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RESILIENT FEATURES OF ORGANIZATIONAL CULTURE IN IMPLEMENTATION OF SMART CONTRACT TECHNOLOGY BLOCKCHAIN IN IRAQI GAS AND OIL COMPANIES

Abstract: The study objectives implementation of smart contract technology and its impact on individual, environmental and organizational factors, particularly considering the moderating effect of organizational culture. Consequently, to fill this research gap, this study extends the concepts of implementation of smart contract technology by investigating an original conceptual framework. This conceptual framework is subjected to empirical testing, implemented through 361 employees who met the population inclusion criteria set forth in this study in gas and oil companies in Iraq. Data is collected through a self-administration questionnaire and analyzed through structural equation modeling (PLS). The results suggest that: (1) sustainable performance by developing a smart contract and secure contracts; (2) organizational culture has a partially significant positive moderating effect; (3)the country achieves economic profits and companies can achieve long-term goals and a competitive advantage in the business environment and achieve sustainability.

Keywords: Blockchain Technology; Contract technology; Organizational culture; Oil and Gas companies; Iraq.

1. Introduction

Smart contracts and a blockchain platform that can execute them has a variety of possible use cases. However, as of this moment the biggest implementations of smart contracts have been plagued by problems. For instance, this smart contract served as a crowdfunding application and the participants were able to buy, give away, or retrieve tokens. By exploiting a vulnerability in the code, a hacker was able to drain 3.6 million ether from the contract, which was worth around 50 million dollars at the time. However, the key component that differentiates of smart contract from most other blockchain platforms is that it is able to understand a general-purpose language. This allows developers to create programs that run on the blockchain. These programs are called smart contracts. The term smart contract was introduced by Szabo, (1997), who describes a smart contract as "a set of promises, specified in digital form, including protocols within which the parties perform on these promises" (Magazzeni, McBurney, & Nash, 2017). The idea is described as moving contractual clauses into hardware and software in such a way that breaking the contract becomes expensive. Szabo did not have a specific system for implementation in mind, but some trust in a third party was assumed. The idea of smart contracts has rapidly regained momentum with the emergence of blockchain

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technology, which solves the problem of trust through a consensus protocol. Furthermore, the concept of smart contracts is relatively new compared to traditional contracts and their legal provisions. Iraq such as countries in the Middle East affected by the desert climate, as the nature of employees changes due to the lack of administrative control and follow-up to embezzlement of funds and forgery of contracts, so the smart contract technology is their most important in transactions, especially in a country have oil and gas, which leads to export in large quantities, including to huge financial contracts is easy Fraud and embezzlement in traditional contracts.

Smart contracts stand out from traditional contracts in the sense that they carry low legal and transactional costs. The consumer deals directly with the movement of valuable currency, so the security of such a contract is very important. If you transact currency into a buggy contract, you will most likely lose it Delmolino, Arnett, Kosba, Miller and Shi, (2016). On the blockchain, a smart contract holds digital assets which are released once certain arbitrary conditions are met (Marino, & Juels, 2016). For instance, A will transfer an X amount of currency to B, once he receives X currency from C. Although smart contracts could theoretically serve as entire software applications, most applications lie in the financial or notary category (Bartoletti, & Pompianu, 2017; Marino, &Juels, 2016). Other applications of smart contract are for instance games, but these contracts are far more likely to be developed by people with a far-reaching knowledge of Solidity than financial or notary contracts (Bartoletti, & Pompianu, 2017).

However, the study in Iraq done by Hassan (2018). Smart contracts are distinguished from other forms of contracts in terms of the way they are concluded which is through Blockchain Technology. This study analyses the formation mechanisms of the general principles in Iraqi law governing the contracts and how these mechanisms can be applied to the new technological framework of smart contracts. In addition, integrating smart contracts into the current legal provisions in Iraq is examined. Furthermore, this study will develop the important smart contracts capabilities theories that must be focusing in the normal economy and in the economy downturn. In this situation this study will provide complete information that important smart contracts implementation in Iraq

However, this study shows that individual factors, environmental factors, organizational factors and social factors moderated by organizational culture. With smart contract technology. There are factors related smart contract can affect the implementation of smart contract in Iraqi gas and oil companies.

This suggests and the objectives that this research may encourage gas and oil companies in Iraq to pursue the genuine potential advantages of using information system and smart contract. Moreover, the contributions of this study can be summarized as:

- Determining the influence of individual, environmental, social and organizational factors in implementation of smart contract technology in Iraq.
- Clarify the organizational culture moderate the relationship between individual, environmental, social and organizational factors with implementation of smart contract technology in Iraq.

This paper organized and divided into four sections. This first section provides a brief description. Section two focuses on the relevant literature and the development of the hypotheses of the study. Following this, methodology with the results of the analysis is presented in Sections three. Section four presents a discussion of the implications and conclusions. Nonetheless, there is still lack of literatures that empirically studied the relationship of those key factors towards the smart contract, whereby the organizational

culture as moderator to change into the smart contract. Notably from the previous discussions, there is a scarce literature that concerns on the importance of individual factors, environmental factors, organizational factors and social factors to implementation smart contract, thus create an opportunity (gap) to researchers to investigate in this current study.

2. Research background

Task-Technology Fit Theory (TTF), Unified Theory of Acceptance and the Use of Technology (UTAUT), and resource-based view (RBV), are used in this study to examine the effect of individual factors, environmental factors and organizational factors implementation on smart contract technology, Moreover, moderating effect of organizational culture individual factors, environmental factors and organizational factors on implementation of smart contract technology in gas and oil companies in Iraq (Raju & Phung, 2019). Many studies about technology acceptance in recent years have become available as a result of the development of numerous models that address user acceptance of technology. Empirically, new types of research have focused on implementation of smart contract technology, such as (Ahmi & Kent, 2013; Hassan, 2018; Hakimian, Farid, Ismail, & Nair, 2016). Furthermore, Task-Technology Fit (TTF) and Unified SI Theory of Acceptance & Use of Technology (UTAUT) models are relevant to address the issues of this study. Figure 1 (below) shows the conceptual study framework.
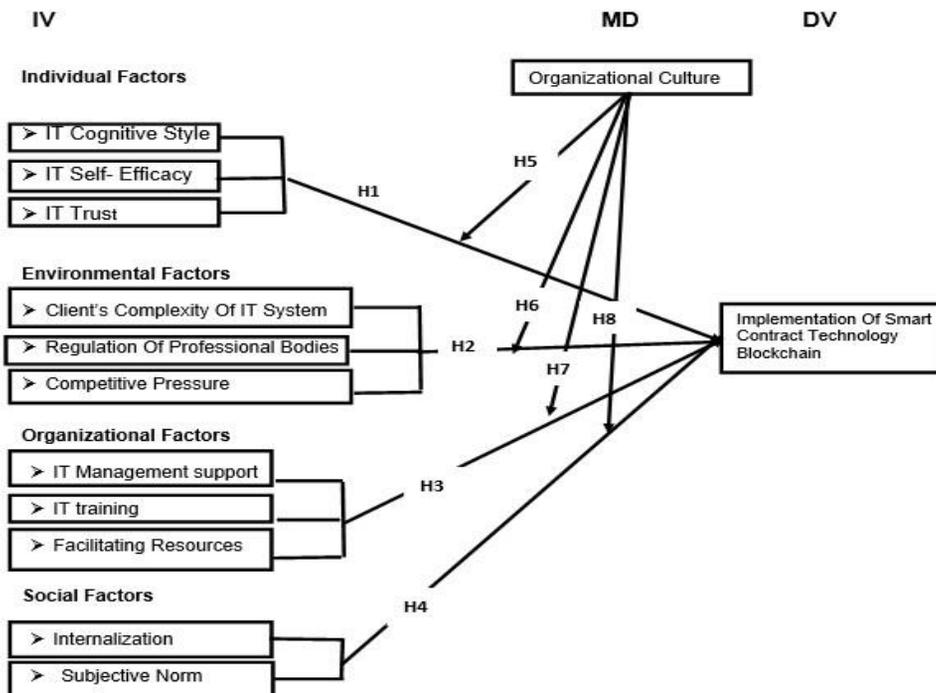

Figure 1. Conceptual Research Framework

2.1. Hypotheses Development

The following sub-sections expound the development of research hypotheses based on prior literature to examine the relationships in order to achieve the objectives of the study and answer its questions. Furthermore, individual factors, environmental factors and organizational factors stable attitudes, preferences or habitual strategies that determine individuals' modes of perceiving remembering, thinking, and problem-solving. Results from prior studies have shown that individual factors, environmental factors and organizational factors can affect a person's decision-making and behavior significantly suggested that environmental factors is significantly and positively impacted the implementation of smart contract technology. organizational with cognitive styles are more likely to perceive new technology as useful and easy to use than others with adaptive smart contract technology. They inducted that cognitive styles enhance the individual's perception of environmental factors, which lead to their increasing their smart contract technology. Similarly, the cognitive style has a positive influence on perceived IT importance and utilization (Cook, Hardin, & Levi, 2005), which ultimately impacts the smart contracts. Therefore, IT cognitive style has a positive influence on smart contracts through increased synergy between IT importance and IT utilization. "Self-efficacy refers to the belief that a person has in his or her capacity, the ability to organize the necessary actions required to achieve the desired intention" (Bandura, 1997). According to the UTAUT, users' opinion about their computer knowledge enhances their perceptions of IT usefulness and ease of use that may affect their behavior (Lee, Lee, & Jeon, 2017). The results of Clohessy, & Acton, (2019) showed that while individual factors, environmental factors and organizational factors positively affect the implementation of smart contract technology. Hence, this study posits that. Therefore, the following hypothesis empirically tested:

H1: individual factors have a positive effect on smart contracts technology.

H2: Environmental factors have a positive effect on Smart contracts technology.

H3: organizational factors have a positive effect on smart contracts technology.

H4: Social factors have a positive effect on smart contract contracts technology.

The Moderating Effect of Organizational Culture

Asrar-ul-Haq and Kuchinke, (2016) stated that organizational culture is correlated directly to employees' attitude and behaviour. Organizational culture has a powerful mechanism in controlling and handling employees' behaviour (Naqshbandi, Kaur, Sehgal, & Subramaniam, 2015). In addition, organizational culture sticks the employees and the organization's system together that stimulate the performance and commitment of its employees (Peprah, & Ganu, 2018). In this study, organizational culture gives impact on employees' behaviour on commitment to change. Pereira, Specht, Silva, & Madlener, (2018), organizational culture is noteworthy in intensifying the commitment to change and fulfilling the successful change (Raju, Poh Phung, & Kalimuthu, 2019). Hence, employees are expectedly concern about the needs of their organizations in order to smoothen the change activities in giving more commitment to the new changes within the organization.As mentioned before, there was a crucial attention of grasping organizational culture due to its deal with individuals, actions, activities, change and for working towards general goals Previous studies had expressed their notions regarding organizational culture.

Peprah, and Ganu, (2018) defined organizational culture as the fundamental assumptions, values, practices, artifacts, beliefs, rituals and types of behaviors. On the other hand, according to Den Hartog, & Verburg, (2004), organizational culture is a powerful instrument to affect employees' behavior and attitude. Hence, this study has

found that it is compulsory to grasp how to deal with people, especially the commitment to change of employees whereby this was in line with (Abrell-Vogel, & Rowold, 2014; Adil, 2016; Pereira, Specht, Silva, & Madlener, 2018). Another scholar such as Gabriel (1999) described few different kinds of organizational culture such as aggressive/defensive, passive/defensive and constructive. It was supported by Sosnovskikh, (2016) that perceived aggressive/defensive culture encompasses power, competitive and perfectionist norms whereby the culture incites members to approach tasks forcefully in order to protect their security and status.

Passive/defensive culture are characterized by convention, dependence, approval and avoidance norms whereby it reflects how employees socialize with others in ways that it will not harm their own personal security. Whereas constructive cultures are characterized by norms of humanistic-encouraging, accomplishment, self-actualizing and affiliative behaviors. Organizational culture occurred when the top management and their subordinates had worked together (Peprah, & Ganu, 2018). Therefore, the following hypotheses is empirically tested:

H5: Organizational culture significantly moderates the relationship between individual factors with a Smart contract.

H6: Organizational culture significantly moderates the relationship between environmental factors with a Smart contract.

H7: Organizational culture significantly moderates the relationship between organizational factors with a Smart contract.

H8: Organizational culture significantly moderates the relationship between social factors with a Smart contract.

3. Methodology

Due to this research required the understanding in order to examine the implementation of smart contract technology, the research design used somewhat uncommon in some researches. This study applied the quantitative research. The terminology of mix methods research is used as an effective research method that integrates quantitative research within a project (Bryman & Bell, 2011). The advantage of the quantitative research methods is it will give the enlightenment about a phenomenon that required the deep understanding collaboratively (Bryman & Bell, 2011). In this study, however, the quantitative research the main method that used to obtain the answers the research questions.

During the global crisis sectors that mostly affected are oil and gas, plantation, automotive (Bricongne, Fontagné, Gaulier, Taglioni, &Vicard, 2012; Chander & Welsh, 2015). Moreover, it also based on researcher observation on the current situation.

This present study attempts to test the hypotheses in order to prove relationships between and among variables of interest that considered as the explanatory study. This method is in line with Ivankova, Creswell, and Stick (2006) stated that the methods in sequential explanatory design is highly common among researchers, in which it employs collecting and analyzing.

3.1. Population and Sample Size

Population is defined by Cooper and Schindler (2008) as people, events, or records that possess the desired information and that can answer measurement questions. This study, which examines the implementation of smart contract technology employees in Iraqi gas and oil companies, operates under the supervision of the Ministry of Oil and Gas. However, the study considered as members of the study population. As of 2015, the gas and oil companies in Iraq numbered 14, and they collectively employ 42,203 employees who fit the definition put forward in this study. This sample represents 53% of the total

number of employees in the Iraqi gas and oil industry.

Based on the findings by Krejcie and Morgan (1970), the present study identified a sample size of 380 employees who met the population inclusion criteria set forth in this study. As mentioned previously, in multivariate analysis, QB the sample size

should be several times larger than the number of variables.

With variables adopted in the present study, the required sample size should be at least 200. Thus, a population size of 380 subjects can be considered appropriate for this study. The breakdown of the study population by company and by total number of employees. Shown in Table 1.

Table 1. Total Number of Oil and Gas Companies in Iraq and the Number of Employees (2015)

No.	Name of Company	Number	No.	Name of Company	Number
1	North of Company	6230	8	Oil Products Distribution Company	7251
2	South Oil Company	10620	9	Oil Exploration Company	750
3	South Gas Company	1330	10	North Gas Company	920
4	Iraqi Tanker (Truck)	850	11	South Refinery Company	2040
5	Gas Filling Company	2200	12	State Oil Projects Company	1400
6	Iraqi Drilling Company	2480	13	North Refinery Company	3170
7	Oil Pipeline Company	1655	14	Middle Refinery Company	1307
Total		42203			

Source: Al-Saleem, (2015)

3.2. Instrument Development

A pre-test is a preliminary assessment of the measurement instrument in order to look at some possible difficulties that may be encountered by the potential respondents when filling it out. In other words, pretesting entails validating the content of the measurement instrument (Hew, & Kadir, 2016). Content validity refers to the appropriateness degree of all items to the purpose of the measurement instrument (Taherdoost, 2016). To ensure this, the expertise of 4 lecturers With PhD. ln same vein, the pre-test was conducted using tow Iraqi's bank managers. Based on their feedback, improvements were made on the items asked the sentence structure, appropriate choice of words and its arrangement. The improvements are necessary to ensure a high response rate Table 2 (Appendix) shows questionnaires instrument development.

4. Significant findings and results

The results of the hypothesis testing in this study focusing in the variables individual factors, environmental factors and organizational factors on implementation of smart contract technology moderating effect of organizational cultures for models with and without moderation effect Since one of the objectives of this study is to test the significance of the main effects between all exogenous and endogenous constructs, the PLS analysis should be firstly implemented without the moderator, and then the interaction effects can be safely tested in another model. Therefore, this study executes two models the main effects model and the moderation effects model separately. All statistical tests were assessed at 5 % significance level using one-tailed t-tests because all the hypotheses were unidirectional in nature. The results of the structural model estimate of the sample illustrated in Table 3.

Table 3. Path Coefficients and Significant Level of the Structure Models

Construct Name	β	T Statistics	P-Value	Effect Size f^2)
Individual Factors	0.671	8.007	0.000***	0.311**
Environmental factors	0.761	4.212	0.000***	0.299**
Organizational Factors	0.839	2.247	0.012**	0.25**
Social Factors	0.046	0.140	0.444	0.006*

Significant at * p < 0.1 ** P < 0.05 *** P < 0.01

In the model, the results depicted in Figure 2 show that the path from Individual Factors to Smart Contract Technology is positive and significant (β = 0. 671; P < 0.00), indicating that as the Individual Factors increases, so too does the extent of Smart Contract Technology, thereby providing support for HI. In addition, the relationship between Organizational Factors and Smart Contract Technology is positive and significant (β = 0. 839; P <0.05), indicating that as the Organizational Factors for the Implementation of Smart Contract increases, the Smart Contract Technology will increase, and this is providing support for H2. However, the bath of Social Factors to Implementation of Smart Contract is positive and insignificant (p= 0.046; P > 0.05). Thus, the researcher rejects H3.
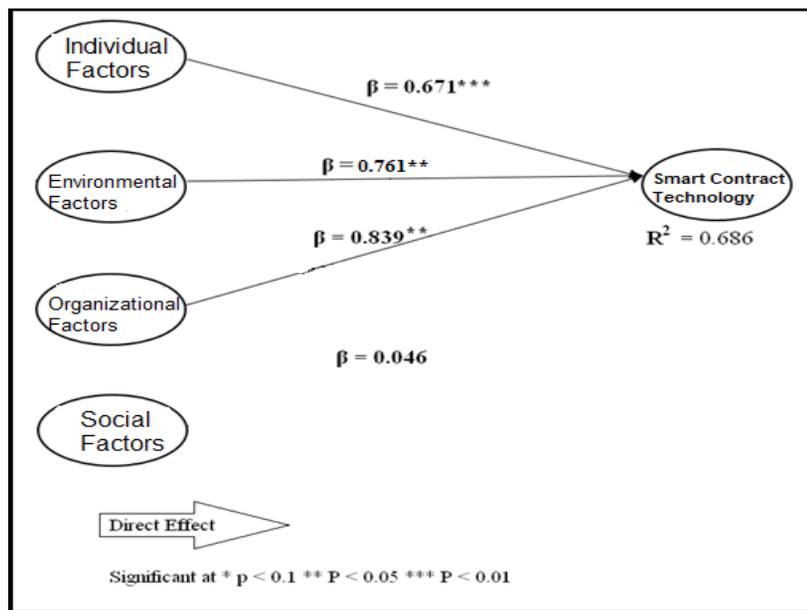

Figure 2. Path Coefficients and Significant Level of Structure Model.

In Figure 3, shows conventional reliability threshold of 0.7 providing an evidence of internal consistency for all constructs. Therefore, it can be concluded that the constructs are appropriate for further analysis (Davcik, 2014; Hair, Ringle, & Sarstedt, 2011)
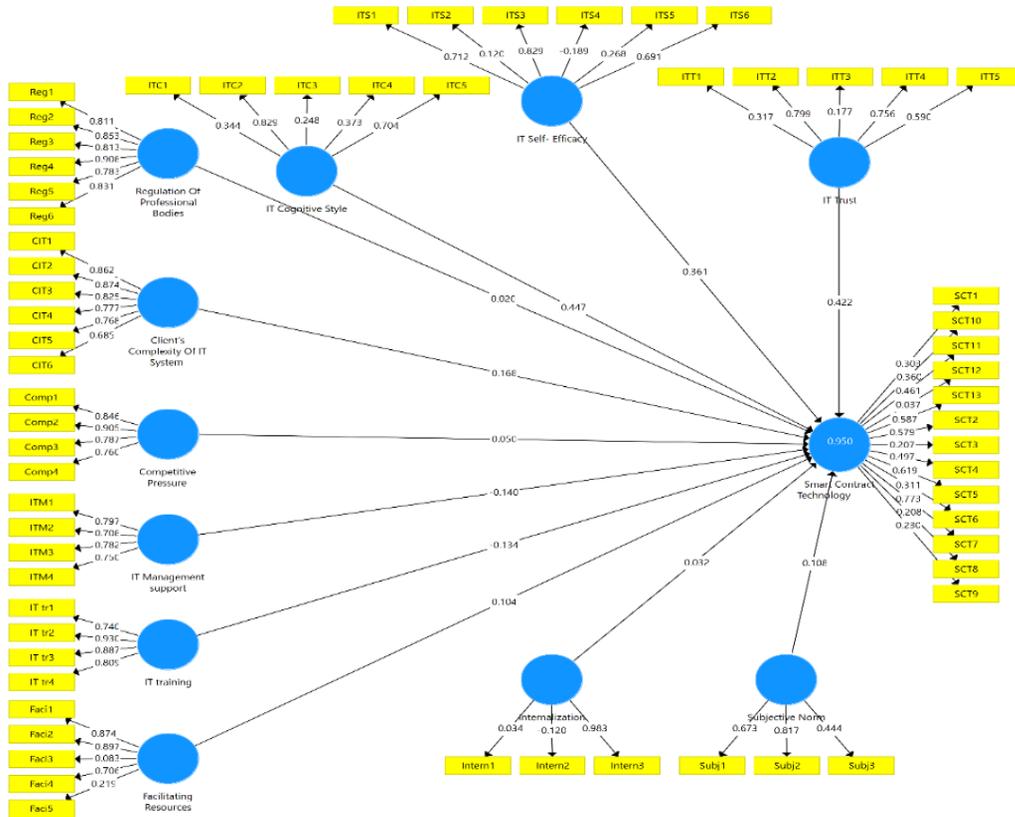
Figure 3. PLS Algorithm Graph before Reliability assessment

In this study, the organizational culture has been proposed as moderator on all hypothesized relationships specified in the path model. As, interaction latent constructs related to organizational culture have been constructed using product indicators approach. All statistical tests were assessed at 5 % level of significance using one-tailed t-tests because Organizational Culture related hypotheses were unidirectional in nature, the result is presented in the Table 4. three of the Organizational Culture related interaction constructs in the model have good path coefficient and also significant (p-value < 0.05), namely the interaction effect between Organizational Factors and Organizational Culture with negative and significant interaction ($\beta = -0.785$, p-value < 0.05), and the interaction effect between Individual Factors, Environmental factors and Organizational Culture have positive significant interaction (($\beta = 0.7241$, p-value < 0.05).

Table 4. Interaction Path Coefficients and Significant Level at the Model.

Interaction Effect	β	T Statistics	p-value
Individual Factors × Organizational Culture	0.7241	3.187	0.00***
Environmental Factors × Organizational Culture	0.755	4.125	0.00***
Organizational Factors × Organizational Culture	-0.785	5.667	0.00***
Social Factors × Organizational Culture	-0.1337	0.302	0.38

4.1. Summary of Testing Hypotheses

Table 5 presents a summary of the results from the model. In the first step, the main effect has been tested separately without moderator. That Individual Factors would directly increase the extent of the Smart contract technology in the field of information technology, this hypothesis (H1) was supported. The second hypothesis, that Organizational Factors would directly increase the Oil and Gas companies Implementation of Smart contract technology, was supported in the sample.

However, the third hypothesis, that the extent of Social Factors directly decreases Oil and Gas companies Implementation of Smart Contract, was not supported in the samples. Furthermore, with regard to the moderation effect of organizational culture, the interaction model has been initiated. As shown in table, the result has confirmed that two of the hypotheses has been supported which is H4 and H5 that organizational culture moderates the Individual Factors and Organizational Factors organizational dimensions.

Table 5. Summary of Hypotheses Testing (Main Effects Model)

Hypothesis statement	Sign. (+/-)	sig	decision
Individual Factors (IF) influences Implementation of Smart Contract positively	+	sig	supported
Environmental Factors (EF) influences Implementation of Smart Contract positively	+	sig	supported
Organizational Factors (OF) influences Implementation of Smart Contract positively	+	sig	supported
Social Factors (SF) influences Implementation of Smart Contract positively	-	Not sig	Not supported
Organizational Culture moderates the relationship between Individual Factors and Implementation of Smart contract technology	+	sig	supported
Organizational Culture moderates the relationship between Environmental Factors and Implementation of Smart Contract	+	sig	supported
Organizational Culture moderates the relationship between Organizational Factors and Implementation of Smart contract technology	-	sig	supported
Organizational Culture moderates the relationship between Social Factors and Implementation of Smart contract technology	-	Not sig	Not supported

Sig. significant, ns not significant, (+) positive relationship, (-) negative relationship

5.1. Discussion

The first contribution is to those conducting research. Using the theories Task-Technology Fit Theory (TTF), Unified Theory of Acceptance and the Use of Technology (UTAUT) and Resource-Based View (RBV), the study framework has been creating a better understanding of smart contract technology. The theories used in this study not only complement each other. Furthermore, also enable gas and oil companies to sustain its better performance. The Task-Technology Fit Theory (TTF),

Unified Theory of Acceptance and the Use of Technology (UTAUT) and Resource-Based View (RBV), can be used to strengthen the theory of the moderating model, with moderating effect of organizational culture individual factors, environmental factors and organizational factors on the implementation of smart contract technology. This means that Task-Technology Fit Theory (TTF) as a cornerstone upon which to develop a firm's ability to innovate with respect to the smart contract. This finding bridges a gap in the literature, because previous studies have paid less attention to organizational culture as a

moderating model and to the smart contract. As a result of this study, scholars should gain a better understanding of the current business practices used by gas and oil companies in order to fine tune theory and literature.

5.2. Conclusions

The increasing awareness of the damages of traditional contracts has drawn organizations' attention to value creation to the implementation of smart contract technology. This paper sheds light on the concepts of individual factors, environmental factors and organizational factors on the implementation of smart contract technology moderating effect of organizational culture. By adopting clear and simple assumptions in the development of concepts to assess the relative importance of smart contract technology 79 dimensions, this research strengthens both the theory and practice of the implementation of information technology and adopted the IT in the work environment as well as the moderating effect of organizational culture role which capability behaviours to accept technology at work and the ability to perform technological tasks. Gibran (2010) suggested that the laws and regulations should be continuously reviewed to make modifications to the existing system. The previous regulations do not comprise any legal text regarding the use of IT among the Iraqi it practitioners. About the above, (Chetty, & Phung, 2018), emphasized that Iraqi need to keep abreast with recent developments in the Iraqi it profession. The Iraqi need. professional regulations to encourage them to use information technologies; the government should make the professional associations' guidance mandatory for all Iraqi. Undoubtedly, regulations and laws related to IT increase the awareness of IT importance among Iraqi.

These findings bridge the gap between ideal and actual scenarios by being useful for both business and policy formulation. The empirical findings have proven the link between direct and indirect effects on the dependent variable. The direct effects of individualfactors, environmental factors and organizational factors on the implementation of smart contract technology on gas and oil companies with those of previous studies. The study economically benefits, but also helps them to achieve their desired outcomes for use of information technology.

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Appendix

Table 2. Qestionnaires instrument development.

Variables	Dimension	Items	Source
Individual Factors	IT Cognitive Style	I usually have original ideas. I like to proliferate (increase) ideas. I am a self-motivated person. I like to cope with several new ideas at the same time. I usually think critically to show my work problems.	Chakraborty et al. (2008)
	IT self-efficacy	I am capable of achieving the goals I have set for myself. I have the IT skills that help me to accomplish my tasks. In general, I think that I can utilize IT to obtain outcomes that are important to me. I will be able to successfully use IT to overcome many challenges. I am confident that I have IT the knowledge to help me to perform effectively on many different tasks. I have IT skills that enable me to do most tasks very well.	Iskandar et al. (2012)
	IT Trust	I believe It will keep the promises made to me. The IT I am using is trustworthy. My tendency to trust IT is high. I trust IT even though I have little knowledge of it. I trust IT to do the right job.	Reid and Levy (2008)
Environmental Factors	Client's Complexity of IT System	Employee in a highly automated system is complex. Employee clients use complex IT systems involving complex procedures. Computer-Related Employee Procedures are difficult to understand. My clients generally provide me electronic records to examine. My clients are generally innovative concerning adopting information technology. I include client technology considerations in risk assessment process.	Gerrard and Gumingham (2003) Janvrin et al. (2008)
	Regulation of Professional Bodies	Regulation of Professional Bodies takes into consideration the continuous development of IT. Regulation of Professional Bodies takes into consideration the Employee procedures in IT environment. Professional bodies such as YACPA provide the essential framework of the Employee procedures in the computerized environment. Professional bodies such as YACPA work to promote the profession of Employee to cope with IT environment. Professional bodies have ability to change the Employee competitive environment. There is a relationship between the professional bodies such as YACPA and the international professional organizations to develop the Employee	Al-Kharbi (2010)

	Competitive Pressure	As a response to the competition, I use IT to perform my Employee job. In the Employee firms, the adoption of IT is helpful in allowing an organization to remain competitive. There is pressure to adopt IT placed on my Employee firm by our competitors. It is important to apply the latest technology to stay competitive.	Chwelos et al. (2001)
Organizational Factors	IT Management Support	Top management in my firm is aware of the benefits that can be achieved by using Employee technology. Top management always supports and encourages the use of Employee technology. Top management is interested in the IT function. Top management keeps the pressure on Employee to use IT	Kim et al. (2009) Ragu-Natha et al. (2004)
	Training	Continuous IT training provided by the firm helps me to do my Employee job more efficiently. Comprehensive IT training programs provided by the firm are important in enhancing my employee job. Training programs provided by the firm developed my IT skills and knowledge. IT Training programs provided by firm enhanced my employee job experiences.	Takeuchi et al., (2007)
	Facilitating Resources	I have the resources necessary to use the new Employee software described in the scenario. Technologies described in the scenario are compatible with another Employee software I use. Assistance is available for system difficulties when I use the technologies described in the scenario. Specialized instructions concerning the new Employee technologies are available to me. The technologies described in the scenario fits well with the firm's Employee approach.	Payne and Curtis (2008)
Social Factors Scale	Internalization	The use of external Employee technology is important for me. I use the external Employee technology because of the many colleagues are using the IT in smart contract job. Organizational values encourage me to use IT in smart contract.	Askary and Saeed, 2006
	Subjective norm	People who influence my behavior think that I should use the external employee technology. People who are important to me would think that I should use the external employee technology. People whose opinion I value would prefer me to use the external employee technology.	

| Organizational Culture | In this company, people I work with are direct and honest with each other.
In this company, people I work with accept criticism without becoming defensive.
In this company, people I work with resolve disagreements cooperatively.
In this company, people I work with function as a team
In this company, people I work with are cooperative and considerate.
In this company, people I work with constructively confront problems.
In this company, people I work with are good listeners.
In this company, people I work with are concerned about each other.
In this company, labor and management have a productive working relationship.
This company motivates me to put out my best efforts.
This company respects its workers.
This company treats people in a consistent and fair manner.
Working with this company makes me feel like being part of a family.
In this company there is an atmosphere of trust.
This company motives people to be efficient and productive.
I get enough information to understand the big picture here.
I know what is happening in work sections outside my own.
I have a say in decisions that affect my work.
I am asked to make suggestion about how to do my job better.
This company values the ideas of worker at every level. | Glaser, Zamanou& Hacker, 1987 |
| Smart Contract Technology | Whether the platform has its own blockchain, or if it just piggy-backs on an already existing one
For platforms with a public blockchain, their consensus protocol, and whether the blockchain is public or private to a speciec set of nodes.
The languages used to write smart contracts
Using the system enables me to accomplish tasks more quickly
Using the system increases my productivity (accomplishing the task usin11 Jess resources)
If I use the system. I will increase my chances of getting a premium
My interaction with the system would be clear and understandable
It would be easy for me to become skillful at using the system
I would find the system easy to use
Learning to operate the system is easy for me
I intend to use the system on the next occasion
I predict I would use the system on the next occasion
I plan to use the system in the next occasion | Pompian, 2018

Pontiggia, &Virili, 2008 |

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