence, people in collectivistic societies aim, for example, to keep buying their products at familiar places with familiar faces, so that using a technology such as an online platform is not considered to be that needed or relevant (Hofstede, Hofstede, & Minkov, 2010). Therefore, individualistic cultures, compared to collectivistic cultures, are expected to have a positive relationship with job relevance.

With regard to the collectivism-individualism dimension, it can be hypothesized that in an individualistic culture, the perceived usefulness of a technology is higher than in a collectivistic culture, as this technology is considered useful for achieving goals (Tarhini et al., 2017). Individualistic cultures tend to view innovations and technologies as opportunities for new successes, indicating a high perception of the usefulness of technologies (Doney, Cannon, & Mullen, 1998; van Everdingen & Waarts, 2003). Viewing a technology as useful is considered as an individualistic characteristic (Sadeghi et al., 2014). On the contrary, collectivistic cultures pursue the goals of the group and make decisions as a group (Dickson, Den Hartog, & Mitchelson, 2003; Tiessen, 1997; van Everdingen & Waarts, 2003). A new technology is only considered as useful when the group considers it together (Lok, 2015). Therefore, it is expected that, compared to more collectivistic cultures, individualistic cultures have a positive relationship with the perceived usefulness of a technology. The following hypotheses concerning individualism and collectivism are thus advanced:

**H5a:** Individualistic cultures (within the individualism/collectivism dimension) have a negative relationship with the subjective norms guiding restaurant owners.

**H5b:** Individualistic cultures (within the individualism/collectivism dimension) have a negative relationship with the image guiding restaurant owners.

**H5c:** Individualistic cultures (within the individualism/collectivism dimension) have a positive relationship with job relevance perceived by restaurant owners.



**H5d:** Individualistic cultures (within the individualism/collectivism dimension) have a positive relationship with restaurant owners' perceived usefulness of the online platform.

Masculine cultures value independence and achievement (Dickson, Den Hartog, & Mitchelson, 2003; Maslowska, Smit, & Van den Putte, 2013; Nasierowski & Mikula, 1998). Choices are made based on own rewards and without taking others into consideration (Dickson, Den Hartog, & Mitchelson, 2003; Maslowska, Smit, & Van den Putte, 2013). Therefore, it is expected that the relationship between masculine cultures and subjective norms and image is negative. In feminine cultures, people are more likely to comply to the social norms and rules in order to maintain good relationships (Dickson, Den Hartog, & Mitchelson, 2003; Hofstede, Hofstede, & Minkov, 2010; Maslowska, Smit, & Van den Putte, 2013). People in feminine cultures take others into consideration when faced with choices, using the opinion of others to guide their decision (Doney, Cannon, & Mullen, 1998). Thus, it is expected that masculine cultures, as compared to feminine cultures, have a negative relationship with subjective norms and image.

Masculinity and job relevance are expected to have a positive relationship, as masculine cultures strive for performance and might be more ambitious (Nasierowski & Mikula, 1998). Hence, the adoption of a new technology could be seen as more relevant if this adoption is perceived to increase efficiency, effectiveness and productivity (van Everdingen & Waarts, 2003). Feminine cultures, on the contrary, focus more on the quality of work environments, so that the implementation of a technology is seen as relevant and important only if it actually improves such quality of workplaces. Thus, masculine cultures have, compared to feminine cultures, a positive relationship with job relevance.

Concerning the relationship between masculinity and perceived usefulness, it is expected that masculine cultures are more likely to have high perceptions of the usefulness of a technology (Hassan & Wood, 2020). Perceived usefulness of a technology is high since this technology is considered as a helpful means to achieve success and to outperform competition (Hassan & Wood, 2020; Lok, 2015; Sadeghi et al., 2014). Feminine cultures are expected to perceive a technology to be useful when this technology fits with the values such as a good quality of life (Hofstede, Hofstede, & Minkov, 2010). Thus, it is expected that masculine cultures, compared to feminine cultures, have a positive relationship with perceived usefulness. Regarding the relationship between the masculine/feminine dimension, perceived usefulness, job relevance and social influence, the following hypotheses are proposed:

**H6a:** Masculinity (within the masculinity – femininity dimension) has a negative relationship with the subjective norms guiding restaurant owners.

**H6b:** Masculinity (within the masculinity – femininity dimension) has a negative relationship with the image guiding restaurant owners.

**H6c:** Masculinity (within the masculinity – femininity dimension) has a positive relationship with the job relevance perceived by restaurant owners.

**H6d:** Masculinity (within the masculinity – femininity dimension) has a positive relationship with restaurant owners' perceived usefulness of the online platform.

With regard to the power distance dimension, it is hypothesized that the higher power distance within a society, the stronger the influence on social influences (i.e., subjective norms and image). Indeed, in high power distance cultures, people strictly rely on social rules and hierarchy for decision making (van Everdingen & Waarts, 2003). This implies that, since individuals' status and position in the hierarchy are clear and not questioned, people tend to accept what is suggested by individuals in a higher rank (Mączyński et al., 2010; Nasierowski & Mikula, 1998). Consequently, supervisors may influence and guide the subordinates' perception (Tarhini et al., 2017). Therefore, it is expected that high power distance has a positive relationship towards subjective norms and image.

Job relevance is instead argued to have a negative relationship with high power distance. In high power distance cultures, decisions are usually made by top managers or leaders and people significantly rely on their supervisors and chain of command (Koh & Lim, 2007). In these cultures, the decision to start using a technology may lower the contact that employees have with supervisors, leading to work being executed more independently. Whilst this would be positively perceived in low power distance cultures, it may well be considered uncomfortable in high power distance cultures (Koh & Lim, 2007). Therefore, the relevance of implementing a technology (such as an online platform) in a job might be lower for high power distance cultures, as employees may prefer to depend more on the decision-making of their supervisors than technologies. Contrarily, low power distance cultures may perceive the relevance of the technology for a job as higher, since it may increase employees' autonomy and independence.

The relationship between high power distance and perceived usefulness of a technology is hypothesized to be negative (Ng, Luk, & Lam, 2018). In high power distance cultures, the supervisors are the first line of people who would consider a technology as useful and this would be followed by the subordinates (Hassan & Wood, 2020; Hofstede, Hofstede, & Minkov, 2010). However, when these supervisors do not perceive a technology as valuable, their subordinates may adhere to this perception without questioning it (Hassan & Wood, 2020; Sadeghi et al., 2014). Thus, in high power distance cultures, technological perceived usefulness is likely to only reach high levels among individuals when their supervisors perceive the technology as beneficial for their business. On the contrary, in lower

power distance cultures, individuals might be less influenced by the opinion of their supervisors and may have more freedom in perceiving the usefulness of a technology (Tarhini et al., 2017). Therefore, it is expected that high power distance has a negative relationship with perceived usefulness. The following hypotheses are thus proposed regarding power distance, subjective norms, image, job relevance and perceived usefulness:

**H7a:** High power distance (within the power distance dimension) has a positive relationship with the subjective norms guiding restaurant owners.

**H7b:** High power distance (within the power distance dimension) has a positive relationship with the image guiding restaurant owners.

**H7c:** High power distance (within the power distance dimension) has a negative relationship with the job relevance perceived by restaurant owners.

**H7d:** High power distance (within the power distance dimension) has a negative relationship with restaurant owners' perceived usefulness of the online platform.

Regarding subjective norms and image, short-term oriented cultures are known to adhere to the social norms and rules (Hofstede, Hofstede, & Minkov, 2010). Therefore, it is expected that short-term oriented cultures have a positive relationship with both subjective norms and image. Long-term oriented cultures are encouraged to adapt traditions and to deviate from the norm if this supports persistence in performance, regardless of others' opinions (Tiessen, 1997). Thus, long-term oriented cultures are expected to have a negative relationship with subjective norms and image.

Long-term orientated cultures are also characterized by innovation and tend to be remarkably focusing on their market positions (Hofstede, Hofstede, & Minkov, 2010; van Everdingen & Waarts, 2003). Using a technology which is able to foster and boost these two aspects might be likely to be considered relevant. On the contrary, when adopting a new technology inherently implies spending resources and financial results, it is likely to be considered more relevant in a short-term orientation culture (Hofstede, Hofstede, & Minkov, 2010).

As long-term oriented cultures focus on future rewards, have a rather pragmatic attitude towards technology, and are more open to change, it is hypothesized that these cultures have higher perceptions of the usefulness of a technology (Hofstede, Hofstede, & Minkov, 2010; Lok, 2015; Sun, Lee, & Law, 2019; van Everdingen & Waarts, 2003). On the contrary, short-term oriented cultures focus on tradition and are more likely to resist any form of change rather than being open to it (van Everdingen & Waarts, 2003). This focus is expected to have a negative influence on the perceived

usefulness of a technology. Based on the above reasonings regarding long-term orientation, subjective norms, image, job relevance and perceived usefulness, the following hypotheses are advanced:

**H8a:** Long-term orientation (within the long-term – short-term orientation dimension) has a negative relationship with the subjective norms guiding restaurant owners.

**H8b:** Long-term orientation (within the long-term – short-term orientation dimension) has a negative relationship with the image guiding restaurant owners.

**H8c:** Long-term orientation (within the long-term – short-term orientation dimension) has a positive relationship with the job relevance perceived by restaurant owners.

**H8d:** Long-term orientation (within the long-term – short-term orientation dimension) has a positive relationship with restaurant owners' perceived usefulness of the online platform.

Following TAM, in this thesis it is also believed and hypothesized that perceived usefulness is associated with behavioral intentions that, in turns, are linked to individuals' actual behavior, i.e., using the online platform. Therefore, even though not strictly related to culture, the following two hypotheses are also tested for matter of completeness:

**H9a:** Perceived usefulness has a direct positive relationship with behavioral intention.

**H9b:** Behavioral intention has a direct positive relationship with the use behavior of the online platform.

Lastly, in order to see whether culture makes a difference in behavioral intention and use behavior, the Netherlands and Poland are compared. The attributed scores of the Netherlands and Poland have different consequences for perceived usefulness. The Dutch culture has a larger tendency to positively influence perceived usefulness as four cultural dimensions should provide this positive influence (Insights, 2020). On the contrary, Poland's score for masculinity is the only dimension which is favorable for higher perceived usefulness. Therefore, it is expected that perceived usefulness of the online platform is higher for the Netherlands than for Poland. Moreover, if perceived usefulness is higher for the Netherlands than for Poland, it is expected that Dutch restaurant owners are more likely to actually use the platform than the Polish restaurant owners (Venkatesh & Bala, 2008). This leads to the last hypotheses proposed. The whole model tested in this thesis is displayed in Figure 4.

**H10:** Perceived usefulness of the online platform is higher for Dutch restaurant owners than for Polish restaurant owners.

**H11:** Dutch restaurant owners are more likely to use the online platform than Polish restaurant owners.

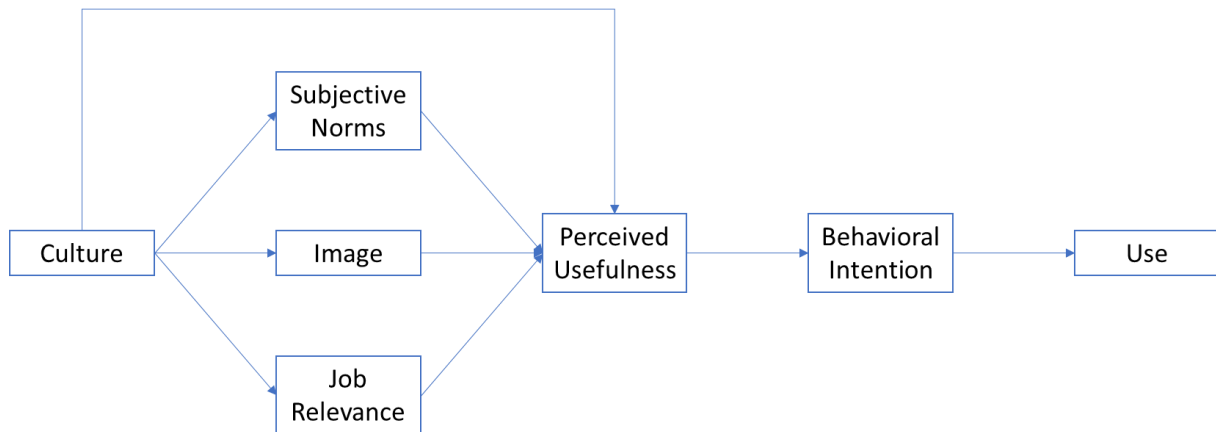


Figure 4. Proposed position of culture in TAM (Venkatesh & Bala, 2008).

### 3. METHODOLOGY

#### 3.1. Study Design

This thesis studies the influence of culture on the technology acceptance of individuals. In this study, the culture of the Netherlands and Poland is analyzed, together with the level of technological acceptance by individuals from these countries. This research is etic<sup>1</sup> as two cultures are compared on their differences, as well as emic, since semi-structured interviews are used to explore individuals' perspectives in depth (Osland & Bird, 2000).

To study the possible influence of culture, a mixed-method design is adopted by combining both quantitative and qualitative research. In a mixed-method approach, different types of observations are collected and integrated in order to allow for a more complete and aligned utilization of data (Creswell, Clark, & Garrett, 2003). By combining quantitative and qualitative data collection and analysis, it is possible to explain the phenomena under consideration better by a process of triangulation (Dooley, 2009; Edmondson & McManus, 2007). This process encompasses the combination of complementary perspectives and it increases the external and construct validity of the measurements (Dooley, 2009; Edmondson & McManus, 2007; Feters, Curry, & Creswell, 2013). Consequently, a mixed-method design can expand and strengthen the theoretical and practical implications of a study, resulting in a more rigorous answer to the research questions (Johnson & Onwuegbuzie, 2004).

Mixed-method approaches also help in explaining phenomena resulting from combining two different literature constructs (Edmondson & McManus, 2007). In this thesis, TAM is extended by

<sup>1</sup> Etic research provides a broad, more universal perspective, whereas emic research provides a specific, individual perspective (Buckley et al., 2014).

incorporating Hofstede's dimensions in order to account for cultural influences. The design of this study is convergent, meaning that the quantitative and qualitative data is collected and analyzed in one timeframe (Fetters, Curry, & Creswell, 2013). For this thesis, it means that the survey is sent out to restaurant owners in Poland and the Netherlands for the quantitative part, and the interviews are held with Polish restaurant owners in Poland and the Netherlands for the qualitative part.

Next, the data is juxtaposed as to bring the two different sets of data together in order to compare the data (Fetters, Curry, & Creswell, 2013). Afterwards, the results from two datasets may lead to either confirmation of the findings, an expansion of the insights by describing complementary aspects of the phenomenon studied, or discordance of the results in which the two sets disagree with each other (Fetters, Curry, & Creswell, 2013).

The research conducted in this thesis has received ethical approval by the Ethics Committee of the Behavioral, Management and Social Sciences faculty of the University of Twente. This approval applies to both the quantitative and qualitative research.

### 3.2. Quantitative Research

The quantitative research consists of sending out online surveys to restaurant owners in Poland and the Netherlands and the analysis of data collected afterwards. The surveys were sent via e-mail to roughly 6900 restaurant owners in the Netherlands in Dutch and 5960 restaurant owners in Poland in Polish in July 2020. All restaurants already collaborated with the online platform, hence the availability of the e-mail addresses. The surveys were translated to Dutch by the researcher and back translated by another native Dutch individual. The Polish surveys were back and forward translated by native Polish individuals who collaborate with the researcher. In order to increase the response rate, a reminder for the survey was sent after the initial sending and the organization in which this study took place provided a reward to the respondents who filled out the questionnaire. The reward is a discount voucher to use at the organization's web shop. Moreover, the survey started with an introduction and a privacy statement regarding the privacy and anonymization of all data. The respondents were informed about the absence of repercussions when (not) filling in the survey.

The survey had different categories of questions. The first category related to demographic measures such as age, gender, and nationality. Moreover, the city of operation was considered as to be able to compare possible regional variations between the respondents (Davidsson & Wiklund, 1997; Schwartz, 1994). Additionally, the respondents' personality traits ( $\alpha = 0.623$  (NL),  $\alpha = 0.378$  (PL)) were measured using ten items from Rammstedt and John (2007) (see Appendix I for full scales). Sample items for measuring personality traits were "I see myself as someone who is reserved", "I see myself as someone who tends to be lazy" and "I see myself as someone who does a thorough job". The

Cronbach's Alpha for both samples were low, especially for the Polish sample. The Alpha for the Dutch sample would not increase if an item were deleted. The Alpha for the Polish sample would increase if one of the following items were deleted "*I see myself as someone who tends to be lazy*", "*I see myself as someone who tends to find fault with others*" and "*I see myself as someone who gets nervous easily*". The Alpha's would increase to  $\alpha = 0.421$ ,  $\alpha = 0.400$  and  $\alpha = 0.410$  respectively. Since the reliability of the Cronbach's Alpha would still be below the acceptance levels, the value stemming from the full, well-established scale was kept, in absolute awareness that the results of this control variable must be interpreted with caution.

The second category concerned the measurement of variable included in TAM. Well-established scales were employed in this thesis and all items used a 7-point Likert-type scale, anchored at 1 = *strongly disagree* and 7 = *strongly agree*, unless otherwise specified (see Appendix II for full scales).

*Perceived Usefulness.* Perceived usefulness ( $\alpha = 0.875$  (NL),  $\alpha = 0.917$  (PL)) was measured using four items adapted from Davis (1989) and (Davis, Bagozzi, & Warshaw, 1989). Sample items were "Using the \* web shop improves my performance in my job" and "I find the \* web shop to be useful in my job".

*Subjective Norm.* Subjective norm ( $\alpha = 0.793$  (NL),  $\alpha = 0.831$  (PL)) was measured using four items adapted from Taylor and Todd (1995). Sample items were "People who are important to me think that I should use the \* web shop" and "People who influence my behavior think that I should use the \* web shop".

*Image.* Image ( $\alpha = 0.914$  (NL),  $\alpha = 0.942$  (PL)) was measured using three items adapted from Moore and Benbasat (1991). Sample items were "People in the restaurant industry who use the \* web shop have a high profile" and "Using the \* web shop is a status symbol in the restaurant industry".

*Job Relevance.* Job relevance ( $\alpha = 0.892$  (NL),  $\alpha = 0.966$  (PL)) was measured using three items adapted from Davis, Bagozzi, and Warshaw (1992). Sample items were "In my job, usage of the \* web shop is important" and "In my job, usage of the \* web shop is relevant".

*Behavioral Intention.* Behavioral intention ( $\alpha = 0.882$  (NL),  $\alpha = 0.855$  (PL)) was measured using three items adapted from Davis (1989) and Davis, Bagozzi, and Warshaw (1989). Sample items were "Assuming I had access to the \* web shop, I intend to use it" and "I plan to use the \* web shop in the next 2 months".

*Use.* Use was measured using one item adapted from Davis (1989). The item was "On average, how much time do you spend on the \* web shop each day?".

*Voluntariness.* Voluntariness ( $\alpha = 0.928$  (NL),  $\alpha = 0.872$  (PL)) was measured using three items and used as a moderator of TAM. Sample items were “My use of the \* web shop is voluntary” and “Although it might be helpful, using the \* web shop is certainly not compulsory in my job”.

The third category of the survey concerned the measurement of Hofstede’s cultural dimensions (Hofstede, Hofstede, & Minkov, 2010). This study measures culture at the level of the respondents, who are individuals. In order to measure culture at the individual level, the measurement scale developed by Sharma (2010) is used. This scale considers both ends of a cultural dimension, resulting in ten sub-dimensions. Each sub-dimension is measured with four items, creating a 40-item measurement scale for culture at the individual level. This scale is presented in Appendix III.

*Uncertainty Avoidance* ( $\alpha = 0.781$  (NL),  $\alpha = 0.769$  (PL)). Uncertainty avoidance was measured using two sub-dimensions from Sharma (2010) being *Risk Aversion* ( $\alpha = 0.722$  (NL),  $\alpha = 0.783$  (PL)) (e.g. “I tend to avoid talking to strangers”) and *Ambiguity Intolerance* ( $\alpha = 0.800$  (NL),  $\alpha = 0.743$  (PL)) (e.g. “I find it difficult to function without clear directions and instructions”).

*Collectivism – Individualism.* ( $\alpha = 0.858$  (NL),  $\alpha = 0.734$  (PL)). The individualism dimension was measured using two sub-dimensions from Sharma (2010) being *Independence* ( $\alpha = 0.791$  (NL),  $\alpha = 0.725$  (PL)) (e.g. “I would rather depend on myself than others”) and *Interdependence* ( $\alpha = 0.845$  (NL),  $\alpha = 0.904$  (PL)) (e.g. “The well-being of my group members is important for me”).

*Masculinity – Femininity* ( $\alpha = 0.695$  (NL),  $\alpha = 0.283$  (PL)). The masculinity dimension was measured using two sub-dimensions from Sharma (2010) being *Masculinity* ( $\alpha = 0.678$  (NL),  $\alpha = 0.568$  (PL)) (e.g. “Women are generally more caring than men”) and *Gender Equality* ( $\alpha = 0.869$  (NL),  $\alpha = 0.720$  (PL)) (e.g. “It is ok for men to be emotional sometimes”). As it can be seen, the alpha for this dimension for the Polish sample was extremely low. The Cronbach’s alpha would increase if the items “men are generally more ambitious than women” ( $\alpha = 0.356$ ) or “Women are generally more modest than men” ( $\alpha = 0.320$ ) were deleted from the scale. If both items were deleted, the alpha would increase to 0.520. Since the Cronbach’s Alpha after the deletion of items would still be below the acceptance levels and such deletion is not a conservative and rigorous approach to handle problematic variables, the value stemming from the full, well-established scale was kept, in absolute awareness that the results of this key cultural variable must be interpreted with caution.

*Power Distance* ( $\alpha = 0.763$  (NL),  $\alpha = 0.682$  (PL)). The power distance dimension was measured using two sub-dimensions from Sharma (2010) being *Power* ( $\alpha = 0.753$  (NL),  $\alpha = 0.802$  (PL)) (e.g. “I easily conform to the wishes of someone in a higher position than mine”) and *Social Inequality* ( $\alpha = 0.698$  (NL),  $\alpha = 0.750$  (PL)) (e.g. “A person’s social status reflects his or her place in the society”).



*Long-term Orientation – Short-term Orientation* ( $\alpha = 0.866$  (NL),  $\alpha = 0.827$  (PL)). Long-term orientation was measured using two sub-dimensions from Sharma (2010) being *Tradition* ( $\alpha = 0.891$  (NL),  $\alpha = 0.585$  (PL)) (e.g. “I am proud of my culture”) and *Prudence* ( $\alpha = 0.820$  (NL),  $\alpha = 0.816$  (PL)) (e.g. “I believe in planning for the future”).

*Culture*. Culture ( $\alpha = 0.748$  (NL),  $\alpha = 0.561$  (PL)) as measured by combining all the previously mentioned variables in order to measure culture with one variable. The Cronbach’s Alpha for the Polish sample was rather low. Deleting either masculinity or gender equality would only slightly increase the Alpha, being 0.568 and 0.563 respectively. Deleting the masculinity – femininity dimension as a whole would result in a Cronbach’s Alpha of 0.551. Again, the regressions are run with all dimensions and the low alpha was considered during the analyses and in the discussion.

Moreover, the organization this study took place at had also presented an extra set of questions regarding their web shop. These questions are presented in Appendix IV. Also, the different variables were randomly mixed in order to prevent desirability when filling in the survey. An overview of the order of the questions is found in Appendix V.

The analysis of the survey answers has been done with the use of the software program SPSS version 22 and Adanco version 2.2.1.. SPSS was used to analyze the data, and to conduct single regression analysis. Adanco was used to test the model as a whole. Regression analyses were used to test the hypotheses of this study and the direction of the possible relationship between culture and TAM, and specifically the relationship between culture, social influence and perceived usefulness. Moreover, the Dutch and Polish samples are compared by applying t-test analyses.

### 3.3. Qualitative Research

As mentioned, the qualitative part of this thesis consisted of exploratory, semi-structured interviews. The reason why this form of interviews was chosen is that it aims at obtaining more in-depth insights from individuals who have experienced a particular situation or phenomenon (McIntosh & Morse, 2015). In this thesis, semi-structured interviews were adopted since they follow a specific pattern which allows for the comparison of answers, while also providing flexibility (McIntosh & Morse, 2015). Indeed, when having more information on a certain topic from an interviewee was deemed necessary, semi-structured interviews give the researcher the possibility to tailor the questions to the situation. Additionally, semi-structured interviews are compatible with mixed-method designs (McIntosh & Morse, 2015). Therefore, this form of interviews is used.

The original goal was to interview Polish restaurant owners living in the Netherlands and living in Poland. The interviews in the Netherlands were conducted by the researcher, the interviews in Poland by a Polish native speaker who collaborates with the researcher in this phase due to language

barriers. As a consequence of the coronavirus outbreak, there was no possibility to visit the restaurant owners to conduct the interviews face to face. Therefore, the interviews were held via an online video calling platform. The interviews took place between June and September 2020. However, due to very low participation from interviewees, only two interviews were conducted; one was taken in Dutch, the other in Polish.

The interviews consisted of open-ended questions. The interviews were recorded with the consent of the interviewee, and conducted with the aid of an interview protocol which is partly outlined in the next section (Dooley, 2009). Afterwards, the recordings were transcribed verbatim and back and forward translated thanks to the help of two Polish native speakers who collaborated with the researcher and another Dutch native speaker.

### 3.3.1. Interview Questions

The interviews had an exploratory nature. An interview protocol was used to maintain a form of consistency between the interviews and to ascertain important questions were asked. There were small differences between the interviews of restaurant owners in the Netherlands and owners in Poland. Prior the start of the interviews, a brief questionnaire was presented to the interviewee to gather some demographics to describe the sample later on. All questions are presented in Appendix VI.

## 4. RESULTS

### 4.1. Quantitative Analysis

Before the analysis of the quantitative data commenced, the data is cleaned first. This encompasses managing the missing data and deleting outliers. Missing data results from people answering 'no' whether they are willing to participate or people who quit after answering only a few questions. Outliers are deleted only when the participant showed repetitive response behavior, e.g., answering with only 'neutral'. After this process, for the Dutch sample, a total of 129 responses out of an initial pool of 242 participants remained, whereas for the Polish sample, 106 responses out of an initial pool of 194 were analyzed. The large number of deleted cases result from respondents either answering 'no' in the first question regarding agreement to participate, or filling in the organization's questions only, leaving the survey afterwards. The total response rates are 3.5% for the Dutch sample and 3.3% for the Polish sample.

Of the Dutch respondents, 66.7% are male, 31.0% are female and 2.3% of the respondents preferred not to say. The average age is 41 years, with a minimum of 19 years and a maximum of 65 years. 92.2% of the respondents in the Dutch sample are Dutch, other nationalities of respondents are

Polish, Chinese, Turkish and Indian. Of the Polish respondents, 65.1% is male, 32.1% is female and 2.8% of the respondents preferred not to say. The average age is 35 years, with a minimum of 21 years and a maximum of 60 years. 90.6% of the respondents in the Polish sample are Polish, other nationalities of respondents are Dutch, Belarussian, Indian and Ukrainian.

Sum scores are created for the variables which were measured with three or four survey items. Following, reliability analysis is performed for all scale items and kurtosis and skewness is looked into as well. A few variables had normality issues. These are outlined in Appendix VII. Outliers are mostly not present. Homoscedasticity and linearity issues are not present. Moreover, the correlations, Cronbach's Alpha, mean, and standard deviation are displayed in Table 3 for the Dutch sample and Table 4 for the Polish sample.

#### 4.1.1. Testing the Hypotheses

All hypotheses introduced in the theoretical framework are tested through regression and mediation analysis. All the regression analyses reported below were controlled for age, gender and personality traits. However, since none of the control variables were significant, it has been decided not to report them to increase parsimony and clarity of the results section which was already quite long and complex. Moreover, the hypotheses comparing the Dutch and Polish samples are tested through t-test statistics. All hypotheses' results are discussed per topic below.

##### 4.1.1.1. Culture in Relation to Perceived Usefulness

Culture as one variable is tested in relation to subjective norms, image, job relevance and perceived usefulness. The relationship between culture and subjective norms ( $\beta = 0.307, p < 0.001$  and  $R^2 = 0.094$  (NL),  $\beta = 0.258, p = 0.008$  and  $R^2 = 0.067$  (PL)), image ( $\beta = 0.297, p = 0.001$  and  $R^2 = 0.088$  (NL),  $\beta = 0.250, p = 0.010$  and  $R^2 = 0.063$  (PL)) and job relevance ( $\beta = 0.316, p < 0.001$  and  $R^2 = 0.100$  (NL),  $\beta = 0.256, p = 0.008$  and  $R^2 = 0.066$  (PL)) are all positive and supported. The relationship between culture and perceived usefulness ( $\beta = 0.391, p < 0.001$  and  $R^2 = 0.153$  (NL),  $\beta = 0.380, p < 0.001$  and  $R^2 = 0.145$  (PL)) is positive and supported as well. Therefore, H1a-H1d are supported for both samples, showing that when individuals' culture dimension is high, their perception of others (subjective norms), of their social status (image), and the relevance of the system for the job (job relevance) is also high, as well as having high perceived usefulness.

The effect of subjective norms ( $\beta = 0.400, p < 0.001$  and  $R^2 = 0.160$  (NL),  $\beta = 0.433, p < 0.001$  and  $R^2 = 0.188$  (PL)), image ( $\beta = 0.344, p < 0.001$  and  $R^2 = 0.118$  (NL),  $\beta = 0.465, p < 0.001$  and  $R^2 = 0.216$  (PL)), and job relevance ( $\beta = 0.692, p < 0.001$  and  $R^2 = 0.479$  (NL),  $\beta = 0.635, p < 0.001$  and  $R^2 = 0.404$  (PL)) on perceived usefulness are also tested. All three antecedents are found to have a positive relationship with perceived usefulness. Moreover, image explains 21.6% of the variance of perceived

Table 3. Correlation table Dutch sample.

Variables	Correlations															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1 Gender	1															
2 Age	-,028	1														
3 Personality Traits	-,068	,034	1													
4 Perceived Usefulness	,061	-,048	,260**	1												
5 Subjective Norms	-,011	,038	,251**	,400**	1											
6 Image	-,051	,039	,279**	,344**	,443**	1										
7 Job Relevance	,116	,010	,300**	,692**	,435**	,345**	1									
8 Behavioral Intention	,123	,115	,316**	,429**	,241**	,091	,318**	1								
9 Use	,012	-,032	,006	,130	,084	,141	,175*	,082	1							
10 Voluntariness	-,032	,304**	,380**	,049	-,022	-,111	,108	,561**	,004	1						
11 Uncertainty Avoidance	-,051	-,012	,350**	,252**	,319**	,433**	,272**	,026	-,038	-,129	1					
12 Collectivism - Individualism	-,014	,038	,487**	,266**	,108	,041	,210*	,436**	,084	,545**	,083	1				
13 Masculinity - Feminity	,040	,133	,399**	,050	,073	,010	,023	,469**	,026	,488**	,208*	,522**	1			
14 Power Distance	-,063	-,084	,420**	,393**	,416**	,476**	,332**	,106	,064	-,078	,593**	,216*	,128	1		
15 Long-term / Short-term Orientation	,019	,028	,354**	,330**	,115	,038	,208*	,446**	,070	,475**	,091	,640**	,387**	,272**	1	
16 Culture	-,022	,028	,599**	,391**	,307**	,297**	,316**	,439**	,063	,388**	,583**	,745**	,650**	,657**	,721**	1
Descriptives																
Cronbach's Alpha			0,623	0,875	0,739	0,914	0,892	0,882		0,928	0,781	0,858	0,695	0,682	0,866	0,748
Mean			41,721	16,132	13,496	8,225	12,116	15,271	10,535	16,775	25,132	41,729	38,643	28,132	43,442	177,078
SD			7,214	5,319	4,931	4,471	4,536	3,811	18,384	3,965	8,169	8,825	7,166	7,980	8,299	27,228

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

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

Table 4. Correlation table Polish sample.

Variables	Correlations															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1 Gender	1															
2 Age	,089	1														
3 Personality Traits	-,144	-,211*	1													
4 Perceived Usefulness	,074	,103	,074	1												
5 Subjective Norms	,055	,088	,117	,433**	1											
6 Image	-,070	-,048	,273**	,465**	,581**	1										
7 Job Relevance	,067	,198*	,033	,635**	,462**	,401**	1									
8 Behavioral Intention	-,081	,032	,117	,451**	,171	,205*	,311**	1								
9 Use	,003	-,093	,021	,216*	,210*	,307**	,179	,155	1							
10 Voluntariness	,027	,203*	-,052	,266**	,112	,080	,278**	,570**	,131	1						
11 Uncertainty Avoidance	,012	,079	-,071	,211*	,249*	,126	,139	-,094	-,035	,013	1					
12 Collectivism - Individualism	-,031	-,025	,123	,207*	-,010	,075	,062	,298**	,036	,234*	,072	1				
13 Masculinity - Femininity	-,077	-,033	,045	,204*	,176	,072	,115	,284**	-,061	,207*	,159	,421**	1			
14 Power Distance	-,012	,040	,068	,257**	,317**	,317**	,245*	,064	,159	-,025	,376**	,167	,154	1		
15 Long-term / Short-term Orientation	-,017	,059	-,014	,283**	,005	,127	,197*	,427**	,154	,242*	-,016	,424**	,207*	,284**	1	
16 Culture	-,033	,049	,041	,380**	,258**	,250**	,256**	,281**	,094	,191	,580**	,622**	,548**	,707**	,599**	1
Descriptives																
Cronbach's Alpha			,378	0,917	0,831	0,942	0,966	0,855		0,872	0,769	0,734	0,283	0,682	0,827	0,561
Mean			42,868	17,330	15,632	10,236	12,321	15,047	14,208	15,953	31,311	43,953	38,009	32,689	43,566	189,528
SD			5,190	4,217	4,356	4,100	3,710	3,028	28,195	3,133	6,709	5,155	4,185	6,808	5,670	17,603

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

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

usefulness in the Polish sample. Job relevance explains 47.9% and 40.4% of the variance of perceived usefulness for the Dutch and Polish sample respectively. Therefore, H2a-H2c are also supported, meaning that when individuals' subjective norms, image and job relevance are high, their perceived usefulness of the technology is also high.

The set of hypotheses H3a-H3c suggested a mediation between culture as a whole and perceived usefulness through subjective norms, image and job relevance. The two samples are tested independently and culture was specifically considered as one construct as the single regressions pointed out that all hypotheses concerning the relation of culture in the model are supported.

The analysis is performed via the Four Steps Approach developed by (Kenny, 2018). The direct relationship between the independent variable and dependent variable is called path c (Kenny, 2018). The relationship between the independent variable and the mediating variable is path a, the relationship between the mediating variable and the dependent variable is path b, and the relationship between the independent variable and the dependent variable controlling for the mediator is path c'. The indirect effect of the independent variable on the dependent variable is calculated by multiplying a and b, or subtracting c' from c. The different paths are displayed in Figure 5.

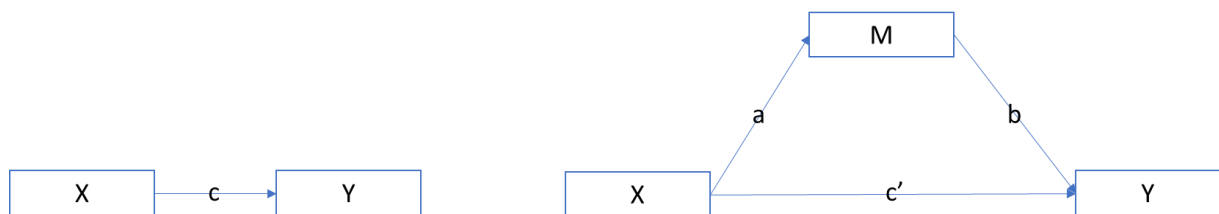


Figure 5. Paths between independent, dependent and mediating variables.

The findings of the mediation concerning culture, the three mediators and perceived usefulness is displayed in Table 5 and 6. All mediations are tested via the Four Steps Approach and a Sobel test. All mediations for both the Dutch and Polish samples are supported, with subjective norms ( $\beta = 0.095$  and  $p = 0.008$  (NL),  $\beta = 0.093$  and  $p = 0.021$  (PL)) mediating between culture and perceived usefulness as well as image ( $\beta = 0.074$  and  $p = 0.023$  (NL),  $\beta = 0.099$  and  $p = 0.022$  (PL)) and job relevance ( $\beta = 0.200$  and  $p < 0.001$  (NL),  $\beta = 0.148$  and  $p = 0.011$  (PL)) also mediating the relationship between culture and perceived usefulness. All found mediations are “partial” as path c' is not set to zero when the mediator is included. Were path c' set to zero, then the relationship between culture and perceived usefulness would completely take place via subjective norms, image and job relevance, and it would be possible to talk about “full mediation” (Kenny, 2018). As this is not the case, the relationship between culture and perceived usefulness happens both directly and indirectly via subjective norms, image and job relevance. As these partial mediations are found, H3a-H3c are supported.

Table 5. Mediation analyses Dutch sample.

SPSS								
Independent variable	Mediator	Dependent Variable	Path a	Path b	Path c	Path c'	Indirect effect	Sobel test
	Subjective Norm		0,307**	0,309**	0,391**	0,296**	0,095	0,008
Culture	Image	Perceived Usefulness	0,297**	0,250**	0,391**	0,317**	0,074	0,023
	Job Relevance		0,316**	0,632**	0,391**	0,191**	0,200	0,000

\*. Path is significant at the 0.05 level (2-tailed).

\*\* . Path is significant at the 0.01 level (2-tailed).

Table 6. Mediation analyses Polish sample.

SPSS								
Independent variable	Mediator	Dependent Variable	Path a	Path b	Path c	Path c'	Indirect effect	Sobel test
	Subjective Norm		0,258**	0,359**	0,380**	0,288**	0,093	0,021
Culture	Image	Perceived Usefulness	0,250**	0,395**	0,380**	0,281**	0,099	0,022
	Job Relevance		0,256**	0,579**	0,380**	0,233**	0,148	0,011

\*. Path is significant at the 0.05 level (2-tailed).

\*\* . Path is significant at the 0.01 level (2-tailed).

#### 4.1.1.2. Influence of Specific Cultural Dimensions

Besides the influence of culture as a unified construct on subjective norms, image, job relevance and perceived usefulness, this thesis is also aimed to understand the potential impact cultural dimensions as defined by Hofstede. Therefore, in the following section, each dimension is explored in detail as independent predictors.

##### Uncertainty Avoidance

The uncertainty avoidance dimension as an independent variable is tested in relation to several dependent variables, being subjective norms, image, job relevance and perceived usefulness. As expected, a positive relationship is found between uncertainty avoidance and subjective norms ( $\beta = 0.391$ ,  $p < 0.001$  and  $R^2 = 0.102$  (NL),  $\beta = 0.249$ ,  $p = 0.010$  and  $R^2 = 0.062$  (PL)), which means that when uncertainty avoidance is high, subjective norms are also high for both the Polish and the Dutch sample. Regarding the relationship between uncertainty avoidance and image ( $\beta = 0.433$ ,  $p < 0.001$  and  $R^2 = 0.188$  (NL),  $\beta = 0.126$ ,  $p = 0.199$  and  $R^2 = 0.016$  (PL)), only the Dutch sample results fit with the hypotheses suggesting a positive relationship, meaning that when uncertainty avoidance is high, image is high for the Dutch sample. For the Polish sample, such a relationship between uncertainty avoidance and image is not found. Uncertainty avoidance in relation to job relevance ( $\beta = 0.272$ ,  $p = 0.002$  and  $R^2 = 0.074$  (NL),  $\beta = 0.139$ ,  $p = 0.156$  and  $R^2 = 0.019$  (PL)) shows a similar outcome as in relation to subjective norms and is only supported for the Dutch sample, which means that only in the Dutch sample, a high level of uncertainty avoidance is associated with high levels of image and job relevance. For the Polish sample, no relationship is found between uncertainty avoidance and job relevance. A negative relationship was expected between uncertainty avoidance and perceived usefulness ( $\beta =$

0.252,  $p = 0.004$  and  $R^2 = 0.063$  (NL),  $\beta = 0.211$ ,  $p = 0.030$  and  $R^2 = 0.045$  (PL)), however, both betas are positive. This implies that, contrarily to the hypothesized relationship, the stronger uncertainty avoidance in a culture, the stronger the perceived usefulness of a technology. Therefore, H4a with regard to subjective norms is supported for both samples, H4b and H4c with regard to image and job relevance respectively are supported for the Dutch samples, but not for the Polish samples. H4d is partially supported for both samples, since a supported relationship is found, only with a different direction than hypothesized.

#### Collectivism – Individualism

The collectivism – individualism dimension is also tested as an independent variable in relation to the dependent variables subjective norms, image, job relevance and perceived usefulness. The positive relationships with both subjective norms ( $\beta = 0.108$ ,  $p = 0.223$  and  $R^2 = 0.012$  (NL),  $\beta = -0.010$ ,  $p = 0.918$  and  $R^2 = 0.001$  (PL)) and image ( $\beta = 0.041$ ,  $p = 0.646$  and  $R^2 = 0.002$  (NL),  $\beta = 0.075$ ,  $p = 0.443$  and  $R^2 = 0.006$  (PL)) are instead not supported. This implies that high individualism does not necessarily result into high subjective norms and image for both samples. A positive relationship from individualism towards job relevance is also found ( $\beta = 0.210$ ,  $p = 0.017$  and  $R^2 = 0.044$  (NL),  $\beta = 0.062$ ,  $p = 0.531$  and  $R^2 = 0.004$  (PL)) in the Dutch sample, yet not in the Polish sample. This means that the higher in individualism a culture, the higher the relevance of a technology for a job. This dimension has a positive relationship with perceived usefulness ( $\beta = 0.266$ ,  $p = 0.002$  and  $R^2 = 0.071$  (NL),  $\beta = 0.207$ ,  $p = 0.033$  and  $R^2 = 0.043$  (PL)). This means that high levels of individualism (within the collectivism-individualism cultural dimension) are associated with high levels of perceived usefulness for both samples. Thus, H5a and H5b are not supported for both samples, H5c is supported for the Dutch sample and not for the Polish sample, and H5d is supported for both samples.

#### Masculinity – Femininity

The masculinity – femininity dimension in relation to perceived usefulness, subjective norms, image and job relevance is tested. This dimension in relation to subjective norms ( $\beta = 0.073$ ,  $p = 0.413$  and  $R^2 = 0.005$  (NL),  $\beta = 0.179$ ,  $p = 0.072$  and  $R^2 = 0.031$  (PL)), image ( $\beta = 0.010$ ,  $p = 0.912$  and  $R^2 < 0.001$  (NL),  $\beta = 0.072$ ,  $p = 0.463$  and  $R^2 = 0.005$  (PL)) and job relevance ( $\beta = 0.023$ ,  $p = 0.797$  and  $R^2 = 0.001$  (NL),  $\beta = 0.115$ ,  $p = 0.242$  and  $R^2 = 0.013$  (PL)) are all not supported. This means that no relationship is found between subjective norms, image and job relevance in relation to masculinity, and a more masculine culture does not necessarily imply low subjective norms and image, and high job relevance in both the Dutch and Polish sample. The only supported hypothesis found is the positive relationship between masculinity (within the masculinity – femininity cultural dimension) and perceived usefulness ( $\beta = 0.050$ ,  $p = 0.573$  and  $R^2 = 0.003$  (NL),  $\beta = 0.204$ ,  $p = 0.036$  and  $R^2 = 0.042$  (PL)) for the Polish sample. This means that the more a culture tends towards the masculinity dimension, the higher the levels of



perceived usefulness in the Polish sample. Such a relationship cannot be ascribed to the Dutch sample. Thus, H6a-H6c are not supported for both samples. H6d is supported for the Polish sample only. The results of relationships tested with this dimension are interpreted with caution, as the Cronbach's Alpha for both samples are low.

#### Power Distance

High power distance (within the power distance dimension) in relation to subjective norms, image, job relevance and perceived usefulness is tested. The relationship between power distance and subjective norms ( $\beta = 0.416$ ,  $p < 0.001$  and  $R^2 = 0.173$  (NL),  $\beta = 0.317$ ,  $p = 0.001$  and  $R^2 = 0.101$  (PL)) and image ( $\beta = 0.476$ ,  $p < 0.001$  and  $R^2 = 0.227$  (NL),  $\beta = 0.317$ ,  $p = 0.001$  and  $R^2 = 0.100$  (PL)) behave as hypothesized with its positive relationships found. This means that for both samples, the higher the power distance in a culture, the higher subjective norms and image. The relation with job relevance ( $\beta = 0.332$ ,  $p < 0.001$  and  $R^2 = 0.110$  (NL),  $\beta = 0.245$ ,  $p = 0.011$  and  $R^2 = 0.060$  (PL)) is partially supported, since a negative relationship was hypothesized while a positive relationship is found in both samples. This means that the higher the power distance in a culture, the higher the job relevance of a technology. The relation with perceived usefulness ( $\beta = 0.393$ ,  $p < 0.001$  and  $R^2 = 0.154$  (NL),  $\beta = 0.257$ ,  $p = 0.008$  and  $R^2 = 0.006$  (PL)) is partially supported, as the direction of the relationship is positive instead of the negative relationship hypothesized. This means that, for both samples, the higher the power distance, the higher the perceived usefulness of the technology. Moreover, power distance explains 22.7% of the variance of image in the Dutch sample. Thus, H7a and H7b are therefore supported, whereas H7c and H7d are partially supported for both samples.

#### Long-term Orientation – Short-term Orientation

Long-term orientation (within the long-term – short-term orientation dimension) is tested in relation to subjective norms, image, job relevance and perceived usefulness. The relationships with subjective norms ( $\beta = 0.115$ ,  $p = 0.196$  and  $R^2 = 0.013$  (NL),  $\beta = 0.005$ ,  $p = 0.956$  and  $R^2 < 0.001$  (PL)) and image ( $\beta = 0.038$ ,  $p = 0.671$  and  $R^2 = 0.001$  (NL),  $\beta = 0.127$ ,  $p = 0.196$  and  $R^2 = 0.016$  (PL)) are not supported, as no (negative) relationship is found. This means that it cannot be said, for both samples, that when a culture is long-term oriented, it has low subjective norms and image. Job relevance ( $\beta = 0.208$ ,  $p = 0.018$  and  $R^2 = 0.043$  (NL),  $\beta = 0.197$ ,  $p = 0.043$  and  $R^2 = 0.039$  (PL)) in relation to long-term orientation is supported for both samples as a positive relationship is found. This means that when a culture is more long-term oriented, job relevance of a technology is higher. The relationship with perceived usefulness ( $\beta = 0.330$ ,  $p < 0.001$  and  $R^2 = 0.109$  (NL),  $\beta = 0.283$ ,  $p < 0.001$  and  $R^2 = 0.080$  (PL)) is supported as a positive relationship is found for both samples as has been hypothesized. This means that when a culture is more long-term oriented (within the long-term – short-term orientation

dimension), perceived usefulness of a technology is higher. Therefore, H8a and H8b are not supported for both samples, whereas H8c and H8d are supported for both samples.

#### 4.1.1.3. Perceived usefulness, Behavioral Intention, and Use Behavior

The relationship between perceived usefulness and behavioral intention, and the relationship between behavioral intention and use behavior are tested. The first linkage is significant ( $\beta = 0.429$ ,  $p < 0.001$  and  $R^2 = 0.184$  (NL),  $\beta = 0.451$ ,  $p < 0.001$  and  $R^2 = 0.204$  (PL)), whereas the relationship between behavioral intention and use behavior is not significant ( $\beta = 0.082$ ,  $p = 0.354$  and  $R^2 = 0.007$  (NL),  $\beta = 0.155$ ,  $p = 0.113$  and  $R^2 = 0.024$  (PL)). Moreover, perceived usefulness explains 20.4% of the variance in behavioral intention for the Polish sample. Thus, H9a is supported, whereas H9b is not supported for both samples. It means that when perceived usefulness is high, behavioral intention is also high. High behavioral intention has no influence on the use behavior.

#### 4.1.1.4. Comparing the Netherlands and Poland

After merging the two files, the different samples are compared through a t-test to find whether the Dutch culture has a higher perceived usefulness of using the platform than the Polish culture, and, in turn, shows more use behavior. Both proposed hypotheses are not supported, as perceived usefulness is on average higher for the Polish respondents than for the Dutch respondents ( $M = 16.132$  (NL),  $M = 17.330$  (PL),  $p = 0.061$ ), as well as the use behavior ( $M = 10.53$  (NL),  $M = 14.21$  (PL),  $p = 0.231$ ). Therefore, both H10 and H11 are not supported, meaning that perceived usefulness does not vary between the two cultures, as well as the likelihood of using the technology. H10, however, would have been accepted with a more lenient threshold for the significance level of 10%. An overview of all tested hypotheses is found in Table 7 and all regression results are displayed in Appendix VIII.

Table 7. Overview of tested hypotheses via SPSS.

	Hypothesis	Result SPSS	
		The Netherlands	Poland
1a	Culture has a direct relationship with job relevance perceived by restaurant owners.	Supported	Supported
1b	Culture has a direct relationship with the subjective norms guiding restaurant owners.	Supported	Supported
1c	Culture has a direct relationship with image guiding restaurant owners.	Supported	Supported
1d	Culture has a direct relationship with restaurant owners' perceived usefulness of the online platform.	Supported	Supported
2a	Subjective norms has a positive relationship with perceived usefulness.	Supported	Supported
2b	Image has a positive relationship with perceived usefulness.	Supported	Supported
2c	Job relevance has a positive relationship with perceived usefulness.	Supported	Supported
3a	Subjective norms mediates the relationship between culture and perceived usefulness.	Supported	Supported
3b	Image mediates the relationship between culture and perceived usefulness.	Supported	Supported
3c	Job relevance mediates the relationship between culture and perceived usefulness.	Supported	Supported
4a	High uncertainty avoidance (within the uncertainty avoidance dimension) has a positive relationship with the subjective norms guiding restaurant owners.	Supported	Supported

4b	High uncertainty avoidance (within the uncertainty avoidance dimension) has a positive relationship with the image guiding restaurant owners.	Supported	Not Supported
4c	High uncertainty avoidance (within the uncertainty avoidance dimension) has positive relationship with job relevance perceived by restaurant owners.	Supported	Not Supported
4d	High uncertainty avoidance (within the uncertainty avoidance dimension) has a negative relationship with restaurant owners' perceived usefulness of the online platform.	Partially Supported	Partially Supported
5a	Individualistic cultures (within the individualism/collectivism dimension) have a negative relationship with the subjective norms guiding restaurant owners.	Not supported	Not Supported
5b	Individualistic cultures (within the individualism/collectivism dimension) have a negative relationship with the image guiding restaurant owners.	Not supported	Not Supported
5c	Individualistic cultures (within the individualism/collectivism dimension) have a positive relationship with job relevance perceived by restaurant owners.	Supported	Not Supported
5d	Individualistic cultures (within the individualism/collectivism dimension) have a positive relationship with restaurant owners' perceived usefulness of the online platform.	Supported	Supported
6a	Masculinity (within the masculinity – femininity dimension) has a negative relationship with the subjective norms guiding restaurant owners.	Not supported	Not Supported
6b	Masculinity (within the masculinity – femininity dimension) has a negative relationship with the image guiding restaurant owners.	Not supported	Not Supported
6c	Masculinity (within the masculinity – femininity dimension) has a positive relationship with the job relevance perceived by restaurant owners.	Not supported	Not Supported
6d	Masculinity (within the masculinity – femininity dimension) has a positive relationship with restaurant owners' perceived usefulness of the online platform.	Not supported	Supported
7a	High power distance (within the power distance dimension) has a positive relationship with the subjective norms guiding restaurant owners.	Supported	Supported
7b	High power distance (within the power distance dimension) has a positive relationship with the image guiding restaurant owners.	Supported	Supported
7c	High power distance (within the power distance dimension) has a negative relationship with the job relevance perceived by restaurant owners.	Partially Supported	Partially Supported
7d	High power distance (within the power distance dimension) has a negative relationship with restaurant owners' perceived usefulness of the online platform.	Partially Supported	Partially Supported
8a	Long-term orientation (within the long-term – short-term orientation dimension) has a negative relationship with the subjective norms guiding restaurant owners.	Not supported	Not Supported
8b	Long-term orientation (within the long-term – short-term orientation dimension) has a negative relationship with the image guiding restaurant owners.	Not supported	Not Supported
8c	Long-term orientation (within the long-term – short-term orientation dimension) has a positive relationship with the job relevance perceived by restaurant owners.	Supported	Supported
8d	Long-term orientation (within the long-term – short-term orientation dimension) has a positive relationship with restaurant owners' perceived usefulness of the online platform.	Supported	Supported
9a	Perceived usefulness has a direct positive relationship with behavioral intention.	Supported	Supported
9b	Behavioral intention has a direct positive relationship with the use behavior of the online platform.	Not supported	Not Supported
10	Perceived usefulness of the online platform is higher for Dutch restaurant owners than for Polish restaurant owners.	Not supported	
11	Dutch restaurant owners are more likely to use the online platform than Polish restaurant owners.	Not supported	

### Further Descriptive Analysis

Besides the variables proposed in the hypotheses H10 and H11, the other variables are also compared on their means and the following findings are significant. Subjective norms are higher for Poland than for the Netherlands ( $M = 13.496$  (NL),  $M = 15.632$  (PL),  $p = 0.001$ ). Image is higher for Poland than for the Netherlands ( $M = 8.225$  (NL),  $M = 10.236$  (PL),  $p < 0.001$ ). The uncertainty avoidance dimension is higher for Poland than for the Netherlands ( $M = 25.132$  (NL),  $M = 31.311$  (PL),  $p < 0.001$ ). The

individualism – collectivism is higher for Poland than for the Netherlands ( $M = 41.729$  (NL),  $M = 43.953$  (PL),  $p = 0.017$ ). The power distance dimension is higher for Poland than for the Netherlands ( $M = 28.132$  (NL),  $M = 32.689$  (PL),  $p < 0.001$ ).

Moreover, the questions in the survey from the organization are also analyzed via independent T-tests. Not many differences are found, except for two significant differences between the two samples. The first result considers how restaurant owners and manager heard about the new feature of the online platform. The Polish respondents are mostly informed by their account manager, whereas the Dutch respondents knew about the new feature via their email ( $p < 0.001$ ). The second result considers where restaurant owners would rather order their products. Dutch respondents chose to order at the wholesales more often, whereas the Polish respondents chose to order at the producer ( $p = 0.012$ ).

#### 4.1.2. Model Testing

Since the suggested hypotheses in this thesis were tested via single regressions, it was also decided to test the full model in Adanco to have a better understanding of the relationships between variables when tested all together. A graphical representation of the models from both samples is placed in Appendix IX. As for the results of the single regressions, the Dutch model found supported relationships between culture and subjective norm ( $\beta = 0.306$ ,  $p < 0.001$ ,  $R^2 = 0.094$ ), image ( $\beta = 0.297$ ,  $p < 0.001$ ,  $R^2 = 0.088$ ) and job relevance ( $\beta = 0.311$ ,  $p < 0.001$ ,  $R^2 = 0.097$ ). However, from the three mediators, only job relevance mediates the relationship between culture and perceived usefulness ( $\beta = 0.624$ ,  $p < 0.001$ ,  $R^2 = 0.497$ ). The relationship between perceived usefulness and behavioral intention is also supported as in the single regression analysis ( $\beta = 0.426$ ,  $p < 0.001$ ,  $R^2 = 0.181$ ). The relationship between behavioral intentions and use behavior is not supported ( $\beta = 0.080$ ,  $p > 0.05$ ,  $R^2 = 0.006$ ), as in the single regressions. Hence, besides two out of the three hypothesized mediations, all the remaining relationships tested in Adanco match the results of the single regressions, both in terms of values of the Beta coefficients and significant p-values.

Similarly, the results from the full Polish model tested in Adanco are also aligned with the results of the single regressions, except for the link between subjective norms and perceived usefulness that is not significant ( $p > 0.05$ ). The relationships between culture and subjective norm ( $\beta = 0.238$ ,  $p < 0.05$ ,  $R^2 = 0.057$ ) image ( $\beta = 0.233$ ,  $p < 0.05$ ,  $R^2 = 0.054$ ) and job relevance ( $\beta = 0.245$ ,  $p < 0.05$ ,  $R^2 = 0.060$ ) are all supported. Image ( $\beta = 0.217$ ,  $p < 0.01$ ,  $R^2 = 0.461$ ) and job relevance ( $\beta = 0.516$ ,  $p < 0.001$ ,  $R^2 = 0.461$ ) have also a significant relationship with perceived usefulness. Perceived usefulness in relation to behavioral intention ( $\beta = 0.453$ ,  $p < 0.001$ ,  $R^2 = 0.205$ ) is also supported, as well as behavioral intention in relation to use behavior ( $\beta = 0.155$ ,  $p < 0.001$ ,  $R^2 = 0.024$ ). Thus, in comparison with the single regressions, the only differences are in terms of: 1) the mediation between

subjective norms and perceived usefulness which is not supported in Adanco; 2) the relationship between behavioral intention and use behavior which, whilst not significant in the single regressions, is instead supported in Adanco.

Overall, it can be stated that the results from the single regressions are usually confirmed in the analyses run in Adanco. The only difference was found with regard to the mediation analyses between culture and perceived usefulness through subjective norms, image and job relevance. Indeed, whilst this partial mediation was found significant for both samples when using single regression analyses, only job relevance was found mediating the relationship between culture and perceived usefulness in the model tested in Adanco for the Dutch sample. On the contrary, the Polish sample found mediation between culture and perceived usefulness via both image and job relevance. A synthesis of the results of the model tested in Adanco is displayed in Figure 6.

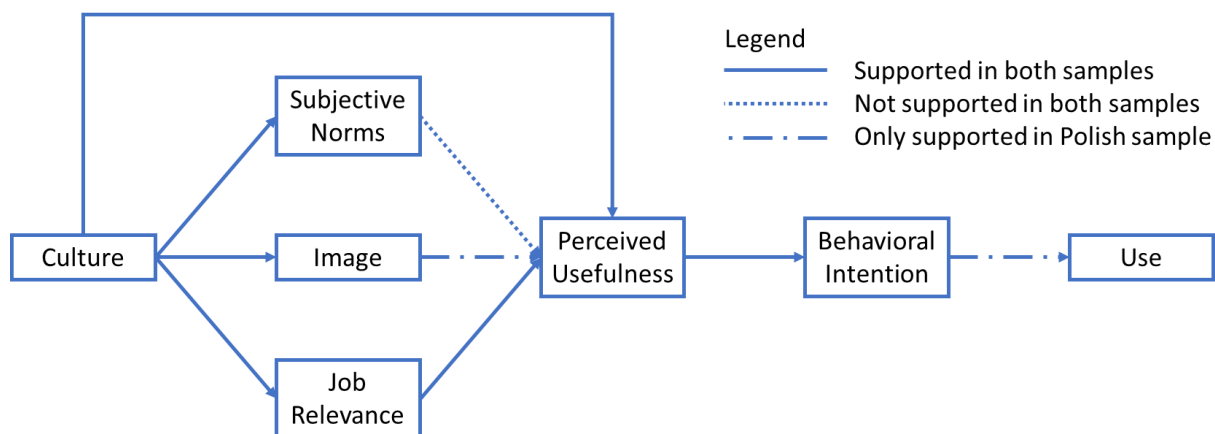


Figure 6. Supported relationships in tested model via Adanco.

#### 4.2. Qualitative Analysis

Besides the data from the surveys, two interviews were conducted with Polish restaurant owners. These interviews were held online, as visiting was not possible due to the coronavirus outbreak. Interviewee 1 is a 60-year-old Polish woman who left Poland 35 years ago in order to live in the Netherlands. She and her partner have had restaurants for more than twenty years in the Netherlands. As she grew up in Poland, but has lived in the Netherlands for a long time, she was able to discuss striking differences between the Netherlands and Poland. The interview with interviewee 1 took place on June 17<sup>th</sup>, 2020 with the interviewee and the researcher. Interviewee 2 is a 31-year-old woman who has a restaurant for six years now. She lives in Poland and gave a modern view of the country. The interview with interviewee 2 took place on September 19<sup>th</sup>, 2020 with the interviewee and a Polish employee of the organization where this research takes place.

The two interviews were analyzed via deductive coding, following the cultural dimensions developed by Hofstede (Hofstede, Hofstede, & Minkov, 2010). Across the two interviews, some

recurring themes emerged, which can be associated with the uncertainty avoidance, collectivism, short-term orientation and masculinity dimensions. For the transcripts of the interviews, see Appendix X.

#### 4.2.1. Uncertainty Avoidance

Discussed topics are an unhappy attitude of Polish people, freedom in the Netherlands, work ethos and religion.

One of the recurring themes in both interviews is an overall unhappy attitude of Polish people. For example, interviewee 2 mentioned *“Polish people complain quite a lot. We tend to be pessimistic and always see more disadvantages. [...] We, as a nationality, would be much more happy if only we could see the bright side more often. [...] A lot of people look at themselves too strict”*. Moreover, when asking about Dutch people, the response was the opposite of the Polish people, namely *“people [...] seem to be more kind, open and happy in general”*. Interviewee 1 did not directly mention this kind of negative energy, but did mention aggressiveness as a point for improvement for the Polish culture in the following way: *“People with alcohol, [...] they sometimes become aggressive. [...] Some people cannot handle it”*.

Interviewee 1 also mentioned the largest striking difference between the Netherlands and Poland to be the freedom in the Netherlands. The interviewee said *“When I came here [...] the freedom was what we didn't have there [...] prosperity that you had here and not there, and all those shops, that was quite a shock. [...] Express your freedom and your own opinion. For me, the most important thing was that you could really say what you wanted”*.

Regarding work ethos, both interviewees often noted how hard Polish people work. For example, interviewee 2 said about Poland during the World Wars *“We were fighting for the country the best we could”*. This person also said *“[we] do not give up easily. [...] [we have] our unstoppable need to achieve our goals”*. The hard work characteristic is also brought up when asking about living in the Netherlands after growing up in Poland by interviewee 1 when it was said *“I continued to work hard and adjust from day one...”* and followed by the strength of Polish people being *“Poles are just hard workers in general. [...] We can really work so hard [...] until we drop to the ground”*.

Lastly, interviewee 1 mentioned the role of religion in the Polish culture and said *“85% are Catholic. That is still [the case]. I still had a Catholic education. I pray every day and I also get strength from that”*. The topic of religion was brought up by the interviewee, as the interviewer did not once mention religion. Interviewee 2 did not mention religion.

#### 4.2.2. Collectivism

Topics discussed are personal relationships and interaction with other people.

Most often the relationship with family and close friends is brought up. Interviewee 1 said *“In terms of families, we have warmer contacts. Those warm family ties remain”* even though people were very poor and in bad situations due to the communist regime. Interviewee 2 said a similar thing, namely *“I think that placing family and close friends first is really a strong point of our culture”*. When describing a non-work-related perfect day, both interviewees would involve close friends or family. Interviewee 1, for example mentioned the birthday of the first grandchild as the perfect and happiest day, whereas interviewee 2 mentioned *“being surrounded by close friends and having a great time with my people”*. Lastly, interviewee 2 directly included all colleagues of the restaurant in the group of close friends and family, by talking in the we-form continuously, stating that the team is the power of the restaurant and going on vacation with the team.

Regarding hospitality, interviewee 1 said *“Poles are very hospitable people. You do not have to make an appointment. You can always come over, people have enough food. When you come, you immediately get a plate and eat. The table is filled. Everyone is welcome”*. This is supported by interviewee 2, who said that an easily spotted Polish characteristic is hospitality.

Moreover, altruism is clearly spotted in the interview with interviewee 1. She mentioned *“Poles are nice people which are helpful, which are open. I always enjoy helping others when I can”* and followed with an example of helping old neighbors with tasks these people cannot perform anymore.

#### 4.2.3. Short-term Orientation

Tradition is discussed in this section.

Starting with traditions, interviewee 2 mentioned early in the interview the following, *“We like most of our traditions, how we celebrate Christmas. Our Folklore is cool. That makes us as a country extraordinary. We like our history too. [...] We are strongly connected to our tradition which is worth sharing as well. [We have] strongly settled traditions”*. Interviewee 1 also quickly jumped to traditions when asked about the reason to work in the restaurant sector *“It is a bit in my blood, so to speak”* and showed much enthusiasm and pride when talking about their son following the family business by stating *“our only son came with the cheerful announcement that he wanted to follow the restaurant school”*. Dance, costumes and traditional weddings are also mentioned, together with the pride present when raising children with traditions. Interviewee 1 brought this as *“Younger children are brought up with it [...], the folk dance, they wear folk clothes. They also speak the language, [...] dialect. That is really beautiful”*. Regarding young women, interviewee 1 said *“I think that the Polish ladies, or the Polish girls, are always neatly dressed. And when they come to the restaurant, that’s just beautiful to see”*.



Moreover, tradition in food culture is also present in the interviews. Interviewee 2 said *“I would easily say if someone is Polish or not by the time of eating [...] and the type of food people would order... If they order soup and a main dish, it is a typical composed Polish dinner in the middle of the day”*.

#### 4.2.4. Masculinity

Again, work is discussed, as well as entrepreneurial behavior.

When asked about working in a restaurant, the hard work mentality from the uncertainty avoidance dimension does not stop. Interviewee 1 said *“I normally, really work, sometimes seven days a week. I am really a doer. A real day off? That is really vacation. So then I can really push myself off, I have to be away. Otherwise, I always have work. I enjoy that too, working.”* Moreover, interviewee 2 pointed out that the team *“wants everything to be as good as possible.”* and the perfect day is by both interviewees first described as a perfect day at work, before thinking about a day off. Interviewee 2 named *“happy team, full stocks regarding all needed products at the restaurant, and satisfied customers”* as elements of the perfect day.

Lastly, both interviewees showed a strong customer orientation and entrepreneurial behavior. Interviewee 2 mentioned directly that the team *“decided to start completely for ourselves. We love good food and people’s energy and that’s why we are still in the business!”* and if there is something that other cultures need as strongly as the Polish culture it is *“hospitality and cuisine”*. Interviewee 1 mentioned being *“a Polish entrepreneur”* and *“being a hostess”* who likes *“to entertain people, and make them feel at ease”* and similarly to interviewee two, *“we started for ourselves”*. Also, both interviewees mentioned that having a restaurant as the achievement they are most proud of.

#### 4.2.5. View of Dutch Culture

Not so much is being said about Dutch people and culture during the interviews, but both interviewees mentioned the Dutch as diverse, open, kind and happy. Interviewee 2 said *“Dutch people like spending time in nice food spots too”* and interviewee 1 mentioned *“Dutch people have a lot of interest in other people and other cultures. They are open people, helpful”*.

## 5. DISCUSSION

### 5.1. Discussion

The goal of this thesis was to explore and evaluate the relationships between cultural characteristics and the usage of an online meal delivery platform. Specifically, an answer is searched for how cultural differences between Poland and the Netherlands influence the usage of a Dutch online market place in Poland. Overall, it can be said that culture influences technology usage and perception.



In the next sections the results of these studies are discussed in more details and linked to the theoretical frameworks underpinning this thesis, namely Hofstede's cultural dimensions and the TAM model. These frameworks were considered as more suitable to address the research question of this thesis, as they offered a quantifiable approach to cultural differences from a birds-eye and etic perspective (Gannon et al., 2005). Indeed, alternative theories could have also been implemented to explain the relationship between different restaurant owners and their online platform usage, e.g. consumer culture theory (Andreini et al., 2019; Malter et al., 2020). This theory aims to show how (technological) consumption can be considered as a social act and strongly results from, among others, individuals' interaction in different cultural contexts (Sorum, 2020). Hence, it could have been useful to understand the differences between the Dutch and Polish samples in their different usage of the online platform. However, this theory adopts a more introspective and interpretivist approach which aims to explore specific cultural aspects from a more personal and individual level (Askegaard & Linnet, 2011). This would be more in line with the emic perspective to culture (Gannon et al., 2005). Since, as mentioned above, an etic perspective has been taken for this research, relying on Hofstede's cultural dimensions and TAM was deemed as more suitable.

#### 5.1.1. Influence of Culture

Starting at the beginning of the model, in both samples culture significantly influences three determinants of perceived usefulness, being subjective norms, image and job relevance (Venkatesh & Bala, 2008). The positive relationship in both samples between culture and subjective norms can be explained as both constructs deal with interactions with others and the common attitudes and behaviors that are accepted within a community (Dahl, 2004; Davidsson & Wiklund, 1997; Glińska-Noweś & Van Nispen, 2014; Hofstede, 1980; Venkatesh & Bala, 2008). Hence, culture can strengthen even further individuals' perception of those beliefs that a group can approve or support regarding a specific behavior, e.g., using a specific technology. This may mean that when a culture strongly considers something as the standard or appropriate behavior, the individuals belonging to that culture may accept and adhere to those norms more firmly. This thus explains the positive relationship found between culture and subjective norms with regard to the online platform.

With regard to the samples investigated in this thesis, it seems that people within the Dutch culture perceive the subjective norms more firmly than Polish individuals. The specific dimensions which have a positive relationship with subjective norms are high uncertainty avoidance and high power distance for both cultures. While these relationships are explained in more detail below, it may be that the reason why the relationship between culture and subjective norms is stronger for the Netherlands than for Poland results from the "standard" levels of uncertainty avoidance and power distance. Indeed, Poland has higher levels of both uncertainty avoidance and power distance when

compared to the Netherlands (Insights, 2020). Since the Netherlands has lower levels of uncertainty avoidance and power distance in general, it may be that when this culture experiences more uncertainty avoidance and power distance, its influence on subjective norms may be stronger, whereas Poland already experiences high levels of uncertainty avoidance and power distance, and an increase may therefore have a less effect on subjective norms as this “standard” is already high.

The difference in power distance may have been also shortly mentioned in both interviews. Both Polish interviewees considered Dutch people as open and happy. The perception of the open attitude of Dutch people may result from lower power distance in the Netherlands, as Dutch individuals may treat everybody equal and thus indicate no sign of a social hierarchy. The Polish perception that the Dutch are happy, in turn, may result from lower uncertainty avoidance in the Netherlands (Hofstede, Hofstede, & Minkov, 2010). Hofstede, Hofstede, and Minkov (2010) mentioned how high uncertainty avoidance cultures are more likely to be less happy as these cultures may live with less stress and worries. It may be that the interviewees have seen this contrast between the Dutch happier attitude versus the Polish unhappier attitudes. Indeed, interviewee 2 mentioned how Polish people can be quite unhappy, and in turn, both Polish interviewees mentioned the happiness of the Dutch as a characteristic.

Image, which is mainly described as the status that a person can or will acquire when using a specific technology, is found to have a positive relationship with culture (Hofstede, Hofstede, & Minkov, 2010; Venkatesh & Bala, 2008). This means that the stronger the identification of a person with his/her own culture, the stronger the (social) image associated with using that technology within his/her own culture. This relationship between culture and image may indeed be explained in terms of status being attributed to an individual by his/her social network (Rouibah, Abbas, & Rouibah, 2011). Thus, the favorable opinion of others who share the same cultural norms may be needed in order for a person to have his/her image acknowledged with regard to the usage of a specific technology (e.g. an online platform) (Mosquera, Uskul, & Cross, 2011). Therefore, culture, seen as the shared set of thoughts and acts of a community, may strongly influence an individual’s image, since image finds its meaning in the perceptions and responses of others. Again, with regard to the findings in this thesis, the positive relationship between culture and image is stronger for the Dutch culture than the Polish culture. This strength difference may result from the fact that the platform is Dutch and widely used in the Netherlands, whereas this is not the case for Poland. Dutch restaurant owners may therefore use the platform to maintain the status as a restaurant which can provide enough service that it is “good enough” to be signed by the organization and to “fit in” with other Dutch restaurants. Since this image and reputation of the platform is less widely-spread in Poland as the total usage is less in Poland according to the organization, the relationship may be less strong for Polish restaurant owners. Image

may be less influenced, since less restaurant owners know about the platform and can therefore ascribe status to it.

Culture and job relevance have a very strong positive relationship in both samples. In a similar manner as subjective norms, the relevance of using a specific technology in a job may depend again of what others think of it (Dahl, 2004; Davidsson & Wiklund, 1997; Glińska-Neweś & Van Nispen, 2014; Hofstede, 1980). If the social network surrounding an individual considers a technology as important and relevant, an individual may be more likely to shape its perception that indeed this technology is relevant. Regarding the findings in the thesis, the relationship between culture and job relevance is stronger for the Netherlands than for Poland. This may mean that the Dutch consider using the technology within their culture as more relevant than the Polish. Integrating the results from the qualitative study, an interesting explanation for this difference might be found in the food culture in Poland. Interviewee 1, for example, mentioned that spontaneous and not-planned visits of family members and friends are very common in Poland. Hence, people prepare for those visits by always having enough food at home. Given that Polish people seem to be well-organized in relation to food-supply, the usage of an online platform to order or deliver food may therefore be considered as less relevant. In the Netherlands, where this kind of unplanned social gatherings are less frequent, being able to order food at any time may be considered as very convenient, thus using an online platform may become very handy and supportive.

Via subjective norms, image and job relevance, culture has a positive relationship toward perceived usefulness. More specifically, subjective norms, image and job relevance partially mediate the relationship between culture and perceived usefulness. This means that, whilst they can be considered mechanisms through which culture affect perceived usefulness, the three factors cannot fully explain such relationship. Indeed, culture also directly influences perceived usefulness of a specific technology in both samples. This direct influence is stronger for the Dutch sample. This could mean that the Dutch are more influenced by their culture with regard to perceived usefulness of an online platform than the Polish culture. As mentioned above, this can be explained as the overall (positive or negative) opinion of the social group an individual belongs to, since social expectations or even social pressure may remarkably shape the perceptions of that particular individual towards the usefulness of a technology. As a result, this entails that when a culture has a strong positive opinion on the perceived usefulness of a specific technology, the individual living in that cultural setting may also view the perceived usefulness as high.

### **5.1.2. The Influence of the Five Cultural Dimensions towards Subjective norms**

The relationship between the cultural dimensions with subjective norms has been supported for only two of the cultural dimensions for both samples, being high uncertainty avoidance and high power

distance. For both dimensions, a positive relationship was found for the Polish and Dutch sample. The reason why both of these dimensions have a positive relationship with subjective norms, might be related to the fact that both remarkably affect individuals' social beliefs and behaviors (Hofstede, Hofstede, & Minkov, 2010). Both dimensions indeed tackle how individuals perceive rules and customs in a community. On the one hand, a culture high in uncertainty avoidance is characterized by restrictions and predispositions that aim to curtail possible ambiguities and insecurities; on the other hand, high power distance cultures rely on traditions, laws and norms to maintain the inherent hierarchy within their society (Hofstede, Hofstede, & Minkov, 2010; van Everdingen & Waarts, 2003). Therefore, by deviating from these sets of social influences, individuals may experience more unease due to increased uncertainty and rejection of the social hierarchy (Dickson, Den Hartog, & Mitchelson, 2003; Doney, Cannon, & Mullen, 1998; Hofstede, Hofstede, & Minkov, 2010; Mueller & Thomas, 2001). Therefore, in high uncertainty and high power distance cultures, individuals may be more willing to support the establishment of and adhere to societal norms. With regard to the platform considered in this thesis, it may mean that people may experience pressure into using the platform from their community. By using the platform, restaurant owners may do so in order to receive the approval of colleagues or competitors. This relationship between uncertainty avoidance, power distance and subjective norms is stronger for the Dutch sample than for the Polish sample. This may result from the same reason why culture in general had a stronger relationship with subjective norms in the Dutch sample than the Polish sample, namely the larger success of the platform in the Netherlands.

The positive relationship between individualism, masculinity and long-term orientation and subjective norms found no support in both samples. Although surprising for the theorizing suggested in this thesis, other studies found no significant relationships between these cultural dimensions and subjective norms (e.g., Cho and Lee, 2015; Alshare, El-Masri and Lane, 2015; Tarhini et al., 2017). This could be due to the influence of other variables that were not accounted for in this study (e.g., historical heritage, geographical location, etc.) or for the fact that this one variable, i.e., masculinity had very low reliability value. Further research should investigate further these relationships and potential moderators or mediators affecting it.

### **5.1.3. The Influence of the Five Cultural Dimensions towards Image**

The relationship between the cultural dimensions and image has found support in two cases, namely power distance and uncertainty avoidance. High power distance has a positive relationship with image in both samples, meaning that the more a culture is characterized by high power distance, the more individuals in that culture tend to highly appreciate their social status. Indeed, as mentioned before, since high power distance cultures value hierarchy within the community (Hofstede, Hofstede, & Minkov, 2010), then the social position given by using specific technologies or online platforms may

reflect an individual's status (Mączyński et al., 2010; Nasierowski & Mikula, 1998). For example, within the restaurant industry the usage of the online platform may be considered as a prestige and status symbol, and only restaurants "worthy" of using the platform may do so. In turn, restaurants which are indeed considered to be worthy, may use the platform to show others this prestige, whereas restaurant which are not considered worthy, may not use it since they have not deemed their worth yet. For example, many restaurants that signed up with online platform organization considered in this study have low- to mid-price ranges, while luxurious restaurants (e.g., with Michelin stars) are often not represented by the organization. This distinction of which restaurant should or should not use the platform may be a representation of high power distance. Thus, the impact of power distance on image may result from restaurants showing they are deemed worthy to use the platform and therefore maintain their status. The relationship between high power distance and image was stronger for the Dutch sample than for the Polish sample. This strength may result from the organization's influence in the Netherlands. Most restaurant owners in the Netherlands are aware of the organization's platform and when they consider themselves to be worthy of using it, they may easily join the platform. In Poland, the organization is less successful throughout the country and restaurant owners may in turn consider themselves slower as worthy of using the platform, as many restaurant owners may not know yet what using the platform may do for their image.

Albeit for the Dutch sample only, the second case in which a positive relationship was found, was between uncertainty avoidance and image. This means that when the more uncertainty avoidance is high in a culture, the more an individual belonging to that culture may more strongly value his/her image. As mentioned above, image can reflect on how much using a specific technology or an online platform within a community increases an individual's social status (Venkatesh & Bala, 2008). Hence, individuals living in an uncertainty avoiding culture may consider technologies as a way to maintain or increase their image and status within their society without deviating from this. On the contrary, it may mean that not using a technology may also imply a decrease in an individual's image. This would mean that there are risks involved, namely losing status, if a decision is made to not use the platform. Since uncertainty avoiding cultures dislike risky decisions, it may be that an individual decides to use this platform, to avoid the risks associated with not using the platform. Thus, the more a culture avoids uncertainty, the more value is appreciated to image and status resulting from using a technology.

No support was found for the positive relationship between individualism, masculinity and long-term orientation and image in both samples. The Polish sample also did not find a positive relationship between uncertainty avoidance and image. It is difficult to advance potential explanations of why these cultural dimensions do not relate to image, since the little research incorporating culture and TAM does not explicitly account for either of these specific cultural dimensions or image as the

key variables at stake (Lok, 2015). Therefore, further studies, perhaps more exploratory in nature, should be conducted to understand these relationships and whether other factors, not accounted for in this thesis, may have influenced these associations.

#### 5.1.4. The Influence of the Five Cultural Dimensions towards Job Relevance

The relationship between high power distance and long-term orientation towards job relevance was found positive in both samples. However, a negative relationship was hypothesized, implying that the higher the power distance within a culture, the lower the individuals' perception of the technological relevance of an online platform for a job. On the contrary, a positive relationship was found in both samples. An explanation contradicting these findings could be related to the fact that high power distance cultures may perceive the technology as more relevant for a job only if the usage of that technology can indicate a restaurant owner's position in the social hierarchy. For example, using the platform may be only relevant when having a large number of customers and having this large number of customers may in turn indicate the restaurant's position in the hierarchy. Having many customers may be deemed as better than when having few customers, and in turn, only restaurants which have many customers may be "allowed" to use the platform and may consider using the platform relevant, since the platform facilitates serving customers. This may thus explain the positive relationship between high power distance and the relevance of an online platform for a job. This relationship between power distance and job relevance is stronger for the Dutch sample than for the Polish sample. It may be, for example, that the basic requirements for starting a collaboration with the platform are considered as relatively easy to achieve in the Netherlands as many restaurants have already done so, and therefore the platform has shown its relevance in turn. The position in the restaurant hierarchy when deemed as worthy of using the platform may be lower in the Netherlands and therefore, the platform is widely used. In turn, it has shown its value and relevance for the Dutch market.

The relationship between long-term orientation and job relevance was found positive and in accordance with the hypothesis. This means that long-term oriented cultures are accompanied by higher job relevance. This positive relationship might be explained by the focus that individuals belonging to long-term oriented cultures have on an organization's market position, future work-related goals and entrepreneurial behavior (Hofstede, Hofstede, & Minkov, 2010). The online platform considered in this specific thesis may be perceived more relevant for restaurant owners who envision a larger customer base and market share and want to use the technology to pursue these goals. Regarding the interviews, both interviewees showed their strong customer orientation and entrepreneurial behavior. For example, both mentioned how they were proud on their work-related accomplishments and their hospitality towards customers. Both customer orientation and entrepreneurial behavior may be more long-term oriented, as both qualities need to be fostered and

take time to grow, and do not yield short-term results. This may explain why long-term orientation has a positive relationship with job relevance, as using the platform may be perceived as relevant for fostering future, long-term oriented, goals related to customer orientation and entrepreneurship. The relationship between long-term orientation and job relevance was stronger for the Dutch culture than for the Polish culture. This may be due to the high value Dutch people hold towards long-term goals (Hofstede, Hofstede, & Minkov, 2010). If using the platform indeed has shown its value in saving resources and fostering long-term growth, it may be considered as more relevant in the Netherlands, as both aspects are highly valued in the Netherlands (Alessie, Kapteyn, & Klijn, 1997). Moreover, with regard to the qualitative results from the Polish sample, the positive relationship for long-term orientation and job relevance may be less strong due to the high appreciation that Polish people have towards their traditions. Both interviewees mentioned the importance and the love in Poland for traditions. Indeed, traditions are considered more important in short-term oriented cultures (Hofstede, Hofstede, & Minkov, 2010) and may contradict the job relevance of using a new technology as this may go against the considered standard practices in running a restaurant.

The Dutch sample also found positive relationship between high uncertainty avoidance and individualism on job relevance. This may mean that when a culture has high uncertainty avoidance or is individualistic, job relevance is considered to be high. These positive relationships may result from how using the platform offers more information and provides the opportunity easily order a meal without having to leave the home. The access to more information regarding customers and sales may satisfy the need of high uncertainty avoiding cultures to decrease uncertainty more (Hofstede, Hofstede, & Minkov, 2010), whereas the easy meal ordering may satisfy the individualistic desire to spend time at home as opposed to public places and the preference of using ICTs (Hofstede, Hofstede, & Minkov, 2010). As the online platform offers information regarding customers and sales, and facilitates meal delivery, it may be considered as more relevant in the Netherlands. Consequently, both high uncertainty avoidance and individualism may be accompanied by higher job relevance of the online platform.

No positive relationships are found for high uncertainty avoidance and individualism and job relevance for the Polish sample. This means that it cannot be said that high uncertainty avoidance and individualism are accompanied by high job relevance in the Polish culture. Moreover, masculinity has no supported relationship with high job relevance in both samples, meaning it cannot be said that masculine cultures are accompanied by high job relevance. It should be noted that, as above, there is a scarcity of studies exploring the effect of the cultural dimensions towards job relevance specifically (Lok, 2015). Therefore, it is highly recommended that future studies aim to understand the relationship between the cultural dimensions and job relevance of a technology, especially since, in this thesis, it

was found that job relevance has such a large influence on perceived usefulness of a technology. It may be interesting to study what specifically influences this relationship between culture and job relevance and how other factors may be incorporated to know more on how job relevance comes about.

#### 5.1.5. The Influence of the Five Cultural Dimensions towards Perceived Usefulness

All cultural dimensions have found a positive relationship with perceived usefulness in both samples, except for masculinity in the Dutch sample. This means that the higher the individual's scores on uncertainty avoidance, individualism, masculinity (with the exception of the Dutch sample), power distance and long-term orientation, the higher the perceived usefulness with regard to technologies. Indeed, the hypothesized negative relationship between high uncertainty avoidance and high power distance was not supported.

Regarding the relationship with high uncertainty avoidance first, high uncertainty avoidance is associated with high perceived usefulness in both samples. The hypotheses were built on the basis that high uncertainty avoiding cultures may be more skeptical towards a new technology and consider it as less useful due to risks involved when introducing an innovation for the first time. Since the relationship is positive instead, a plausible explanation could be advanced through the extra information and additional support granted by the organization to the restaurant owners when using the platform (Akour et al., 2006). This supportive system may lower restaurant owners' work-related stress resulting from ambiguity with regard to technologies. If this stress is lowered, the technology may be perceived as more useful in cultures which are less uncertainty tolerant. This positive relationship could also be interpreted as a result of result of the restaurant owners having more work when using the platform to attract customers who rather dine at home. Indeed, highly uncertainty avoiding cultures prefer to have more work and to be continually busy, as this may form a distraction from the experienced uncertainty (e.g. it cannot be seen /perceived, thus it is not present) (Hofstede, Hofstede, & Minkov, 2010). This latter point may especially apply to the Polish sample in this thesis, as both interviewees mentioned how Polish people are characterized being extremely hard-working people, and thus their urge to be constantly active. Moreover, it may be that both cultures in this thesis have acknowledged the potential benefits of using the platform, which might make the risks of using a new technology obsolete, especially given the COVID-19 situation that spurred small- and medium-sized businesses to explore new innovative alternatives as well as leave their comfort zone to survive the economic crisis (Kim, Kim, & Wang, 2021). Thus, the relationship between high uncertainty avoidance and high perceived usefulness may result from extra information and a possible workload increase which the platform may provide, as well as maybe already having accepted and acknowledged



potential benefits to business. A positive relationship between high uncertainty avoidance and perceived usefulness has been found before by Tarhini et al. (2017).

Similarly, high power distance found a positive relationship in both countries, meaning that when power distance is high, perceived usefulness is also high in both samples. A negative relationship between high power distance and perceived usefulness was hypothesized, though, since perceiving a new technology as useful may take some time in a high power distance culture. Indeed, the social class at the top of a community could perceive a new technology as useful before the rest of the society, which was also found by Sadeghi et al. (2014). However, showing inconsistency of results, a positive relationship between high power distance and high perceived usefulness has been likewise found before by Akour et al. (2006). This could be explained that if a society perceives technology as relevant and useful, this whole society may consider technology as important. For example, Japan has high power distance (Insights, 2020), while also having a reputation of being progressive in terms of technological innovations (Wang, Liu, & Ju, 2018). Thus, Japan as a high power distance culture may appreciate and accept new technologies, which would imply a positive relationship between high power distance and high perceived usefulness of an online platform. Therefore, it may be difficult to justify that high power distance would imply either a positive or negative relationship with perceived usefulness, as other factors concerning the culture as a whole may need to be taken into account to explain the direction of this relationship.

The positive relationship between both individualism and long-term orientation to perceived usefulness was hypothesized and supported by the results for both samples. This means that when a culture is individualistic or long-term oriented, perceived usefulness is high. The relationship between individualism and perceived usefulness may be explained by the preference of individualistic cultures to use technology to connect with others (Hofstede, Hofstede, & Minkov, 2010). As the platform provides the opportunity to connect customers, restaurants and suppliers, which could also boost performance, this preference may meet and may increase restaurant owners' interest and perceived usefulness. With regard to the Polish sample, the qualitative data stemming from the interviews seem to corroborate the importance that connections with others and personal relationships may have in the Polish culture. Both interviewees mentioned, for example, how they prefer to spend time with family and friends, as well as Polish people being very hospitable. When a technology supports the connecting with family and friends, it may be considered as useful. And, regarding this Polish hospitality in combination with owning and managing a restaurant, a platform which provides the possibility to serve and connect with customers may be deemed as useful in a community which highly values personal relationships. Concerning the positive influence of the long-term orientation dimension on perceived usefulness, this relationship may be due to the fact that long-term oriented

cultures may tend to on future rewards more and potential means to meet those future rewards as has been mentioned before (Hofstede, Hofstede, & Minkov, 2010; Lok, 2015; Sun, Lee, & Law, 2019; van Everdingen & Waarts, 2003). By using the online platform, the restaurants' customer pool may grow over time, as the restaurant may serve both people in the restaurant and people at home. As a result, future and long-term goals may be met. Thus, a long-term oriented culture may perceive the platform as more useful since it may be a means to reach long-term targets. Both relationships of individualism and long-term orientation towards perceived usefulness have been found before in another research by Lok (2015).

Lastly, a positive relationship was found between masculinity and perceived usefulness for the Polish sample only. This would mean that when a culture is masculine, perceived usefulness is high. However, masculinity has not been discussed thoroughly, as there were a few measurement issues with regard to the masculinity – femininity dimension. In this thesis, the dimension had a very low Cronbach's Alpha for both samples and it was difficult to interpret the results. In full awareness of this, the masculinity-femininity dimension was treated more as an exploratory variable. This choice was also due to the fact that the few studies exploring the influence of culture in relation to TAM either ignore this specific dimension of culture or find no significant results (Srite & Karahanna, 2006; Tarhini et al., 2017; Zhang, Yue, & Kong, 2011). A possible explanation of this could be related to the items of the scale. Although the scale from Sharma (2010) is considered to be valid and reliable, a few questions seem rather outdated especially in regard to technological matters e.g., *“Men are generally more ambitious than women”*. Due to these measurement issues, it is difficult to interpret the quantitative results with regard to this dimension.

Luckily, the interviews with the Polish restaurant owners did provide a little more in-depth information concerning masculinity, being work preference, high work-related ambition and a large customer orientation (Hofstede, Hofstede, & Minkov, 2010). When linking these characteristics to the positive relationship between masculinity and perceived usefulness to the Polish sample, it might be said that when a culture is masculine, perceived usefulness is high. This positive relationship between masculinity and perceived usefulness may result from the masculine characteristic ambitiousness (Hofstede, Hofstede, & Minkov, 2010), together with the platform's possibility to increase the workload and customer service.

#### 5.1.6. Outcomes of TAM

The remaining relationships tested in this thesis were already established in the TAM model. The relationships between subjective norm, image and job relevance all had a positive relationship with perceived usefulness. Moreover, perceived usefulness had a positive relationship with behavioral intention. These supported relationships all fit with results from other studies (e.g., (Hassan & Wood,

2020; Sadeghi et al., 2014; Venkatesh & Bala, 2008)). However, no relationship was found between behavioral intention and use. This is not considered as a major issue, as TAM is a well-developed and valid model (Gavino et al., 2018; Xi-tong et al., 2012). It may be that this relationship between behavioral intention and use lacks support due to this research taking place during the coronavirus outbreak. During the summer of 2020, restaurants had just opened after a closing-period since March 2020 and restaurant owners had to cope with the situation (Song, Yeon, & Lee, 2021). As the surveys were send out during this summer, restaurant owners may have focused on serving customers who were able to visit the restaurant again. Therefore, platform use may have been different as a consequence.

Next, regarding the models tested in Adanco, all relationships between culture and subjective norms, image and job relevance are positive, as well as the relationship between job relevance and perceived usefulness. The relationship between subjective norms and perceived usefulness has no support in both samples, which may result from how this construct interacts when image and job relevance are also included in the analysis. Additionally, after the implementation of a new technology, subjective norms may have less influence on perceived usefulness (Islam, 2011).

To summarize, it was found that culture does have a significant influence on the perceived usefulness of a technology. The strengths of the relationships found are stronger for the Dutch sample than for the Polish sample. The five cultural dimensions used in this thesis all influence perceived usefulness either directly or via subjective norms, image or job relevance. More specifically, subjective norms are mainly influenced by high uncertainty avoidance and high power distance for both cultures. Image has a strong and positive relationship with high power distance in Poland and the Netherlands, and a strong relationship with high uncertainty avoidance in the Netherlands. Job relevance has a strong relationship with high power distance and long-term orientation for both cultures. For the Netherlands, job relevance is also highly influenced by high uncertainty avoidance and individualism. And with regard to perceived usefulness, all dimensions are found to have a positive relationship with perceived usefulness. Thus, culture does significantly influence individuals' perceptions of a technology's usefulness.

## [5.2. Theoretical and Practical Implications](#)

### **5.2.1. Theoretical Implications**

The theoretical implications as a result of this thesis encompass several categories. These are the extension of TAM and its integration with cultural differences, insights of Dutch and Polish restaurant owners' behaviors and perceptions, and cultural differences in the culinary sector.

Firstly, this thesis and its results have reconfirmed that TAM is a valuable and important model to predict perceived usefulness of a technology and the behavioral intention of using it (Venkatesh & Bala, 2008). It has highlighted subjective norms, image and job relevance as crucial determinants for influencing perceived usefulness positively. This thesis has produced further validations of the strength of social influences and job relevance on perceived usefulness of a technology in TAM.

Moreover, this thesis has contributed to the literature on technology usage by integrating the cultural dimensions and showing that, even in a model that was originally thought to be value-free (and thus culture-free), cultural differences do play a crucial role (Hassan & Wood, 2020). It showed how culture has significant influence on the perceived usefulness of technology and its three determinants, underlying how social aspects may be more important than initially thought (Hassan & Wood, 2020). This thesis has confirmed the strong influence of culture on perceived usefulness of an online platform, specifically for the culinary industry, and the Dutch and Polish cultures.

Thirdly, this research has given detailed information on how cultural differences may explain restaurant owners' variations in perceptions as well as choices made with regard to managing restaurants and associated online platforms. Hence, it showed how the role of culture does influence making everyday decisions and therefore, technology usage. More specifically, this thesis has highlighted several cultural differences between the Netherlands and Poland, which were both analyzed using the renowned dimensions of Hofstede, Hofstede, and Minkov (2010). The thesis has also offered more in-depth information about the culture of Polish restaurant owners via the interviews and outlined how culture affects the decisions made by these restaurateurs for both their personal lives and decisions related to owning and managing a restaurant.

Next, this thesis has shown why acknowledgment of and reactions to cross-cultural differences are necessary by an organization in order for its online platform to become more successful in culturally different contexts. Moreover, with regard to the differences between the Netherlands and Poland, this thesis has offered advice on how to cope with cross-cultural differences in the culinary sector as a manager. This advice is explained in more detail in the practical implications section.

Lastly, this thesis has outlined the usage of technologies in the context of the culinary culture, with a specific focus on restaurant owners as users of the technology, as opposed to customers (Jogarathnam, 2017). As the usage of online platforms is significantly rising and expanding in sectors that were previously not involved (Vieira et al., 2019), it is interesting to consider the restaurant industry as well, since this is an industry that is remarkably growing and operating globally (Song, Yeon, & Lee, 2021). This can be noted also as a result of the COVID-19 pandemic that has spurred numerous business and activities to consider new and alternative forms as interface with customers to survive

such hard times. Thus, the restaurant industry should not be ignored, as it provides a flourishing and large context for further growth of platforms.

### 5.2.2. Practical Implications

This thesis also has several contributions to practice, especially for Dutch managers who work internationally and aim to collaborate with Polish restaurant owners. The practical implications may guide managers to account for cultural differences between the platform providers and restaurant owners, as well as provide advice on how to benefit the most from such cultural differences. When taking the relationships within TAM into account as well, managers may benefit even more.

A key implication highlights the importance of managers working for online delivery platforms which operate internationally to acknowledge the impact of cultural differences and their influence on perceived usefulness of a technology, in this specific case the usage of an online platform. Providing training to managers in order to make them aware and potentially spot cultural differences has been proven to be useful in research before (Moon & Woolliams, 2000). Managers could indeed use the acquired knowledge on cultural differences to their advantage not only when approaching customers from a different cultural background, but also when thinking of expanding abroad and relying on technological support. This thesis has given an example on how to study and react to different cultures as a manager, by anticipating differences, investigating where differences come from, and how to use these differences to one's advantage. In particular, with regard to the Polish culture, this thesis has presented information which may help managers predict and explain Polish restaurant owners' behaviors. This thesis may also clarify to Dutch managers that other cultures may hold different values and perceptions than their own, and they may need to react to this.

Secondly, this thesis supported the strong influence of job relevance on perceived usefulness, which may be a key relationship within TAM. By acting upon this strong relationship, managers working for online meal delivery platforms could spur restaurant owners to understand the relevance of their technology for their job. For example, managers could highlight how the use of the online platform and its web shop could provide detailed and useful information on the restaurateurs' own orders as well as customers' order. Moreover, from a managerial perspective, when there are enough data on order history from both restaurants and its customers, this data may be used for predictive ordering and forecasting of needed supplies (Moretto, Ronchi, & Patrucco, 2017). Similarly, from a restaurant owner's point of view, this data may help restaurant owners to gain more knowledge on their own customers' behavior and supply needs, which in turn may lower work-related uncertainty. This is particularly important in countries which are high in uncertainty avoidance, such as Poland. In such cultures, using a platform and its web shop may indeed keep unpredictability under control and, at the

same time, allow perceiving such technologies not only as being valuable for operating the restaurant, but also as uncertainty lowering.

Thirdly, managers can approach restaurant owners differently based on whether these owners live in a short-term or long-term oriented culture. By tapping on the short-term vs. long-term orientation of cultures, it would be possible to increase customer bases and total sales which may in turn also increase job relevance. This may hold particularly true for short-term oriented countries, like Poland. By increasing the number of customers and focusing on meal deliveries as well as customers dining at the restaurant, the restaurant may have more workload. This could provide the opportunity to work harder, which was mentioned to be one of the main characteristics of a typical Polish person by the interviewees. Thus, by focusing on the short-term results of using the platform and its web shop, job relevance may increase due to the inner urge to work hard. Moreover, using the platform may also lower uncertainty in the long-term as mentioned above. In this way, managers approaching Polish restaurant owners can focus both on short-term and long-term orientation characteristics.

Furthermore, to increase the relevance of the online platform in those countries which seem not in the need of it, such as Poland, managers could think of marketing the platform as a means which ensures people will always have enough food at home when friends and family visit. Poland's food culture revolves around eating together and be well prepared for it. This means that meal delivery may not be considered as important, which consequently lowers the relevance of a meal delivery platform. Advertising the online platform as something that could further boost the ease through which social gatherings happen may encourage customers to use the platform more often. As a consequence, restaurant owners' perception of the relevance of the platform for their job may also increase.

Lastly, managers can act upon the individualism – collectivism cultural dimension in a country by deciding how they contact restaurant owners. Polish restaurateurs, who are less individualistic than their Dutch counterparts, may prefer to be contacted directly by managers as opposed to electronic contact. Polish people seemed to value personal relationships more than Dutch people. Hence, by providing Polish restaurant owners with one contact person who is a familiar face, they may be more willing to listen and react to a Dutch account manager who takes the time to get to know the restaurant owner. Maintaining contact via email only may be considered too impersonal and these emails may be left unopened when send to Polish restaurant owners.

To sum up, managers interacting with different cultures need to acknowledge that there are differences, and may study how they can use these differences to their advantage. By studying the level and practices of uncertainty avoidance, long-term orientation, individualism, or power distance of a different culture, a manager may customize the message he/she wants to bring forward and

choose an appropriate means to communicate this message. As a consequence, businesses and relationships may improve.

### 5.3. Limitations and Future Research

As all research, this research is not without limitations. Firstly, cultures are compared on a national level, while culture can differ within a country (Dickson, Den Hartog, & Mitchelson, 2003). As the samples in this research are rather small, within-country variation of culture is hard to assess. With larger samples, future research could account for within-country variation by focusing on the cities the restaurant is located at, which would increase the theoretical relevance of this research (Dickson, Den Hartog, & Mitchelson, 2003).

Secondly, culture is not a static concept, as it can change over time (Dickson, Den Hartog, & Mitchelson, 2003). The interviewees and respondents to the survey differ in age, which can result in different perspectives of one's country if culture is dynamic (Moon & Woolliams, 2000). For example, interviewee 1 talked about her experience under the communist regime and how she relates that period to her life in the Netherlands. Therefore, future studies could consider exploring how, for instance, first- and second-generation immigrants experience cultural differences in a different way.

Thirdly, the generalizability of this research to other contexts and participants is rather low. This is due to only two cultures being compared, which gives a limited perspective on the influence of culture on TAM (Dickson, Den Hartog, & Mitchelson, 2003; Venkatesh & Davis, 2000). Moreover, Polek, Van Oudenhoven, and Ten Berge (2011) discussed how the Dutch culture is to some extent not that different from Polish immigrants' culture. This could indicate that there are no striking differences between the two cultures, as it would take only a little time for the immigrants' Polish cultural values to adjust to the Dutch values. Hence, in order to increase the generalizability of the study, future works could think of exploring two or more diverse cultures (e.g. according to Hofstede's dimensions) in order to better identify not only evident differences in attitude and behaviors, but to see the similarities of culture in relation to TAM (Venkatesh & Davis, 2000).

Regarding the methodology, the fourth limitation could be linked to conducting research via surveys. Sample bias may occur, for example, when the respondents do not represent the population fairly (Dooley, 2009). In this study, this could mean only restaurateurs with an internet connection and affiliated with the organization the research takes place at fill in the survey. In the Netherlands, 98% of the population has access to internet as opposed to 82% in Poland (CBS, 2018). Additionally, the respondents already use most of the organization's technology. It is therefore expected that behavioral intention and use behavior are higher for restaurant owners already signed at the organization, than restaurant owners who do not collaborate with the organization. Nonetheless,

surveys also have strengths, since they are good for obtaining many measurements in a short amount of time (Dooley, 2009). Moreover, the random error in surveys is low as the responses tend to converge to one point which provide a good estimate for the whole population. Consequently, the results of the total sample will therefore be more reliable (Dooley, 2009). However, in order to further lower any sample bias, it is suggested to conduct the research among restaurant owners who are not already signed with an online meal delivery platform in order to lower the sample bias. This might provide more information on the behavioral intentions and use behavior relationships, as these respondents do not already use the online meal delivery platform.

Fifthly, there is the chance for bias to occur when conducting interviews. Bias in interviews can result from the interviewer who can differentiate between interviewees in the questioning (Dooley, 2009). Moreover, interviewees can create bias by not answering honestly due to social desirability. Next to this, translating the transcriptions to English can create translation issues which make the data more difficult to interpret (Hachey, Jumoorty, & Mercier, 1995). In this thesis, to counterbalance this disadvantage, the interview is back and forward translated by two Polish speaking individuals, so that the final transcription could be as accurate as possible (Mączyński et al., 2010; Shane, Venkataraman, & MacMillan, 1995). Nonetheless, interviews provide an enormous amount of in-depth information on the studied phenomena and can help to better understand quantitative results (Edmondson & McManus, 2007).

Next, the coronavirus outbreak in the beginning of 2020 created several limitations for this research. In the Netherlands and Poland, all restaurants were closed over spring until June 2020. The surveys were sent after the reopening of the restaurants when restaurant owners were busy to go back on the market and start running their activity again. Also, interviews could only be conducted online, which made contacting restaurateurs, communication and interviewing them a bigger challenge. Finding interviewees was also difficult, as these restaurant owners were spending a lot of time and effort in reopening their business and coping with their busiest time of the year. As a result, only two interviews were conducted and the response rates for both samples very low. For future research, it would be interesting to run similar studies without the world-wide pandemic hampering the data collection phase. Furthermore, it is recommended to send surveys in a relatively quiet period for restaurant owners in order to have a larger response rate. Large samples increase the power of a tested model and provides the opportunity to study possible within-country variation in cultures.

Lastly, it is recommended to study the effect of culture on perceived usefulness in different age categories than is done in this research. The age group in this research varies from 19 to 65 years old, which consists of an age group growing up with technological innovations. It would be interesting



to see how a younger group born in the era of technological innovations would perceive the usefulness of a technology, compared with an older age group which has lived a large part of their lives without the technological innovations.

## 6. CONCLUSION

This thesis researched the influence of culture on the usage of a Dutch online meal delivery platform by restaurant owners in Poland and the Netherlands. The Netherlands and Poland were both analyzed in order to find if culture influences usage and if so, how. By incorporating TAM and the cultural dimensions defined by Hofstede, relationships between culture and technology acceptance were expected (Hofstede, Hofstede, & Minkov, 2010; Venkatesh & Bala, 2008). These relationships were analyzed with the use of surveys to both cultures, as well as interviews with restaurant owners. Although the coronavirus outbreak brought hinder with regard to data collection, many relationships proposed in the thesis were supported and a significant influence of culture on the perceived usefulness of technology were found. Especially the influence of culture on subjective norms, image and job relevance were found to be significant for perceived usefulness of a technology. Thus, the influence of culture does explain how and why a technology may be used differently between cultures.

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## 8. APPENDICES

### I. Survey items regarding demographics and personality traits

To measure personality traits, the scale by Rammstedt and John (2007) is used.

<b>Gender</b>	<b>1</b>	Nominal – dichotomous
<b>Age</b>	<b>2</b>	Continues
<b>Nationality</b> (Dutch / Polish / Other)	<b>3</b>	Nominal
<b>Restaurant location</b>	<b>4</b>	
<b>Personality Traits –</b> measured using the 10-item BF scale (Rammstedt & John, 2007)	<b>5</b>	1. I see myself as someone who is reserved (ER)
	<b>6</b>	2. I see myself as someone who is generally trusting (A)
	<b>7</b>	3. I see myself as someone who tends to be lazy (CR)
	<b>8</b>	4. I see myself as someone who is relaxed, handles stress well (NR)
	<b>9</b>	5. I see myself as someone who has few artistic interests (OR)
	<b>10</b>	6. I see myself as someone who is outgoing, sociable (E)
	<b>11</b>	7. I see myself as someone who tends to find fault with others (AR)
	<b>12</b>	8. I see myself as someone who does a thorough job (C)
	<b>13</b>	9. I see myself as someone who gets nervous easily (N)
	<b>14</b>	10. I see myself as someone who has an active imagination (O)

### II. Measurement scale of TAM

This scale is used to measure TAM (Venkatesh & Bala, 2008). A few variables from the original scale were dropped as these do not apply to this study. Moreover, the \* is placed instead of the name of the organization.

<b>Perceived Usefulness</b> - adapted from Davis (Davis, Bagozzi, & Warshaw) and Davis et al. (Davis, Bagozzi, & Warshaw).	<b>15</b>	1. Using the * web shop improves my performance in my job.
	<b>16</b>	2. Using the * web shop in my job increases my productivity.
	<b>17</b>	3. Using the * web shop enhances my effectiveness in my job.
	<b>18</b>	4. I find the * web shop to be useful in my job.
<b>Perceived Ease of Use</b> - adapted from Davis (Davis, Bagozzi, & Warshaw) and Davis et al. (Davis, Bagozzi, & Warshaw).	<b>19</b>	1. My interaction with the * web shop is clear and understandable.
	<b>20</b>	2. Interacting with the * web shop does not require a lot of my mental effort.
	<b>21</b>	3. I find the * web shop to be easy to use.
	<b>22</b>	4. I find it easy to get the * web shop to do what I want it to do.
<b>Subjective Norm -</b> measured using four items adapted from Taylor and Todd (1995).	<b>23</b>	1. People who influence my behavior think that I should use the * web shop.
	<b>24</b>	2. People who are important to me think that I should use the * web shop.
	<b>25</b>	3. Co-owners or colleagues have been helpful in the use of the * web shop.
	<b>26</b>	4. In general, everybody at the restaurant has supported the use of the * web shop.
<b>Image -</b> measured using three items adapted from Moore and Benbasat (1991)	<b>27</b>	1. People in the restaurant industry who use the * web shop have more prestige than those who do not.
	<b>28</b>	2. People in the restaurant industry who use the * web shop have a high profile.
	<b>29</b>	



		3. Using the * web shop is a status symbol in the restaurant industry.
<b>Job Relevance</b> - measured using three items adapted from Davis et al. (1992).	<b>30</b> <b>31</b> <b>32</b>	1. In my job, usage of the * web shop is important. 2. In my job, usage of the * web shop is relevant. 3. The use of the * web shop is pertinent to my various job-related tasks.
<b>Output Quality</b> - measured using three items adapted from Davis et al. (1992).	<b>33</b> <b>34</b> <b>35</b>	1. The quality of the output I get from the * web shop is high. 2. I have no problem with the quality of the * web shop's output. 3. I rate the results from the * web shop to be excellent.
<b>Result Demonstrability</b> - measured using four items from Moore and Benbasat (1991).	<b>36</b> <b>37</b> <b>38</b> <b>39</b>	1. I have no difficulty telling others about the results of using the * web shop. 2. I believe I could communicate to others the consequences of using the * web shop. 3. The results of using the * web shop are apparent to me. 4. I would have difficulty explaining why using the * web shop may or may not be beneficial.
<b>Behavioral Intention</b> - adapted from Davis (Davis, Bagozzi, & Warshaw) and Davis et al. (Davis, Bagozzi, & Warshaw).	<b>40</b> <b>41</b> <b>42</b>	1. Assuming I had access to the * web shop, I intend to use it. 2. Given that I had access to the * web shop, I predict that I would use it. 3. I plan to use the * web shop in the next 2 months.
<b>Use</b> - from Davis.	<b>43</b>	1. On average, how much time do you spend on the * web shop each day?
<b>Experience</b> – moderators	<b>44</b>	How experienced are you with the * web shop? (1 to 10)
<b>Voluntariness</b> – TAM moderators	<b>45</b> <b>46</b> <b>47</b>	1. My use of the * web shop is voluntary. 2. Nobody requires me to use the * web shop. 3. Although it might be helpful, using the * web shop is certainly not compulsory in my job.

### III. Measurement scale of culture at the individual level

The following items were created by Sharma (2010). A few items from the original scale are not used for the survey, as these items had a low total item correlation or the items did not achieve invariance across groups in the two studies of Sharma.

<b>Independence (IND) (Hofstede's Individualism-Collectivism)</b>	<b>48</b> <b>49</b> <b>50</b> <b>51</b>	1. I would rather depend on myself than others 2. My personal identity, independent of others, is important to me 3. I rely on myself most of the time, rarely on others 4. It is important that I do my job better than others.
<b>Interdependence (McIntosh &amp; Morse) (Hofstede's Individualism-Collectivism)</b>	<b>52</b> <b>53</b> <b>54</b> <b>55</b>	7. The well-being of my group members is important for me 8. I feel good when I cooperate with my group members 9. It is my duty to take care of my family members, whatever it takes 10. Family members should stick together, even if they do not agree



<b>Power (POW)</b> <b>(Hofstede's Power Distance)</b>	<b>56</b> <b>57</b> <b>58</b> <b>59</b>	13. I easily conform to the wishes of someone in a higher position than mine 14. It is difficult for me to refuse a request if someone senior asks me 15. I tend to follow orders without asking any questions 16. I find it hard to disagree with authority figures
<b>Social Inequality (IEQ)</b> <b>(Hofstede's Power Distance)</b>	<b>60</b> <b>61</b> <b>62</b> <b>63</b>	18. A person's social status reflects his or her place in the society 19. It is important for everyone to know their rightful place in the society 20. It is difficult to interact with people from different social status than mine 21. Unequal treatment for different people is an acceptable way of life for me
<b>Risk Aversion (RSK)</b> <b>(Hofstede's Ambiguity)</b>	<b>64</b> <b>65</b> <b>66</b> <b>67</b>	23. I tend to avoid talking to strangers 24. I prefer a routine way of life to an unpredictable one full of change 25. I would not describe myself as a risk-taker 26. I do not like taking too many chances to avoid making a mistake
<b>Ambiguity Intolerance (AMB)</b> <b>(Hofstede's Ambiguity)</b>	<b>68</b> <b>69</b> <b>70</b> <b>71</b>	29. I find it difficult to function without clear directions and instructions 30. I prefer specific instructions to broad guidelines 31. I tend to get anxious easily when I don't know an outcome 32. I feel stressful when I cannot predict consequences
<b>Masculinity (MAS)</b> <b>(Hofstede's Masculinity)</b>	<b>72</b> <b>73</b> <b>74</b> <b>75</b>	35. Women are generally more caring than men 36. Men are generally physically stronger than women 37. Men are generally more ambitious than women 38. Women are generally more modest than men
<b>Gender Equality (GEQ)</b> <b>(Hofstede's Masculinity)</b>	<b>76</b> <b>77</b> <b>78</b> <b>79</b>	35. It is ok for men to be emotional sometimes 36. Men do not have to be the sole bread winner in a family 37. Men can be as caring as women 38. Women can be as ambitious as men
<b>Tradition (TRD)</b> <b>(Hofstede's Long-Term Orientation)</b>	<b>80</b> <b>81</b> <b>82</b> <b>83</b>	47. I am proud of my culture 48. Respect for tradition is important for me 49. I value a strong link to my past 50. Traditional values are important for me
<b>Prudence (PRU)</b> <b>(Hofstede's Long-Term Orientation)</b>	<b>84</b> <b>85</b> <b>86</b> <b>87</b>	53. I believe in planning for the long term 54. I work hard for success in the future 55. I am willing to give up today's fun for success in the future 56. I do not give up easily even if I do not succeed on my first attempt

#### IV. Organization's questions

The following questions were created by the organization the research takes place at. In order for the organization to remain anonymous, an \* is placed when referring to the organization.

88. Have you ever ordered in the \* web shop for restaurants?

89. How would you rate ordering in the \* web shop for restaurants?

90. How did you hear about the \* web shop for restaurants?
91. Could you have a look at \* and proceed with the next questions? This question is only asked if question 88 is answered with 'no').
92. How important are the following criteria in your decision to buy in the \* web shop? The criteria are quality of products, price of products, speed of delivery and ease of use.
93. How fast do you want your orders to be delivered? The following options are available: Same day, within 24 hours, within 48 hours, 48 hours and more, or I do not really care as long as I know when it is delivered exactly.
94. Would you be willing to pay extra costs to make the delivery faster?
95. In general, would you rather order at a wholesaler or a producer directly if that would be possible (for example; Red Bull, Mc Cain, Heinz, Coca-Cola, etc.)?
96. Why?
97. On what days do you prefer to have your orders delivered? The answers range from Monday – Sunday or It varies / whenever I need it.
98. How do you want to be informed about the delivery status? The following answers are available: Via text message, in the \* web shop, via e-mail, I do not want to be updated.
99. Would you be interested in getting a loan for your restaurant? The following answers are available: Yes, to open a second (or more) location for my restaurant; Yes, to innovate my restaurant (decoration, new kitchen equipment, etc.); Yes, for a company car; Yes, because I did not have sufficient revenues of the last months; Yes, I already have a loan, but would be interested in refinancing it; and No, I do not need a loan.
100. Do you have any suggestions to improve our web shop?

#### V. Order of survey items

The order of the different items is presented in the survey in the following order. The order is created with a randomizer.

1. Participant information
2. Demographics
3. Organization's questions
4. Power Distance
5. Image
6. Personality traits
7. Ambiguity
8. Independence
9. Gender Equality

10. Perceived Ease of Use
11. Result Demonstrability
12. Subjective Norm
13. Interdependence
14. Prudence
15. Use and Experience
16. Social Inequality
17. Masculinity
18. Behavioral Intention
19. Tradition
20. Perceived Usefulness
21. Risk Aversion
22. Relevance
23. Output Quality
24. Voluntariness

## VI. Interview questions

The interviews consisted of the following questions, starting with a short questionnaire. The questions only applicable to the interviewees in the Netherlands are marked with one \*, those only applicable to interviewees in Poland are marked with two \*.

1. What is your age?
2. What is your gender?
3. What is your nationality?
4. In what city is your restaurant located?
5. How long have you been a restaurant owner?
6. Is this the first restaurant you work at? If not, where have you worked before?
7. When did you start your collaboration with the online meal delivery platform?

After this short questionnaire, the actual interview was conducted. The questions' goal was to explore the values and opinions of the interviewees regarding culture, cultural differences, the life of a restaurant owner, the attitude towards the online platform, and the attitude towards the usage of technology.

1. Why did you become a restaurant owner?
2. What do you like the most about having a restaurant?
  - a. Why?

3. What do you dislike the most about having a restaurant?
    - a. Why?
  4. Why did you become a restaurant owner in the Netherlands? \*
  5. Why did you open a restaurant in this specific city?
  6. What was your opinion on the Netherlands when you came here? \*
  7. What difference between Poland and the Netherlands do you find most striking?
    - a. What is your level of familiarity with the Netherlands and the Dutch culture?
    - b. Why do you find this striking?
  8. What are similarities between the Dutch and the Polish in your opinion?
  9. What were you most surprised about when you came to the Netherlands? \*
  10. What do you love the most about Poland?
    - a. And what do you dislike the most about Poland?
    - b. Why?
  11. How do you recognize another Polish person?
    - a. What characteristic do you most easily spot in a Polish person?
  12. How would you describe a typical Dutch person?
    - a. What characteristic do you most easily spot in a Dutch person?
  13. If there is anything about the Polish culture you could spread to other cultures, what would this be?
  14. If there is anything about the Polish culture you could change, what would this be?
  15. What are the strengths of your culture?
  16. What are the weaknesses of your culture?
  17. What accomplishment in your life are you most proud of?
    - a. Why are you proud on this accomplishment?
  18. What do you consider to be a perfect day?
  19. How do you spend your free time?
  20. Why did you start a collaboration with the online platform?
    - a. How did you get involved with the online platform?
    - b. What would be a reason to quit the collaboration?
  21. How have you experienced this collaboration so far?
  22. What is the largest advantage to you in regard to collaborating with the platform?
  23. What is the largest disadvantage to you in regard to collaborating with the platform?
- What do you currently use the online platform for?
24. What is your favorite feature of the platform?

25. What is your least used feature of the platform?
- a. Why do you use this feature the least?
26. What do you know about the platform's new feature of ordering all supplies via one application?
- a. What is your opinion of this new application?
- b. Why would you decide to (not) use this application?

## VII. Regression assumptions and descriptives

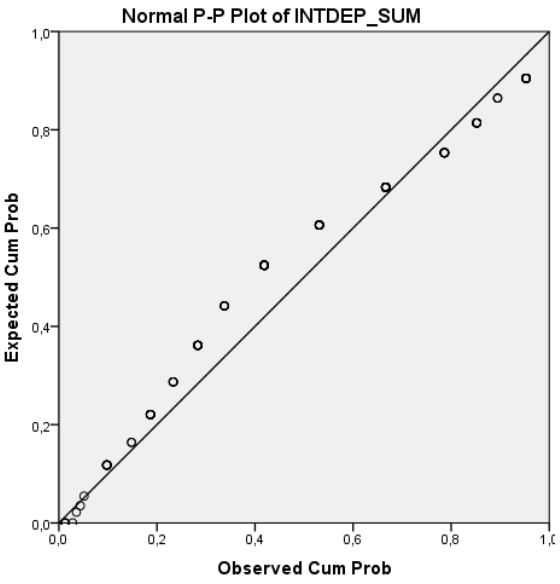
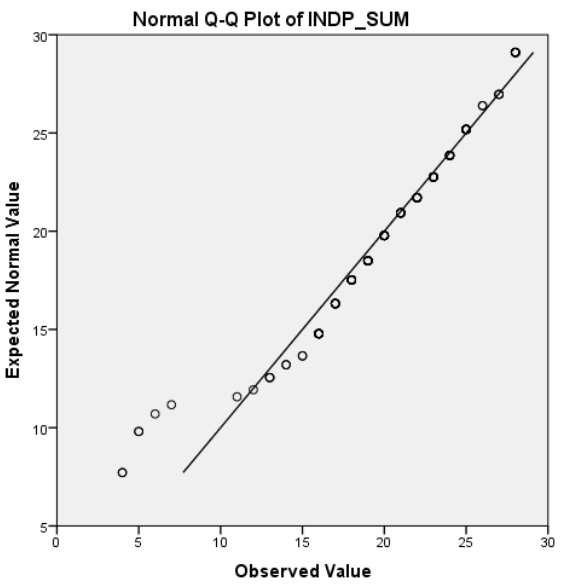
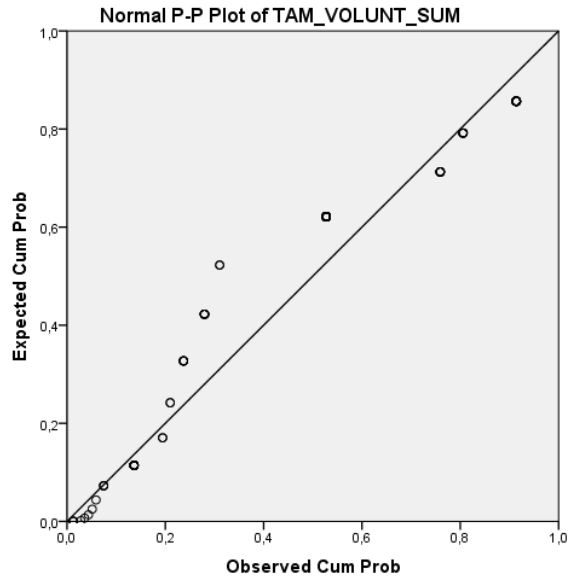
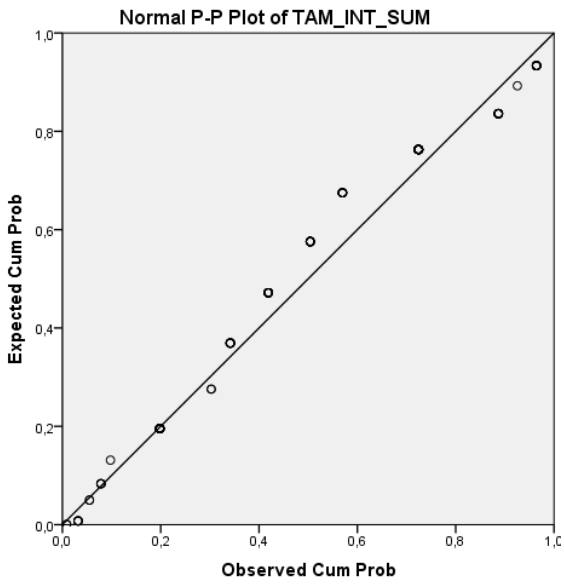
### Regression assumptions

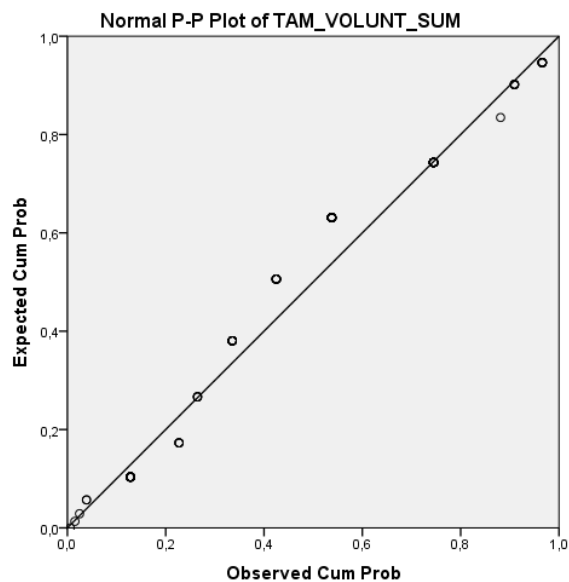
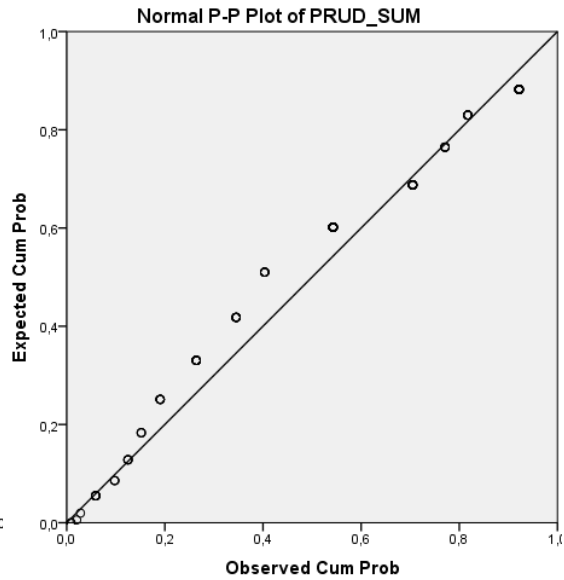
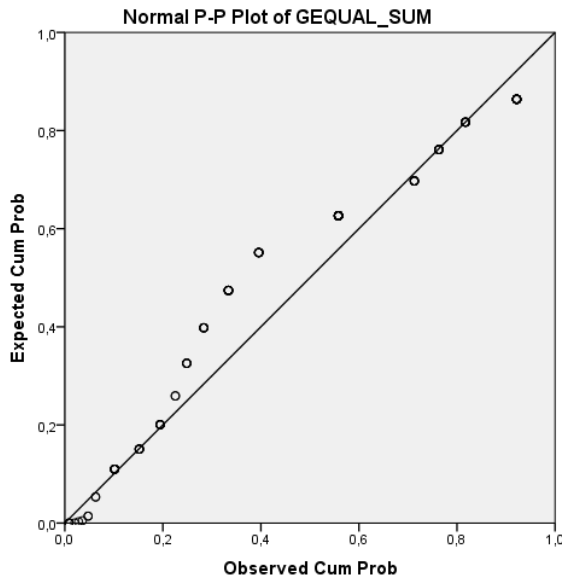
Table 8 below shows the kurtosis and skewness of the variables. The numbers in red are problematic. These variables in red are plotted in a P-P plot. The numbers in red are problematic. For the alpha, it means it is below 0.7, for the skewness it is below or above -0.8 and 0.8, and for kurtosis it means it is below or above -2 and 2.

*Table 8. Skewness and kurtosis values*

Variable	Skewness		Kurtosis	
	The Netherlands	Poland	The Netherlands	Poland
Perceived usefulness	-0.099	-0.346	0.124	0.834
Subjective norm	-0.009	-0.053	-0.102	1.092
Image	0.403	-0.075	-0.779	-0.298
Job relevance	-0.303	-0.042	-0.420	0.494
Behavioral intention	-0.857	-0.612	0.738	1.571
Voluntariness	-1.529	-0.832	2.449	1.511
Independence	-0.877	-0.002	1.338	-0.117
Inter-dependence	-1.528	-0.674	3.513	0.164
Power Distance	-0.010	-0.231	-0.019	0.135
Social inequality	-0.027	-0.289	0.284	-0.216
Risk aversion	-0.103	-0.135	-0.542	-0.530
Ambiguity	0.702	-0.320	0.082	0.043
Masculinity	-0.440	-0.255	0.409	0.871
Gender equality	-1.463	-0.180	2.439	-0.545
Tradition	-0.720	-0.431	0.562	0.875
Prudence	-1.570	-0.349	4.397	0.150
Culture	-0.743	-0.075	4.416	0.061

As mentioned, the variables in red are plotted in P-P plots below. The first six plots are from the Dutch sample, the last one is from the Polish sample (TAM\_VOLUNT\_SUM). The variables still seem to follow the line quite well. The issues with normality are taken into account while running the tests and performing the analyses.





### Minimum and maximum

All variables are checked on their minimum and maximum. The range is from 1 to 7, resulting from the Likert scale, yet, not all variables have 1 as its minimum or 7 as its maximum. The following items have a different minimum or maximum:

- Nobody filled in 'strongly agree' at 'I tend to avoid talking to strangers' in the Dutch dataset.
- Nobody filled in 'strongly disagree' at 'I see myself as someone who is generally trusting' in the Polish dataset.
- Nobody filled in 'strongly agree' at 'I see myself as someone who tends to be lazy' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'My interaction with the \* web shop is clear and understandable' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'I find the \* web shop to be easy to use' in the Polish dataset.

- Nobody filled in 'strongly disagree' at 'I find it easy to get the \* web shop to do what I want it to do' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'The quality of the output I get from the \* web shop is high' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'I have no problem with the quality of the \* web shop' output' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'I have no difficulty telling others about the results of using the \* web shop' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'I believe I could communicate to others the consequences of using the \* web shop' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'The results of using the \* web shop are apparent to me' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'It is important that I do my job better than others' in the Polish dataset.
- Nobody filled in 'strongly disagree' and 'disagree' at 'The well-being of my group members is important for me' in the Polish dataset.
- Nobody filled in 'strongly disagree', 'disagree' and 'disagree a little' at 'I feel good when I cooperate with my group members' at the Polish dataset.
- Nobody filled in 'strongly disagree' at 'It is my duty to take care of my family members, whatever it takes' at the Polish dataset.
- Nobody filled in 'strongly agree' at 'I would not describe myself as a risk- taker' at the Polish dataset.
- Nobody filled in 'strongly agree' at 'I do not like taking too many chances to avoid making a mistake' at the Polish dataset.
- Nobody filled in 'strongly disagree' at 'I find it difficult to function without clear directions and instructions' at the Polish dataset.
- Nobody filled in 'strongly disagree' at 'Men are generally physically stronger than women' at the Polish dataset.
- Nobody filled in 'strongly agree' at 'Men are generally more ambitious than women' in the Polish dataset.
- Nobody filled in 'strongly agree' at 'Women are generally more modest than men' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'It is ok for men to be emotional sometimes' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'Men can be as caring as women' in the Polish dataset.
- Nobody filled in 'strongly disagree' at 'Respect for tradition is important for me' in the Polish dataset.
- Nobody filled in 'strongly disagree' and 'disagree' at 'I believe in planning for the long term' in the Polish dataset.
- Nobody filled in 'strongly disagree', 'disagree' and 'disagree a little' at 'I work hard for success in the future' in the Polish dataset.



- Nobody filled in 'strongly disagree' at 'I am willing to give up today's fun for success in the future' in the Polish dataset.
- Nobody filled in 'strongly disagree', 'disagree' and 'disagree a little' at 'I do not give up easily even if I do not succeed on my first attempt' in the Polish dataset.

### VIII. Regression results

The results of the single regressions performed in SPSS are displayed in the Table 9 and 10 below. The numbers in red indicate the relationship is not supported.

Table 9. Regression results Dutch Sample.

Tested relationship		Single regressions	
Independent variable	Dependent variable	Beta	P-value
Uncertainty avoidance	Subjective Norms	0,319	0,000
Collectivism / individualism		0,108	0,223
Masculinity / femininity		0,073	0,413
Power distance		0,416	0,000
Long-term / short-term orientation		0,115	0,196
Culture		0,307	0,000
Uncertainty avoidance	Image	0,433	0,000
Collectivism / individualism		0,041	0,646
Masculinity / femininity		0,010	0,912
Power distance		0,476	0,000
Long-term / short-term orientation		0,038	0,671
Culture		0,297	0,001
Uncertainty avoidance	Job Relevance	0,272	0,002
Collectivism / individualism		0,210	0,017
Masculinity / femininity		0,023	0,797
Power distance		0,332	0,000
Long-term / short-term orientation		0,208	0,018
Culture		0,316	0,000
Subjective Norms	Perceived Usefulness	0,400	0,000
Image		0,344	0,000
Job Relevance		0,692	0,000
Uncertainty avoidance		0,252	0,004
Collectivism / individualism		0,266	0,002
Masculinity / femininity		0,050	0,573
Power distance		0,393	0,000
Long-term / short-term orientation		0,330	0,000
Culture		0,391	0,000
Perceived Usefulness		Behavioral Intention	0,429
Behavioral Intention	Use Behavior	0,082	0,354

Table 10. Regression results Polish sample.

Tested relationship		Single regressions	
<i>Independent variable</i>	<i>Dependent variable</i>	<i>Beta</i>	<i>P-value</i>
Uncertainty avoidance	Subjective Norms	0,249	0,010
Collectivism / individualism		-0,010	0,918
Masculinity / femininity		0,179	0,072
Power distance		0,317	0,001
Long-term / short-term orientation		0,005	0,956
Culture		0,258	0,008
Uncertainty avoidance	Image	0,126	0,199
Collectivism / individualism		0,075	0,443
Masculinity / femininity		0,072	0,463
Power distance		0,317	0,001
Long-term / short-term orientation		0,127	0,196
Culture		0,250	0,010
Uncertainty avoidance	Job Relevance	0,139	0,156
Collectivism / individualism		0,062	0,531
Masculinity / femininity		0,115	0,242
Power distance		0,245	0,011
Long-term / short-term orientation		0,197	0,043
Culture		0,256	0,008
Subjective Norms		0,433	0,000
Image		0,465	0,000
Job Relevance		0,635	0,000
Uncertainty avoidance	Perceived Usefulness	0,211	0,030
Collectivism / individualism		0,207	0,033
Masculinity / femininity		0,204	0,036
Power distance		0,257	0,008
Long-term / short-term orientation		0,283	0,003
Culture		0,380	0,000
Perceived Usefulness	Behavioral Intention	0,451	0,000
Behavioral Intention	Use Behavior	0,155	0,113

IX. Adanco results

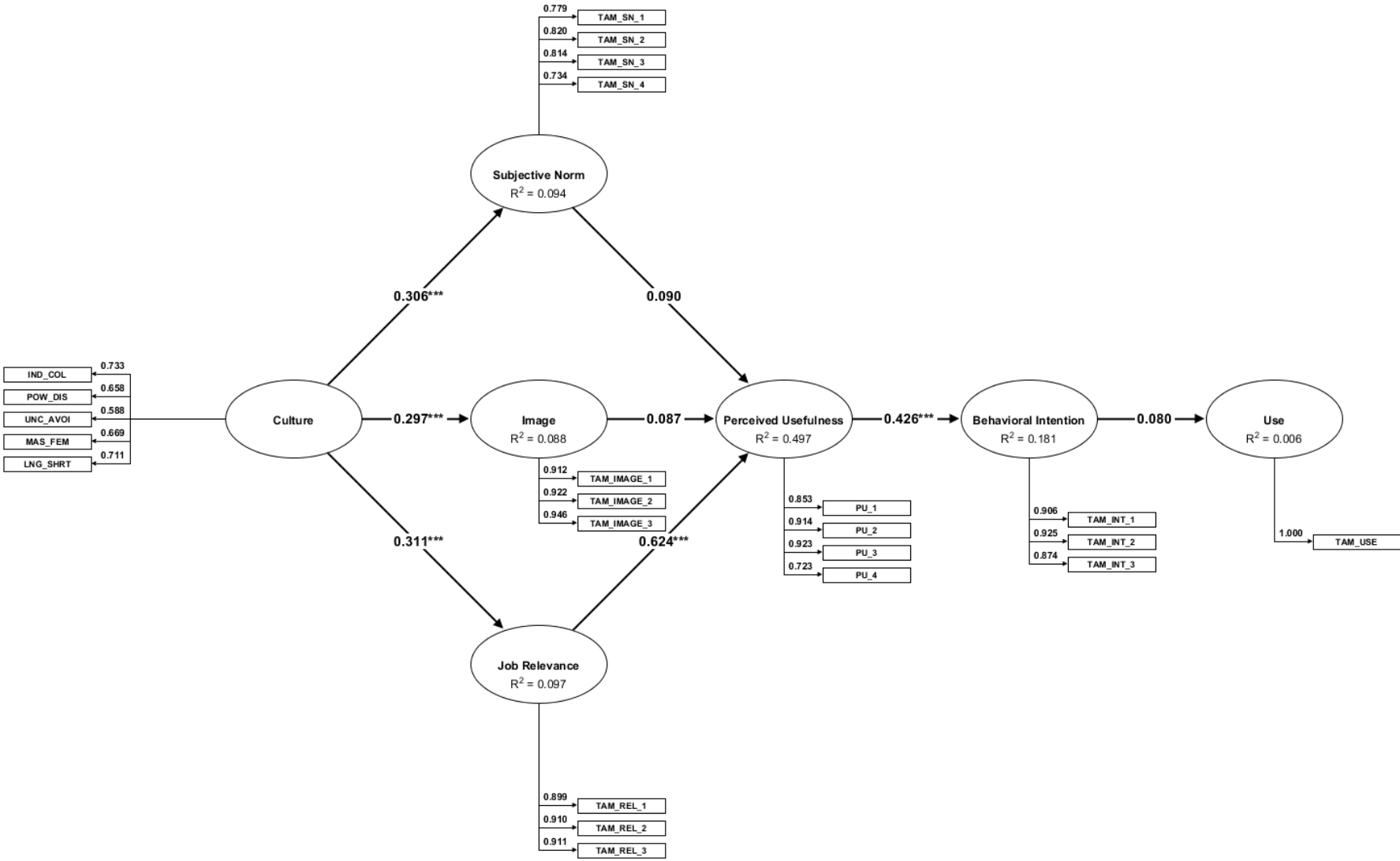


Figure 7. Dutch sample in Adanco.

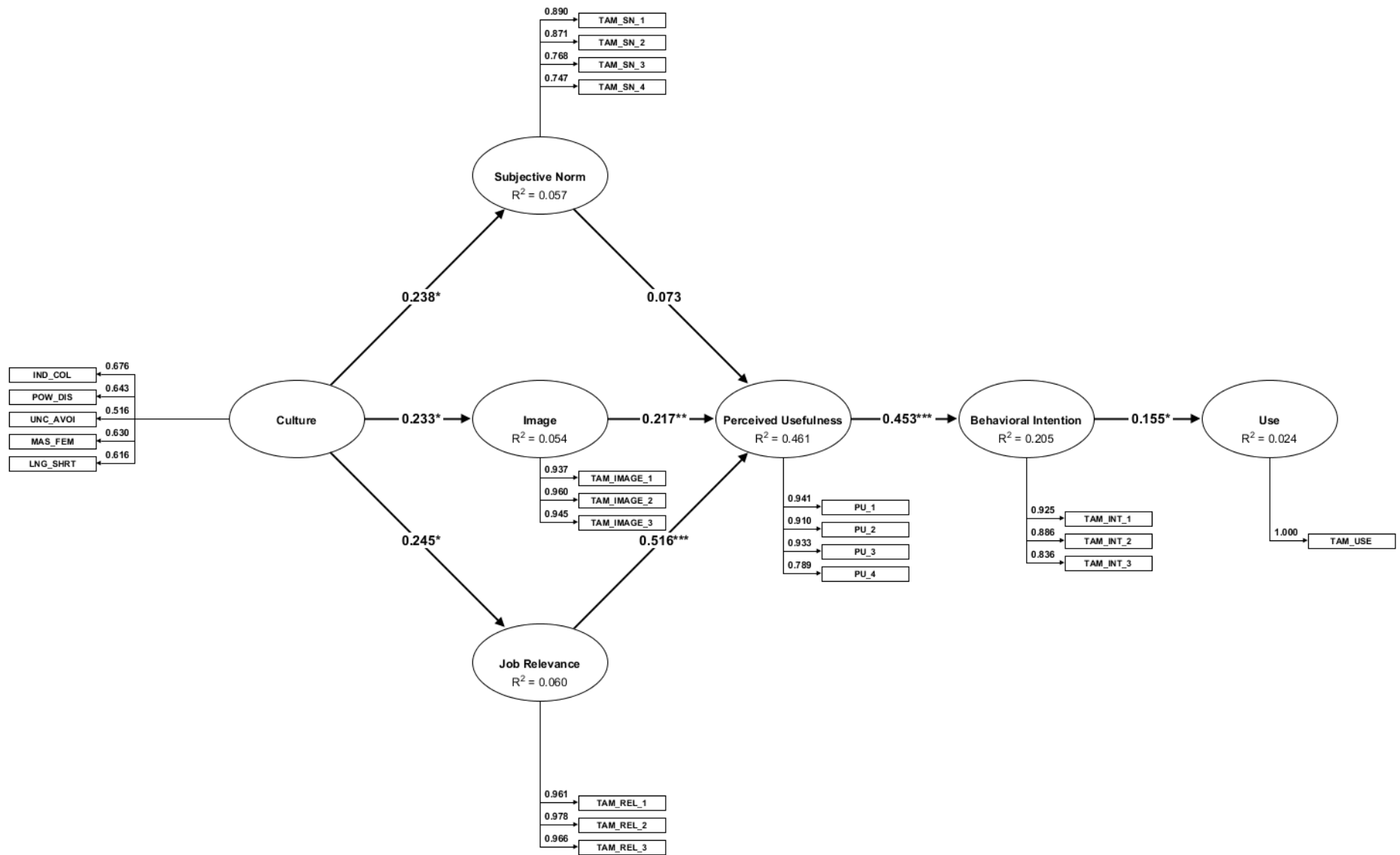


Figure 8. Polish sample in Adanco.

## X. Interview transcripts

### Interviewee 1

'I' stands for the interviewee, 'R' stands for the researcher.

I: Restaurant \*, good afternoon ...

R: Good afternoon, with Josien Mourik.

I: Hi, hi, hi Josien.

R: How nice that I can call you. I like it a lot!

I: Haha, yes. I had ... Yes. You had the short questions huh? I believe.

R: Yes, I received the short questionnaire. That's all right. Yes, and ehm. Yes, I will briefly introduce myself to you. So, I am a student at the university in Enschede and I do research on culture and the easiest way to study this is to interview people with the same professions. So, I am very pleased to be able to interview you.

I: Yes, nice yes.

R: Yes. Um, yes. I must also say that you can stop the interview whenever you want and it suits you. And...

I: Yes.

R: Er, there are no wrong answers. And above all you may say what you want to say.

I: Yes.

R: And I think it's umm up to last half an hour. And these are nice questions. I think so myself.

I: Okay, that's fun already.

R: And you are okay with everything being recorded, because I have to type everything out.

I: Yes, it is not a problem. Yes, that's fine.

R: Well, fine. Then we start, with one, a start question. Why did you become a restaurant manager?

I: Because it is my education. I'm actually ehm. I got high hotel school in Poland and ehm. Yes actually, my parents have a boarding house so that is a bit in my blood, so to speak. Haha, being a hostess and entertaining people and stuff. Yes.

R: So, you followed an education in Poland?

I: Yes. Yes.

R: Was there a specific reason for that, or ...?

I: Well, because I am from \* come and \* is umm, yeah well known as a tourist resort. So ehm, and it has no industry or anything else. So yes, later on for my possible work it was of course handy, hotel training, to have.

R: That's certainly true.

I: Yes, haha.

R: What do you enjoy most about having a restaurant, having it?

I: Well, the best thing is, um, I think, um, to entertain people, but, and make them feel at ease and because we have, yes, quite specific restaurant, Polish restaurant ...

R: Yes.

I: The best thing is that people come from 200 kilometers to us to eat. I think that's so bizarre. Haha, that ehm, that, that, yes that is really very peculiar.

R: Do you also know why they come this far for your restaurant?

I: Um, well, I don't think there are that many Polish restaurants in the Netherlands. And secondly, fortunately we have built up a very good name in fifteen years. And I have become a Polish entrepreneur, ehm, best Polish entrepreneur in the Netherlands, ehm Polish entrepreneurs. And we do err, many catering rings for embassy. So yes, we have built up a good reputation over the years.

R: Yes, you did that well. Well done!

I: Haha, yes.

R: Are there also aspects, because you said, you like that you can make people it to their liking, um. But, are there aspects of having a restaurant that you don't like as much?

I: Well, I can't say that until now. I have been doing this with pleasure for years. So, no it isn't... No, I don't really see. No no.

R: No. Very well.

I: Yes.

R: And nice that it is still like that after so long. That is really your passion yes.

I: Yes, I always err, go to work with all the excitement haha yes.

R: Okay, ehm why did you open a restaurant in the Netherlands? If I may ask.

I: I'm saying with, my husband is Dutch.

R: Yes.

I: And he has always been in catering and ehm yes. Why ehm, yes, we actually started with ehm ourself, with a center café, and expanded into a Polish restaurant, so to speak.

R: Okay, why that, um, because your husband is from the Netherlands?

I: Yes. Yes Yes.

R: Okay. And um, why did you open your restaurant in \*? Because you had previously worked at other restaurants?

I: Well, that was umm by accident as I say, we're already in \* for twenty years. We have had previous restaurants and ehm, but then we planned to do something completely different and we sold all things until our only son came with the cheerful announcement that he wanted to do restaurant school and ehm, well my husband thought well, then we have to go back to the restaurant industry. And that was actually the reason.

R: Okay. Uh, and what umm your opinion about the Netherlands? In general?

I: Well, I umm, I've lived here for 35 years and I have from the beginning umm trying to adapt. So, my opinion is Dutch people are super nice people, helpful and I have never had any problems with discrimination or whatever. But I think that's much to my own. We come from another country so we have to adjust. And ehm, and I did that and I only praise Dutch people.

R: Oh, how nice to hear!

I: Yes.

R: Okay, but when you came here, what did you think the biggest difference umm, yeah between the Netherlands and Poland?

I: Well, I, um, I grew up in a communist regime, at that time. And ehm, and then ehm, when I came here ... So ehm, of course, the freedom was what we didn't have there. And um, well, so, say prosperity that you had here and not there, and all those shops, that was quite a shock haha.

R: Did you umm it difficult to deal with, or was that at any given moment, a little easier?

I: Nah, I continued to work hard and adjust from day 1 and I had no problems with it. No no.

R: Okay, ehm, are there similarities in Dutch culture and Polish culture? In your eyes?

I: Hmm, well, I also find Dutch people hospitable haha. Poles are very hospitable people. The Dutch think that themselves when they go to Poland. Then they say themselves, yes Poland is hospitable as the Netherlands, but I don't see it that way. I think it depends on what kind of people you meet or, um, what kind of people come your way.

R: Yes. And ehm, how would that hospitable ehm, how is that expressed?

I: Well, in particular, look in Poland is like that, if you come, then ehm, you do not have to make an appointment, you can, ehm, always come over and whether those people have enough food for themselves, but if you come, then immediately you get the plate, and you eat with it and the table is, um, filled. So that is, yes, that welcoming there in Poland.

R: Everyone is always welcome there?

I: Yes, everyone is welcome, yes.

R: Yeah, that's good to hear haha.

I: Yes, yes.

R: Yes.

I: Yes.

R: What surprised you the most when you came to the Netherlands?

I: What was I surprised? Well, for freedom. Express your freedom and your own opinion. Could I say but not do in Poland, because umm, well uh, then uh, then, then risking yourself to get into the prison. So, for me, the most important thing was that you could really say what you wanted.

R: Okay.

I: Do without, without consequences.

R: Okay. But what do you like most about Polish culture? You said, hospitality is of course very important and beautiful.

I: Well, I do ... Just what I say, I come from very beautiful, tourist area, \*, which is actually place to be in Poland and we have highlighters, mountain dwellers, we have very strong culture that we have simply, years ehm, what do you call that? You can keep track of it. Do you know what I mean? So ehm ...



R: Some kind of protection?

I: Protect yes. And, so we dance, traditional costumes... I always walk in the restaurant with traditional costumes. And beautiful weddings. So really very, very broad culture that is always, by the young people ... Younger children are brought up with it. So, I mean dance, the folk dance, they wear folk clothes. They also speak the language, say dialect. Yes, that is really beautiful, beautiful culture, I think.

R: Yes, very, very rich seems to me.

I: Yes, very rich and colorful. And well, Poles are of course an ehm, well, I don't know lately, but 85% are Catholics. That is still, yes. Yes.

R: Do you also like that, religion?

I: Yes. Yes, ehm, I was raised in ehm, yes, in ehm very... Haha, yes, I wouldn't say strict, but I still had Catholic education.

R: Yes.

I: And um, well, when you are young you think differently but now, I am a little older. Yes, that ehm, that ehm ... For me that means something. But that does not mean that I also go to church every week, but yes, I really do need to go to church every now and then and I pray every day. So, I like that too. I also get strength from that.

R: Yes, sounds good.

I: Yes, haha.

R: Um, what about Polish culture... Is there something you don't miss?

I: What I don't miss?

R: Yes.

I: Well, I wouldn't know that one, two, three. I always liked everything there too haha!

R: Haha, I get that.

I: Yes, so ehm. No, I wouldn't know what.

R: Okay. Ehm, how ehm, or what is a way to recognize someone with a Polish background? How do you recognize someone?

I: Well, I think I already anyway umm do so, Polish blood in me and you'll sometimes, when I see people, I think, yes, that's a Pole or a Dutchman or that ... And nine out of the ten times that ehm, that

comes true so to say. So, you feel that because you are Polish yourself. Well, and I think that the Polish ladies, or the Polish girls, are always neatly dressed. And when they come to the restaurant, that's just beautiful to see. You know, always high heels, neatly dressed, made up. So, I think, I think that's a difference. In the Netherlands, that is not the case, ehm, attention is not paid to it. Like ehm, yes make-up and nails and stuff. And the Polish people do. I think that is really beautiful. Here you go really, if you go to a wedding or something, then you put really neat clothing, and get maybe more, but the girls ... Polish girls, I think, more umm, look more sophisticated say, than Dutch girls.

R: They look beautiful?

I: Yes, yes. Yes, indeed, yes.

R: Okay, and in terms of characteristics? What characteristics do you quickly spot in someone of Polish descent?

I: Um, well I have perhaps sometimes, but I umm always umm nice people which were helpful, which were open. It may be the person. I myself am very open ...

R: Yes.

I: People also talk and maybe feel that ehm, yes. That haha.

R: Okay. And you said Polish girls always look beautiful, but you also have something that, um, yes... Which would make you recognize a typical Dutchman? How would you describe this?

I: Um, one more time?

R: How would you describe a typical Dutchman haha?

I: Typical Dutch... Haha, that I... What strikes me, we see that from the beginning. I can recognize Dutch people by the haircut... Haircut, recognize women their haircut. Even if you go to ehm, America you run into Dutch people or you come to Egypt, Turkey you name it ...

R: Yes.

I: I think the, the hairstyle of a woman, then I recognize that they are Dutch. I do not know how umm I need to explain or explain, but it just is. Yes.

R: How funny haha.

I: Yes, yes.

R: How nice!

I: Yes, you really have to pay attention to it. And that's just the way it is. That's ... That's how you see it when they ... Yes.

R: Yes, haha I believe that.

I: Haha, yes sometimes you don't pay attention to that, but...

R: No.

I: I notice it. Do you understand?

R: Haha yes, a little bit. Um, let's see. Yes. Which trait, so a bit more personal, which trait is the easiest or fastest to recognize in a Dutch person?

I: Um, I think Dutch people ... They always have a lot of interest in other people, other cultures. That surprises me. I also always think that the Netherlands does a lot to good causes. I always find that very important. I always participate in that. Yeah, so ehm, that. Open people. Helpful. Yes.

R: Well, that's good to hear. Let's see. Um, yes if you could bring something from Polish culture to, for example, Dutch culture, what would it be?

I: Haha! Well, I think that in terms of families we have warmer contacts, say, with family. And ehm, I always thought that, you know, that's because here in the Netherlands we all work well, we work hard and everyone is well and everyone, I thought, that people think, well I will go with my brother or my sister, not all of them, but it does happen, ehm with the birthday or at ehm I know a lot, with a party... And everyone, I thought, says that... The Dutch think, we don't need anyone because we have it good. And I don't think that's an ehm, not a good attitude, because...

R: Yes...

I: You used to have many poor people in Poland. And luckily it is well, well over and the whole country looks great and um, everyone is just much better. Not all good yet, but yes, I mean that is a lot better than before.

R: Yes...

I: But still, those warm family ties remain. That remains much more, because I just have brothers, my husband's and ehm. I am very good with them, but ehm, that is, they just see us only with birthdays, but yes, we have restaurant so that is something else...

R: Yes...

I: So, we never have no time, but, then those contacts become, they limit themselves to a birthday or a party and that's it. But how to proceed... Yes, what if something happens to me. Well then, the whole family from Poland is here to help me. Do you understand? Those kinds of things.

R: That's a nice thought.

I: Yes, absolutely. I've always had that. Yes Yes.

R: Okay, um. What if you could change something about the Polish culture, what would it be?

I: Er, I would er ... Yes, what you see... But yes, well... We as Dutch people have that too... People with alcohol, that they sometimes become aggressive, I think so... Yes, I also find that with a Dutch bar, that's where it happens as well. Some people cannot handle it. That irritates me. But in general, Dutch people who are not as aggressive as, like, like some Poles, some huh?

R: Yes...

I: So those aren't, um ... Those are exceptions, but they are, I don't like that.

R: No, I get that. Okay. Um, what would you describe as the strengths of Polish culture? Because you said those family ties, in principle everyone is behind you, I thought. And they look neat, of course.

I: Yes.

R: But what would you really describe as the strengths ehm? And, um, the less strong points?

I: Well, Poles are just hard workers in general, that's just it, like that. Um, what they want ... Most Dutch just want to employ Polish, because they just really ... We can really work so hard haha until we drop to the ground I sometimes say. But it is so.

R: Yes.

I: So hard workers, and a lot of love for ehm, for the homeland. Because people come to work here, but ehm, deep in their hearts they would rather be in Poland. They really come here to make money, and because they don't make that much there. Well, there are also ehm, many Polish families who also find it here ehm, life better and, and more beautiful and who continue to settle here ehm, houses and ehm. Let me put it this way.

R: Yes. Okay, um. Um, what achievement in your life are you most proud of?

I: Um, well I think what I have achieved with my restaurant. Because you see ehm, every year new Polish restaurants that open and ehm, yes, do not make it. You don't know why; I don't know either. I

can't say that either. But yes, yes that is a point. I think I just, really also took years, where I am now. Say, in order to make a restaurant so successful. I just think I am most proud of that.

R: On the success of your restaurant? And everything around it?

I: Yes ...

R: That is deserved! Okay, what would you consider a perfect day?

I: Perfect day haha. We are waiting for our first grandchild, so...

R: Ooh!

I: If it all works out; it will be born in two months. Then I think, then, then we will be on the happiest and most perfect day of our lives.

R: Yes, then of ehm, another beautiful family member again!

I: Yes.

R: With such a nice little one.

I: Yes. Absolutely.

R: And um, right now? How do you prefer to spend your day off?

I: Well, I have to say, I never have a day off haha!

R: Haha!

I: I normally, really work, sometimes seven days a week. But umm, well, I really work enough. I also have to do the administration. And ehm, but I just have the old neighborhoods of mine ... And ehm, I have just been on my knees for three hours to work that garden for them, because I find that so sad. They are both sick and, and, and they do have children, but they think they are busy too. But yes, I am also very busy. So, I was welcome at her yesterday, but, but with the plans to make new menus at two o'clock, you know, after that. But I don't mind that. I always enjoy helping others when I can. So, I have now worked on my knees, but the garden is finished. So, I uh, I'm really a doer. A real ehm, a day off? That, that, for me, that is really vacation. So, then I can really push myself off, but I have to be away. Otherwise, I always have work. And um, at a restaurant you always have work to do. So ehm, that.

R: There is no day off when you are at home, because then...

I: Well, I can now, I can easily take a day off, but I am not that way and I am happy that I can still do everything.

R: Yeah, well that's good.

I: And ehm, well then ehm, yes ... Then I am happy that I can do everything so I do that too. And then sometimes, I enjoy that too, working.

R: And your vacation? What does your perfect holiday look like?

I: Well, we are, um, always as tired as we are when we leave. That is normal in restaurant ...

R: Yes.

I: That I sometimes slept four or five hours on the plane. Without knowing that haha. You are so tired. And with us it is always a week. But then absolutely nothing. Booklet, and good food, and a drink with it, and nothing else. We are not doing any activities anymore. We used to dance, but my husband is also a bit older. And he walks not so good anyway, so that, doing that, something during holidays, that is not included. But really rest, sleep late, refuel.

R: Sounds perfect! Yes. Okay, that was actually my last question.

I: Beautiful.

R: Anyway, thank you very much for your time and your answers!

I: Yes, yes you are welcome my child! And good luck with your studies!

R: Thank you! I have to type this out, would you like to receive a copy of it?

I: Yes, that would be great fun! Yes, yes that is always fun!

R: Good! And do you have any tips or feedback for me?

I: No, I would like to wish you good luck with your studies.

R: Thank you!

I: And I hope you get a nice man soon haha!

R: Haha thank you, I hope so too!

I: Yes.

R: Yes. Okay, then thank you very much and good luck working.

I: Yes, thanks! Bye! Good day!

R: Bye, have a nice day!

## Interviewee 2

'I' stands for the interviewee, 'R' stands for the researcher.

R: What is your age?

I: 31

R: What is your gender?

I: Female

R: What is your nationality?

I: Polish

R: In what city is your restaurant located?

I: \*

R: How long have you been a restaurant owner?

I: Since 2014, 6 years now.

R: Is this the first restaurant you work at? If not, where have you worked before?

I: Actually, yes and no. We've started with the food track first and then we got a possibility to start in cooperation with a local kraft brewery at their place. After one year we've decided to start completely ourselves, in a new location. That was it! After another year we opened our new place which is more of a breakfast-lunch profile.

R: When did you start your collaboration with the online meal delivery platform?

I: 3 years ago.

R: Why did you become a restaurant owner?

I: Gastronomy sector in \* has started developing quite fast at that point, there were more and more restaurants of various types and also food track festivals have become more popular. Together with some friends, we've decided to try! It turned out really good. After 2 years, as I said, we got the opportunity of starting a restaurant at the local brewery and then on our own. We love good food and people's energy that's why we are still in the business!

R: What do you like the most about having a restaurant?

I: What we like the most is the fact that people are just happy and satisfied with what we serve them. Big part of our customers are our friends already, which we can shortly talk to and have fun they come to eat something or drink.

R: Why?

I: Because that is something what keeps us going, even when the day is busy as hell!

R: What do you dislike the most about having a restaurant?

I: We consider team as our power but even though we do, it happens sometimes that members of our team change. Having more than one restaurant makes it sometimes impossible to keep everything 100% under control, even if we really want.

R: Why?

I: Because we always want everything to be as good as possible, we care of our customers.

R: Why did you become a restaurant owner in Poland?

I: Because we like Poland and think that the country has huge potential within the gastronomy sector.

R: Why did you open a restaurant in this specific city?

I: \* is not only our city where we live but also city of students and young people in general. And those are our main group of customers. They can come around for a cocktail before Monday's exam or just jump in for a lunch or weekend breakfast.

R: What was your opinion on the Netherlands when you came here?

I: We've been there only twice with the whole team - In Amsterdam. Nice, cool city with an interesting energy. Diverse regarding people. We'll definitely getting back here!

R: What difference between Poland and the Netherlands do you find most striking?

I: Bikes! A lot of bikes! Besides that, random people at restaurants and touristic spots seem to be more kind, open and happy in general.

R: What is your level of familiarity with the Netherlands and the Dutch culture?

I: Rather low.

R: Why do you find this striking?

I: Because those are visible at once just after 2 days in the Netherlands.



R: What are similarities between the Dutch and the Polish in your opinion?

I: It's quite hard to say but taking into consideration the amount of people in restaurants, Dutch people like spending time in nice food spots too.

R: What were you most surprised about when you came to the Netherlands?

I: Architecture and number of bikes.

R: What do you love the most about Poland?

I: Student's culture and of course polish food! We like most of our traditions, how we celebrate Christmas. Our Folklore is cool! That makes us as a country extraordinary. We like our history, too. We came through a lot, especially during world war I and II but we were fighting for the country the best we could.

R: And what do you dislike the most about Poland?

I: I don't like complaining and polish people complain quite a lot. We tend to be pessimistic and always see more disadvantages.

R: Why?

I: Because you get nothing good from complaining! It's just bad emotion. Same with being pessimistic. We, as a nationality, would be much more happy if only we could see the bright side more often.

R: How do you recognize another Polish person?

I: Accent, when they're speaking English, language in general. Unfortunately, also bad words, we use them quite often. Also, I would easily say if someone is polish or no by the time of eating during the day and type of food people would order in restaurant. If they order soup and "main dish" it is a typical composed polish dinner in the middle of the day.

R: What characteristic do you most easily spot in a Polish person?

I: Visually it's just "that type" but I cannot say what that is precisely. Hospitality!

R: How would you describe a typical Dutch person?

I: I do not know any Dutch people in person so it's really hard to say

R: What characteristic do you most easily spot in a Dutch person?

I: Tall, on bike :)

R: If there is anything about the Polish culture you could spread to other cultures, what would this be?

I: Hospitality and cuisine! Also, the fact that we, in general, do not give up easily. We are strongly connected to our tradition which is worth sharing as well. I think we're also quite aware of food quality and what is really healthy and good and what is not. That's worth sharing, too.

R: If there is anything about the Polish culture you could change, what would this be?

I: Complaining too often.

R: What are the strengths of your culture?

I: I think that placing family and close friends first is really a strong point of our culture. Strongly settled traditions and our unstoppable need to achieve our goals.

R: What are the weaknesses of your culture?

I: A lot of people look at themselves too strict.

R: What accomplishment in your life are you most proud of?

I: Definitely opening a restaurant!

R: Why are you proud on this accomplishment?

I: Because even though we didn't have huge budget at the beginning we did everything we could ourselves and we succeed with expanding our business. Mostly on our own.

R: What do you consider to be a perfect day?

I: Happy team, full stocks regarding all needed products at the restaurant, nothing's missing, satisfied customer. Well, of course that doesn't happen often but on the other hand it would be really boring and nothing to work on! More from the private point of view: perfect day would be waking up, being surrounded by close people and just decide to go for a nice trip, having great time with "my people".

R: How do you spend your free time?

I: It depends but together with friends we like visiting new gastronomy spots and when only possible, I travel. I like singing, too. I am not good at it but in the end, it is all about having fun. I am rather spontaneous so a random bungee jumps it's just something normal which can happen anytime.

R: Why did you start a collaboration with the online platform?

I: \* became really visible and well-known, at least in \*. We often use it ourselves for food ordering. Since a big part of our customers are young people, used to various online solutions, we wanted to

give the possibility of ordering using online platform/app that they already know. We also knew that it will rise our orders amount, especially on working days.

R: How did you get involved with the online platform?

I: I got in touch with \* using website and then I was step by step introduced with the platform, my account and way of working.

R: What would be a reason to quit the collaboration?

I: Making commission fee much higher or huge decrease in orders via platform.

R: How have you experienced this collaboration so far?

I: We are satisfied in general.

R: What is the largest advantage to you in regard to collaborating with the platform?

I: Rise in customers and orders amount.

R: What is the largest disadvantage to you in regard to collaborating with the platform?

I: Quite high commission fee.

R: What do you currently use the online platform for?

I: Presenting menu.

R: What is your favorite feature of the platform?

I: Having availability of dishes under control, tracking orders that we've received.

R: What is your least used feature of the platform and why do you use this feature the least?

I: Month deal – we'd rather do this at the restaurant, not online.

R: What do you know about the platform's new feature of ordering all supplies via one application?

I: Yes, I did.

R: What is your opinion of this new application?

I: I think it's a good idea as long as offer is interesting and prices are good.

R: Why would you decide to (not) use this application?

I: Better and bigger offer somewhere else.