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## RESEARCH ARTICLE

### E-LEADERSHIP: VIRTUAL ADOPTION OF ORGANIZATIONAL LEADER'S WITH ICT

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#### ABSTRACT

The reason for the paper is to explore the e-initiative selection with ICT in an association. A study was sent to the authoritative pioneers in Chennai. Altogether, 1201 substantial organized poll were gathered. No sexual orientation inclination was distinguished in the example respondents. The gathered information were broke down through Structural Equation Modeling (SEM) to survey the proposed research model. To decide non-invariant parameters over the two gatherings of sex, a test for invariance was directed. Both dynamic familiarity with ICT and Quality of ICT assessment are appeared as precursors for saw quality, and thusly, saw quality effects the aim to utilize ICT. The effect of expectation to utilize ICT on E-administration reception is critical, however feeble. Sexual orientation contrasts are likewise analyzed and all parameters of the model are found to work equally among sex, demonstrating the two gatherings perform comparatively. This paper features the nature of ICT assessment measurement and incorporate it in their authority procedure. In spite of the fact that the connection between saw quality and aim to utilize ICT is entrenched, there are as yet few examinations that extend this connection upstream or downstream. This paper examinations the following connection in this chain.

#### INTRODUCTION

Initiative is an impact procedure influencing the view of the occasion by the individuals who pursue the pioneer. ICTs based innovation has extensively imaginative and been developed with innovativeness (Groysberg and Connolly, 2013). The decision of gathering targets the association picked to accomplish these destinations and keeping up agreeable relationship inside the work group and the inclusion of people from outside the gathering and the association in term of help and participation centering an expanding decent variety (Cook and Glass, 2014). Propelled data innovation has since quite a while ago pointed progressively significant for the examination to innovation and administration by taking a gander at how innovation and initiative and its corresponding authoritative administration rehearses co-advance and the potential advantages and advancement of people from the gatherings to support positions in an association (Hom, Roberson, and Ellis, 2008). The value-based pioneers are observed to be increasingly effective in an anticipated circumstance progressively proper in a valuation of the work environment trades which are more firmly fixated on assignments than on connections. The e-pioneers usage in intuitive conduct so as to guarantee that the accessibility of telepresence to the

gathering's individuals concerning late investigation into the work routine with regards to administrators it is possible that they bring out authority practice without dissecting the activated instruments they manage the pronounced utilization of ICT s. e-initiative by giving a functioning conceptualization of authority appropriation and dispersion in the computerized condition associations can chosen administration characteristics and aptitudes (Ou et al., 2014). The impact of the last three on a pioneer's reception of ICTs for initiative reason for existing is interceded by individual-level expectation. STS would likewise influence the probability of office condition. e-administration was sounded when the act of e-authority was plainly growing hugely improvement (Cascio and Shurygailo, 2003).

**CT and E-Leadership:** Relational relationship made through the reinforcing of prerequisites for system joint effort and the availability of people whatever their status inside the association concerning the latte administrators have generally wandering perspectives since just 50% of them (Zaccaro and Bader, 2003) pronounce that work relationship is disentangled the misuse of ICTs in the board e-initiative relying upon the functionalities made accessible and administrations rendered to the clients ICTs can scrutinize the principles of hypothetical

solidarity of work in the field of authority clarification require the investigation of innovation and authority was set aside a few minutes back. The pool of that critical advancement is to some degree bewildering given the computerized reevaluation that has had such a tremendous effect at some point very change on our social texture our plans of action our legislative issues our association and what pioneers are relied upon to do and how they are required to perform (Sylvain et al., 2015).

**E-Leadership appropriation:** ICTs have reshaped the associations in significant (not constantly positive) and suffering ways (Susskind and Susskind, 2015) Organization may store and process data at levels that are truly as exceptional (Hilbert and Lopez, 2011) as critically, pioneers can impart crosswise over media with velocities that may have appeared to be unthinkable just a couple of years prior (Webster, 2014). While a couple of classes of ICTs have turned out to be moderately steady and hierarchical staples, for example, email and the intranets for correspondence, others (for example Web based life) keep on advancing quickly for the normal chief and supervisor because of ICT improvements, the rising degree of innovation ability, innovation coordination through authoritative data stages, new ICT standards, and so forth. The E-initiative is an adaption of crafted by (Venkatesh et al., 2003) centers around the appropriation examples of authoritative individuals dependent on fundamental endeavors at proliferating innovation. Their attention was on the impacts of innovation, industry dispersion and hierarchical help and how people would receive or not embrace the innovation. Be that as it may, client acknowledgment of ICTs is unique in relation to pioneer selection of ICTs, on the grounds that lone a segment of the ICTs that pioneers may utilize are institutionally supported (Venkatesh et al., 2016). Pioneers only from time to time neglect to receive authoritative ICTs (which isn't to say that they use them well; in any case, that isn't the focal point of this examination).

(Van Wart, Roman et al., 2017) recommended that ICT appropriation for e-administration purposes at the individual level is an element of select e-authority characteristics and abilities that condition a pioneer's dynamic consciousness of ICT, a pioneer's nature of ICT assessment, and Leader's eagerness to grow the exertion. The impacts of the last three on a pioneer's selection of ICTs for e-initiative reasons for existing are interceded by individual-level goal. At last, real ICT reception for authority reasons for existing is molded both on the aim to utilize ICTs and encouraging conditions. It is conjectured that vitality, requirement for accomplishment, ability to accept accountability, authority adaptability, logical aptitudes, ceaseless learning, and specialized abilities are the predecessor qualities and abilities. (Savolainen, 2016) expressed that the conduct, a pioneer's dynamic mindfulness, which can go from effectively looking to accidental securing, would decidedly impact goals and selection. Nature of assessment isn't significant for which innovations to receive however as critically separating out the greater part of advances that ought not be embraced.

**Intention to utilize:** (Van Wart, Roman et al., 2017) contend that the pioneer's expectation to utilize a certain ICT is affected by three principle factors: dynamic mindfulness capacity to assess the estimation of a particular ICT, and Willingness to consume exertion on ICT reception. Dynamic mindfulness can be contended that any e-pioneer, following the idea of ICT advancement and so as to stay powerful is compelled to stay

conscious of the most recent innovative improvements as they identified with one's association and specific duties.

H1. Dynamic familiarity with ICTs is emphatically identified with the apparent quality to utilize ICTs. A comparative contention can be developed with respect to the capacity to assess the capability of rising innovation. The requests from the globalized organizations looking for development in data scattering and learning move (Lee and Tunzelmann, 2005). Numerous innovations and media transmission devices have been progressively used to improve viability and proficiency. It isn't just adequate for an e-pioneer to be educated of the most recent ICT advancement, there is a should probably break down and imagine the capability of a particular innovation and commitment that it can make toward accomplishing the authoritative mission.

H2. Capacity to assess ICTs is decidedly identified with the apparent quality to utilize ICTs.

At long last, it is important that in the wake of staying aware of the most recent ICT improvements and building up a skill as far as assessing their worth, a pioneer likewise keeps up a certified quality to extend to time and assets important to embrace the innovation for use. (Wang and Chien, 2006) utilize a gauging model to foresee that inventive execution is a key factor for supporting focused abilities. It tends not out of the ordinary that the assembling organizations would require progressively explicit ICT aptitudes for imaginative execution.

H3. Expanded apparent quality to grow exertion is decidedly identified with the expectation to utilize ICTs.

H4. Expanded aim to utilize ICTs for expert and hierarchical intention is emphatically identified with the E-Leadership reception.

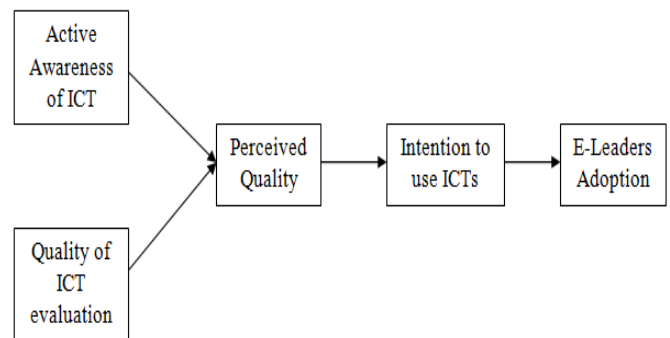


Figure 1. Research Model

## METHODOLOGY

A study of this examination was structured comprising of six principle areas. The principal segment involves the demographical information of the example respondents and remaining 2-5 segments utilize indistinguishable things from those approved by (Jasmina et al., 2016). For each measurement, things depend on a five-point Likert summated scale, extending from Strongly Agree (5) to Strongly Disagree (1). At last, the last segment estimates E-authority selection utilizing the watched variable. The study was regulated by organized sent poll to the IT representative in Chennai so the last example was as per the intended interest group of this investigation. Altogether, 1201 legitimate poll was gathered

by advantageous testing technique (Mugeshkannan and Ganapathy, 2019) so as to build the quantity of respondents. No sexual orientation predisposition was distinguished in the example (598 overviews were reacted by men and 603 by ladies). The larger part (55.8%) of the example respondents has a place with the age gathering of 35 years of age. Two-third of the respondents' instructive level was high and having a college degree. To evaluate the full model, auxiliary condition displaying (SEM) has been utilized and utilizing the greatest probability strategy from the asymptotic change covariance lattice.

## RESULTS

The parameters and factors detailed in Table 1 bolster the legitimacy proportions of the scales proposed by (Cheol et al., 2018). The Constructs of this investigation are solid as far as the edges of Cronbach's alpha ( $>0.7$ ), Composite Reliability ( $>0.7$ ) and Average Variance Extracted ( $>0.5$ ) (Jasmina et al., 2016). Discriminant approval is additionally worthy which is appeared in Table 2. High relationship is considered as an issue between Perceived quality and expectation to utilize ICT, proposing that these two ideas might be undefined.

**Table 1. Reliability of the Scales**

Item	Load	t-Statistic	Mean	SD
F1: Active Awareness of ICT (Cronbach's alpha= 0.937) (CR = 0.940; AVE = 0.636)				
A1 Remains the latest technological advancements for purposes of enhancing e-leadership	0.811	-	4.047	0.959
A2 Pursues technological solutions to enhance e-leadership skills	0.815	29.405*	4.098	0.959
A3 Keep track of the latest ICTs in their area of expertise for increasing the effectiveness	0.824	30.820*	4.048	0.951
A4 Regularly demonstrates strong analytical skills	0.782	28.198*	3.986	0.987
A5 ICTs provides a continual learning	0.785	25.592*	3.928	0.948
A6 ICTs demonstrates flexibility in e-leadership approach	0.802	22.851*	4.310	0.921
A7 ICT technology provides enthusiastic and energetic approach	0.762	23.199*	4.195	0.960
A8 Displays strong technical skills specific to the area of expertise	0.791	21.809*	4.323	0.907
A9 ICT technology demonstrates a clear need of achievement for e-leadership	0.806	26.375*	4.189	0.962
F2: Quality of ICT evaluation (Cronbach's alpha= 0.879) (CR = 0.883; AVE = 0.604)				
Q1 Evaluates/conducts research on ICTs when intends to use.	0.750	-	3.535	1.146
Q2 Calls on professional staff to evaluate ICTs for personal use	0.862	27.926*	3.352	1.093
Q3 Brings in external consultants and relies on outside sources of ICT	0.799	26.403*	3.323	1.180
Q4 Regularly uses of ICTs for e-leadership purposes	0.656	21.596*	3.020	1.314
Q5 Regularly relies on ICTs to get the job done	0.805	25.511*	3.533	1.051
F3: Perceived Quality (Cronbach's alpha= 0.868) (CR = 0.877; AVE = 0.591)				
P1 Dedicates significant time to stay up-to-date in terms of ICT developments	0.678	-	3.873	0.934
P2 Regularly works towards achieving the long-term benefits of ICTs	0.807	19.671*	4.068	0.840
P3 Committed to allocate the time and resources necessary to adopt ICT	0.754	17.414*	4.034	0.878
P4 Takes the time to learn new and complex ICTs	0.777	22.636*	4.006	0.910
P5 Easy access to the necessary technical and organizational support	0.840	20.865*	4.061	0.883
F4: Intention to use ICTs (Cronbach's alpha= 0.778) (CR = 0.777; AVE = 0.538)				
I1 Intends to make ICTs a significant part of the e-leadership approach	0.678	-	3.782	1.124
I2 ICTs plays a significant role in how leads now and in the future	0.708	24.655*	3.798	1.107
I3 Plans on relying more extensively on ICTs in the future for completing professional tasks	0.809	20.169*	4.196	0.869

Note: CR-Composite Reliability; AVE – Average Variance Extracted; \* Significant at 5 percent level (Cheol et al., 2018)

**Table 2: Correlations between main constructs and the square root of average variance extracted**

	1	2	3	4
Active awareness of ICT	0.797			
Quality of ICT evaluation	0.443	0.777		
Perceived quality	0.611	0.530	0.769	
Intention to use ICT	0.568	0.516	0.798	0.733

**Table 3. Hypothesis results for the structural model**

Hypotheses	Path coefficient	t- value*	Hypothesis
H1 Active Awareness of ICT → Perceived quality	0.496	7.814	Accepted
H2 Quality of ICT evaluation → Perceived quality	0.368	7.977	Accepted
H3 Perceived quality → Intention to use ICT	0.958	16.615	Accepted
H4 Intention to use ICT → E-Leadership adoption	0.088	2.235	Accepted
Covariance between Active awareness of ICT and Quality of ICT evaluation		0.483	9.728

Note: \* Significant at 5 percent level

**Table 4. Paths for each group and univariate increment analysis.**

	Paths		Uni-variate increment	
	(Men subsample)	(Women subsample)	$\chi^2$	probability
Active Awareness of ICT → Perceived quality	0.477*	0.511	0.321	0.571
Quality of ICT evaluation → Perceived quality	0.343*	0.388	1.115	0.291
Perceived quality → Intention to use ICT	0.940*	0.968	0.656	0.418
Intention to use ICT → E-Leadership adoption	0.029*	0.088	0.410	0.522

Note: \*Significant at 5 percent level

The fit records acquired in the estimation model estimation indicated great general wellness. Chi-square worth was 791.698 with 226 degrees of opportunity and a p-estimation of 0.000. chi-square worth was 3.5, which was under the adequate furthest reaches of 5. RMSEA=0.053 and CFI=0.924. All theories were affirmed at a huge degree of 0.05 (Table 3). In this examination, multigroup CFA was utilized to test sex invariance. This is suitable trying whether both the structure and the factor loadings are invariant over the sexual orientation. CFA was performed independently for each gathering (people). Considering out information, H1 and H2 are affirmed, as both dynamic familiarity with ICT and nature of ICT assessment impact apparent quality. Contrasted and the nature of ICT assessment's measurement, the dynamic consciousness of the ICT measurement incredibly effects apparent quality. With regards to mechanical development in authority, these outcomes underline a few helpful administrative ramifications.

In particular, the discoveries feature the requirement for innovative mastery to improve e-initiative quality, uncovering that having an engaging and inviting client innovation isn't adequate. Innovation ought to be as clear as could be expected under the circumstances, giving availability in the association. Attention to ICT is basic in nature. The base of mindfulness is realizing that an instant message is poor correspondence innovation for another condition, while an email would be a superior medium and reasonable innovation for correspondence by a wide margin. The pioneers ought to have mindfulness about the scope of ICTs that requirement for association and on a very basic level various sorts of capacities identified with coordinating, educating, joint arranging, and video chat might be best for critical thinking and most straightforward approach to convey data. The pioneer of an examination bunch who has not mindful and changed over from email connections to greater report sharing projects have a basic appropriation shortcoming. Since pioneer's electronic correspondence isn't just about learning and perception, yet in addition about sentiments and feeling, mindfulness must consider the full of feeling parts of virtual correspondence, not just by the lavishness of the medium and device, yet in addition its capacity to fulfill beneficiaries' longing for speed, customization, updates, and so forth. Since a pioneer has numerous requests on their vitality, assets and time to apply exertion is critical in the reception of advancements in administration and their redesigns. A pioneer may research different potential outcomes before settling on one, so the exertion important is equivocal and once in a while feels dreary and unrewarding. A pioneer moving to new video conferencing programming implies that must feel great testing in settings in which they can be judged. However great e-pioneers lift appropriation needs on a continuous premise, regardless of whether it is researching, trying, actualizing, or refining new innovation utilization.

**Limitations:** This investigation displays a few restrictions that ought to be considered. The principal confinement identifies with the size and expansiveness of the example, which is like that of other experimental examinations. Second, the topographical starting point of the example keeps us from summing up the outcomes. Future investigations may concentrate on correlations between various nations, analyzing possibly various methodologies among different controls of organizations, contingent upon their land area. Both cross-sectional and longitudinal investigations could likewise

broaden the legitimacy of the outcomes. At long last, taking into account that the example utilized in this investigation was gathered in 2017, an update of this examination is required in the imminent years.

## Conclusion

The huge of virtual correspondence selection for pioneers today is commonly acknowledged as an axiom. To gain better ground, we prescribe separating the field into a least four noteworthy research territories dependent on the reception of ICT innovation in e-initiative versus the nature of ICT innovation utilization in e-authority and the utilization of innovation for correspondence versus other hierarchical purposes. The proficiency of the initiative modes received relies upon the comparable circumstance (Hersey et al., 2008) and furthermore makes the minor presumption that e-administration capacity needs to adjust in the components of setting. This examination concentrated on ICT innovation appropriation by pioneers identified with virtual interchanges. The e-authority correspondence selection model for the individual point of view on virtual correspondence.

In particular, four precursor were explored to check whether there was a noteworthy association with the essential conduct identified with appropriation. While all parameters are discovered critical indicators of ICT selection. Those practices are dynamic familiarity with ICTs that may be appropriate to a pioneer's correspondence collection, the nature of a pioneer's ICT assessment, and the apparent nature of the pioneer to use exertion to examine, learn and practice with new forms or by and large new ICTs. While pioneer appropriation of ICT innovation practices just part of e-initiative, it is an indispensable one. Pioneers, moderate mineral impervious to receive innovation, are less inclined to have the scope of ICTs should have been exceptional and compelling. Thus, great e-initiative at the association level is significant for authoritative reception in view of the job of value correspondence regarding powerful changes in the executives.

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