



Review Paper

LEADERSHIP STYLE AND THE ADOPTION OF ELECTRONIC COMMERCE AMONG MALAYSIAN FASTFOOD RESTAURANT MANAGERS

Abdulkadir Shehu

FTMS College Malaysia
abdulkadir@ftms.edu.my

Wardah Mohamad

Open University Malaysia
wardah_mohamad@oum.edu.my

ABSTRACT

This paper looks at the leadership style and e-Commerce adoption among Malaysian fast-food restaurant managers. Various concepts and theories of leadership and e-commerce were reviewed and examined based on the research findings of scholars and authors. It has become an increasing challenge for leaders in the global business setting today to be effective as the digital trend becomes more popular with the use of business and social structure. Globalization has forced many leaders to frequently update their knowledge on what is being changed especially in technology. Companies that have already adopted new business models probably have better ways of satisfying their customers than others who are yet to change. The question thus arises of whether leaders vary in their reaction to a new and trendy e-commerce environment and whether they are ready to adopt new technology. The leadership style of a leader would directly affect the overall performance of the company; as a result leaders have different reactions towards different situations. The adoption of new technology brings about substantial change, but e-commerce specifically has become a driving force and has completely diverted global business into a fast paced electronic environment. The advent of Internet based e-commerce offers ample prospects for businesses to increase their customer base, introduce new products and to justify their businesses by competing in global economies. Many studies show that businesses have been reluctant to adopt e-commerce; therefore they have failed to reach the level of e-commerce adoption to enjoy the benefits it offers. This concept paper explores the possible relationship between leadership style of Malaysian fast-food restaurant managers and the level at which the fast-food restaurant managers have adopted e-commerce with focus on 3340 Malaysian fast-food restaurants outlets in the country.

Key Terms: Leadership, Leadership style, Electronic commerce, E-commerce adoption, Technology Readiness, Fast -food Restaurant.

1.0 Introduction

In the current turbulent environment,, many companies are undergoing changes. These changes are due to high levels of competition, fast technological advancement with an increase in consumer expectation and changes in government regulations. In Malaysia for example, many companies are continuously engaging in transformation aimed at achieving the ability to meet what customers want in terms of quality of goods and services, innovation and price (Das et al., 2011). Leaders, as opposed to managers in organisations, are creating the vision and moving their organisation through changes. The effect of leadership remains one of the most researched topics in organisations (Barling, Christie & Hopton, 2010). Arguably, many of the researches conducted suggest that leadership is significant to the extent it is associated with, or predictive of, organisationally important outcomes (Kelloway et al., 2013). Leadership has been in existence for centuries but the ways leaders apply it depend on the current context and environment (Humphreys, 2001). Competent leaders recognise the need for change and become proactive when change is necessary. They adopt different leadership styles and apply the most suitable to his/her company based on the phenomenon they face (Sophonthummapharn, 2005).

Many people still do not understand the concept of e-commerce (EC) and how it operates; EC is basically the ability to buy and sell goods or services via electronic channel mainly the internet (Arline, 2015). Hence they tend to wait and see how events unfold. The issue of the adoption of e-commerce to business organizations has thus become important (Vilaseca-Requena et al., 2007). Numerous studies have shown that the adoption of EC is based on the size of the firm, supplier market, customer pressure, organisation readiness, infrastructure, financial resources and many other factors. But only a handful of studies have investigated a specific area like leadership style and the adoption of EC. The advancement in Information and Communication Technologies (ICT) have transformed business activities in the world, thus enabling new ways of conducting business referred to as EC (Turban et al., 2002). EC defines the progression of buying, selling, transferring, or exchanging products, services or information via computer networks, essentially the Internet. Many companies conduct their businesses faster with more accuracy over a wider scope of space and time, costing them less and giving them the ability to personalize consumer offerings (Kotler, 2003). With greater potential in business, EC have encouraged many firms to move from the traditional method of doing business to the online method and, researchers have found that there is an increase business growth due to the volume of goods and services traded between firms (Laudon & Traver, 2001; Alam et al., 2011).

To gain competitive advantage in Malaysia, the adoption of EC is significant as it will boost the productivity within companies especially the fast-food sector through the reformation of work flow and techniques- where it improves customer service and engagement as well as record keeping (Hunaiti et al, 2009). China, for example, has virtually made all businesses accessible via EC and that will improve their chances of economic progress. Research conducted in Thailand, a neighboring country to Malaysia confirm that EC is intended to (1) improve electronic monetary services, (2) facilitate EC and support its activities, (3) build up EC rules and laws, (4) connect and make use of information among government , businesses and service sections and finally, (5) gain the recovery of back-end management system, service systems and transportation system for the industrialized processes and services (MacGregor & Vrazalic, 2007; Poorangi et al., 2013).

The adoption of new technology can be tasking sometimes but the determinant of the adoption of technology has been studied to forecast end-user adoption. In this area one of the first theories in this area called the Generic Theory of Reasoned Action (TRA); the theory explains the attitude of users towards technology in organisations. This theory is significantly related to this study because it argues that behavior of a person is predicted by his behavioural intention. Technology Readiness (TR) of leaders will serve as an important variable in this study.

In Malaysia, the fast-food restaurant ranges from large to small Fast-food can be defined as any food that can be prepared quickly and easily and sold in restaurant, snack bars as a quick meal to be taken out. Mail & Guardian (2004) identified Malaysia and Hong Kong as the world's biggest consumers of fast-food with six in 10 people eating fast-food at least once a week. About 59% of Malaysians go to fast-food restaurants once a week or more; compared to 35% Americans and 11% Europeans (Mail & Guardian, 2004). Though the statistics of the consumption is not the primary focus of this study, it signifies the importance of the sector to the Malaysian economy. Hence, this study aims to examine the association between leadership style and adoption of EC among Malaysia fast-food restaurant managers. The actions, behavior, attitude of leaders in business tend to affect whether they would adopt EC or not, and this study intends to test the possibility of any link between leadership style and the adoption of EC among fast-food restaurant managers in Malaysia. The objective of this conceptual paper is to determine the correlation between leadership style and the adoption of EC with emphasis on the fast-food restaurant industry in Malaysia.

The overall objective of this research is as follows:

- (a) To determine the correlation between leadership style and the adoption of EC among Malaysia fast-food restaurant managers.
- (b) To determine the level of EC adoption among Malaysian fast-food restaurant managers.
- (c) To determine the technology readiness of leaders (managers) towards adopting EC among Malaysia fast-food restaurant managers.
- (d) To measure leaders (managers) attitude towards adopting EC among Malaysia fast-food restaurant.

The following questions are formulated in an attempt to achieve the objectives identified in this study:

- (a) What are the correlations between transactional, transformational and laissez-faire leadership style on EC adoption among Malaysia fast-food restaurant managers?
- (b) What is the relationship between transactional leadership style and EC adoption among Malaysian fast-food restaurant managers?
- (c) What is the relationship between transformational leadership style and EC adoption among Malaysian fast-food restaurant managers?
- (d) What is the relationship between laissez-faire leadership style and EC adoption among Malaysian fast-food restaurant managers?
- (e) What is the level of EC adoption among Malaysian fast-food restaurant managers?
- (f) To what extent does technology readiness moderate leadership style towards the adoption of EC among Malaysia fast-food restaurant managers?
- (g) What is the extent of leaders' (managers') attitude towards the adoption of EC among Malaysian fast-food restaurants?

2.0 Theoretical Background

2.1 Leadership style

Leadership style in a general sense is the way and manner a person acts in certain situation. But the idea differs from person to another as well as the situation. Organisations are affected by the leadership style of their managers and it plays an important role in determining the success or failure of the organisation. This is supported by Wall Street Journal (n.d) which stated that "Leadership styles are not something to be tried on like so many suits, to see which fits. Rather, they should be adapted to the particular demands of the situation, the particular requirements of the people involved and the particular challenges facing the organization". Therefore one can argue that it is important for managers to identify their leadership style so that it can guide them towards achieving the organisational goals.

2.2. Transactional Leadership Style

This is a style of leadership that is widely used in organisational behavior studies. Pioneers in the study of transactional leadership style indicated that transactional leaders are those who motivate their followers by appealing to their self-interest (Burn 1978; Loa et al., 2010). Bass (1990), found that transactional leaders are characterized by factors of contingent reward and management by exception. Loa et al. (2010) believe that an active transactional leader would employ and adopt a style of contingent reward while a more passive transactional leader tends to practice the avoidance of corrective actions as long as the set goals are met. Bass (1990) identified three dimensions of a transactional leader which are:

2.2.1 Contingent Reward: There is exchange of rewards for determination; promises of rewards for better performance

2.2.2 Management-by-exception (active): Inspect and searches for abnormalities from rules and standards, and then takes a helpful action.

2.2.3 Management-by-exception (passive): Mediates or intervene only if morals, standards or values are not met.

2.3 Transformational Leadership Style

Transformational leadership is different from transactional and is sometimes regarded as opposite to transactional leadership because it does not constitute in any way an exchange of commodity between leader and followers (Bass, 1985). Burns (1978) and Sophonthumapharn (2005) refer to these values as end values. End values cannot be negotiated or exchanged between individuals. By expressing these personal standards, managers in the fast-food industry in Malaysia will be able to unite their subordinates and more significantly, change the goals and beliefs of their team/followers. Transformational leaders mostly are charismatic. Antonakis et.al, (2003) suggest that other leadership styles need to be explored to comprehensively cover the shortcomings within the “Full Range Leadership Theory” (FRLT) model introduced by Bass (1997). Aside from that, the transformational leadership was criticized for lacking morale and ethical elements (Bass and Steidlmeier, 1999). Bass (1990) argued that such leadership style can be learnt and “should” be the main subject of management training and development and to support his argument he identified four characteristics of a transformational leader which are:

- (a) *Charisma*: a leader with charisma is one who can see where the organization is heading and develops a strong vision, instils pride, gains respect and trust, and can motivate others to follow his or her feeling. The leader becomes like a role model for high ethical behaviour for the followers.
- (b) *Inspirational motivation*: the leader builds trust, keeps follower focused on the vision, uses symbols, and works on bringing other followers on board who may not have agreed with the vision of the organization. This is the level to which the leader speaks a vision that is appealing and inspiring to followers. Such leaders with inspirational motivation challenge followers with high standards, they communicate optimism about future goals to be achieved and provide meaning for the task at hand. Hence, followers will need to have a strong sense of purpose if they are to be motivated to act. The purpose and meaning will provide the liveliness that drives a group forward. Burns (1978) argued that the visionary aspects of leadership are supported by communication skills which make the vision understandable, exact, influential and appealing. The followers are willing to invest more effort in their tasks; they are encouraged and optimistic about the future and believe in their abilities.
- (c) *Intellectual stimulation*: the leader usually takes the vision and finds the steps needed to implement the vision while gathering the follower to follow this new path. The leader is one

who can see the picture with fewer details and who explore new ideas to arrive at the new vision. It is also the level at which the leader make a daring assumptions, takes risk and seek for ideas. Leaders who have this style encourage and stimulate creativity in their followers. These leaders develop and nurture people who think independently. Arguably for such leaders, learning is a value and unexpected situations are seen as an opportunity to learn. Followers think about a situation and find a way to execute any task given to them.

- (d) *Individualized Consideration*: the leader remains visible, gives individual attention, serves as a coach, listens to followers concern and needs, advise, lead by example, encourage followers, and promote the vision to different groups. The leader also keeps the followers excited about where the organization is going and how they can maintain their focus to achieve their goals. The leaders would give empathy, support and constant communication will be open and places challenges before the followers. The followers have a will and the aspiration for self-development and have fundamental motivation for their task.

Based on these assertions by the authors, one can argue that transformational leadership is deemed to cause followers to *give their trust, admiration, loyalty and obedience* to leaders and to carry out given tasks without question (Yukl, 2011).

2.4 Laissez-Faire Leadership Style

The laissez faire is a French phrase meaning “Let it be “ and describes leaders who allow their subordinates or employees to work without any interference. This leadership style minimises the leaders’ involvement in decision making and therefore allow people or his team to make their own decisions.

Goodnight (2011) stated that the laissez fair leadership style may be the worst or best leadership style to be adopted. Leaders who use this style basically abdicate responsibilities and avoid making any decisions, hence giving the team absolute freedom to carry out their tasks. In a separate study by Chaudhry & Javed (2012), laissez faire leaders allow their subordinates to do their work and also gave the power to make decisions about their work. The leaders provide advice and resources if needed but generally will not get involved. One can argue that such leadership style can be effective if the leaders monitor the team members and provide them with feedback often so that they can enhance their productivity level and improve performance. Ololube, Amanchukwu & Stanley (2015) identified the main advantage of laissez-faire leadership style as allowing the subordinates and team members so much freedom that can lead to greater performance, increased productivity and job satisfaction. This could be disastrous if the team members do not have the necessary skills, expertise, knowledge, time management and high motivation to carry out the task assigned to them.

2.5 Technology Readiness

Parasuraman & Colby (2014) defined Technology Readiness as “people’s propensity to embrace and use new technologies for accomplishing goals in home life and at work”. This suggests the degree to which individuals are ready to use new technologies, rather than their actual ability in this regard (Caison et al., 2008). Meuter et al. (2005) argue that people’s technological readiness is very essential in the trial and use of new technologies. Parasuraman (2000) found that technological readiness is a good predictor of technology-related behaviour, and consequently argues that knowing the technology readiness of customers or individual could assist a business in developing its technology strategy and the way in it manages the link between customer and technology (Astut & Nasution, 2014; Berndt et al., 2010).

For a good measurement of technology readiness in embracing new technologies, Parasuraman & Colby (2014) developed a multiple-item scale known as the Technology Readiness Index 2.0 (TRI 2.0); it contained a 10 item scale developed to measure the general belief of and thoughts of individuals about technology. It combines negative and positive technology related beliefs. These are:

- (a) *Optimism*: basically defined as the positive view of technology and a belief that technology offers people increase control, flexibility and efficiency in their lives. What this means is that it displays the positive feelings about technology.
- (b) *Innovativeness*: basically defined as “a tendency to be a technology pioneer and thought leader”. This dimension generally measures to what extent an individual perceive themselves as being the forefront of technology adoption.
- (c) *Discomfort*: basically defined as “a perceived lack of control over technology and feelings of being overwhelmed by it”. This generally shows the measure of fears and concern people experience when confronted with technology.
- (d) *Insecurity*: basically defined as “distrust of technology and skepticism about its ability to work properly “. This aspect generally focusses on the concern of people may likely have in the face of technology-based transaction.

The TR will serve as moderator in this study because it could alter the strength of the Leadership style (IV) towards EC adoption (DV) in this study (Kenny, 2015). Though TR it is not the main study focus it can also reverse the effect on the variables because technology is involved and the behaviour of individual on how the technology is adopted is taken into account.

2.6 E-commerce adoption Level

According to Khairul & Ahmad (2005) many studies conducted in Malaysia on EC concentrated on “Business to Consumer” aspect of EC activity. This can be understood because the household internet penetration rate has increased over the years. According to Internet World Stats (2015) there are 20,140,125 Internet users in Malaysia, representing about 66.0% of the population as at December 2013, which opens multiple doors of opportunity for business. Companies should not oversee this segment; however, the number of registered domains globally is about three hundred million hosts. The most popular domain name is “dot com” and “dot Net”. Despite the popularity of dot com; “dot Net” is also widely used and both represent about 87% of total domain names globally (InternetWorldStats, 2015). The details are presented in Table 2.1.

Table 2.1 Top Level Domains (TLD) Overview for March 21, 2013 Source: <http://www.whois.sc/internet-statistics/>

All	New	Deleted	Transferred	TLD
144,633,737	167,698	128,866	184,831	All TLDs
108,153,409	130,418	84,754	147,687	.COM
15,075,019	16,780	12,469	17,144	.NET
10,247,990	9,458	7,847	9,163	.ORG
7,035,465	8,322	21,475	9,720	.INFO
2,325,847	614	139	0	.BIZ
1,796,007	2,106	2,182	1,117	.US

Companies in developed countries is appreciative of what the EC can offer and have adopted EC in their businesses. But in a developing country like Malaysia, companies especially the SME's and

fast-food industry are still reluctant to adopt EC in their day-to day business activities (Rao and Metts, 2003; Alam et al., 2011).

The Malaysian government's commitment to achieve its development goal in Vision 2020 has come a long way in encouraging companies especially SMEs to adopt and incorporate EC to their businesses. Solaymani, Sohaili & Yazdinejad (2012) identified EC as a change mechanism globally and argued it will positively affect companies.

Molla and Licker (2005) developed a framework on e-readiness that is necessary for the initial adoption of EC in developing countries. The model comprises of two major factors; perceived organisation e-readiness (awareness, resource, commitment and governance) and perceived external e-readiness (readiness of the government, market forces and support industries).

Having a website alone does not signify adoption of EC, but the infrastructure of the website established by the company is perceived as the level of EC adoption Level. Hence this conceptual paper proposed two level of EC adoption level; Information and transaction based EC adoption.

Table 2.2 Proposed EC adoption Level

Information Based e-commerce	Transaction based e-commerce
Information based company only provide information of its products and services and other information about the company only. The company uses free email like Gmail, yahoo, Hotmail and do not have a platform that allows customers to place order online.	The transaction based provides complete transaction online between the companies, its clients and other stakeholders. The company owns official domain name, have official email and have staff that is responsible in updating and managing the website.

The main difference between the two levels is the ability to make order and pay for the order online.

Generally, EC adoption and application rely on the cultural, social, economic, legal and political circumstances, which differ from countries (Alam et al., 2011). Malaysia is rich in its culture and it is unique; which is why there is limit in the generalization of research findings from developed countries like the USA, Canada, and Australia to developing nations (Spanos et al., 2002; Alam et al., 2011). This justifies an empirical investigation of leadership style and the adoption of e-commerce among Malaysia fast-food restaurant managers. The finding of this conceptual paper will contribute to confirm past result of limited researches in developing country and possibly it will generalize on the adoption of EC in Malaysia.

2.7 Conceptual/ Theoretical Framework

The framework of the research is built on the reasoning that the level of adopting EC in organisation is subjected to the leadership style used. Hence, the underpinning theory for this study is the "full range leadership theory" developed by Avolio & Bass (1991). Leadership style is the IV while the DV is the EC adoption level. The EC adoption level signifies the actual output of the research framework. Additionally, TR theory developed by Parasuraman & Colby (2014) is adapted to moderate leadership style and e-commerce adoption among Malaysia fast-food restaurant managers. The framework for this research is presented in Figure 2.1 which depicts the conceptual framework that is proposed for this study.

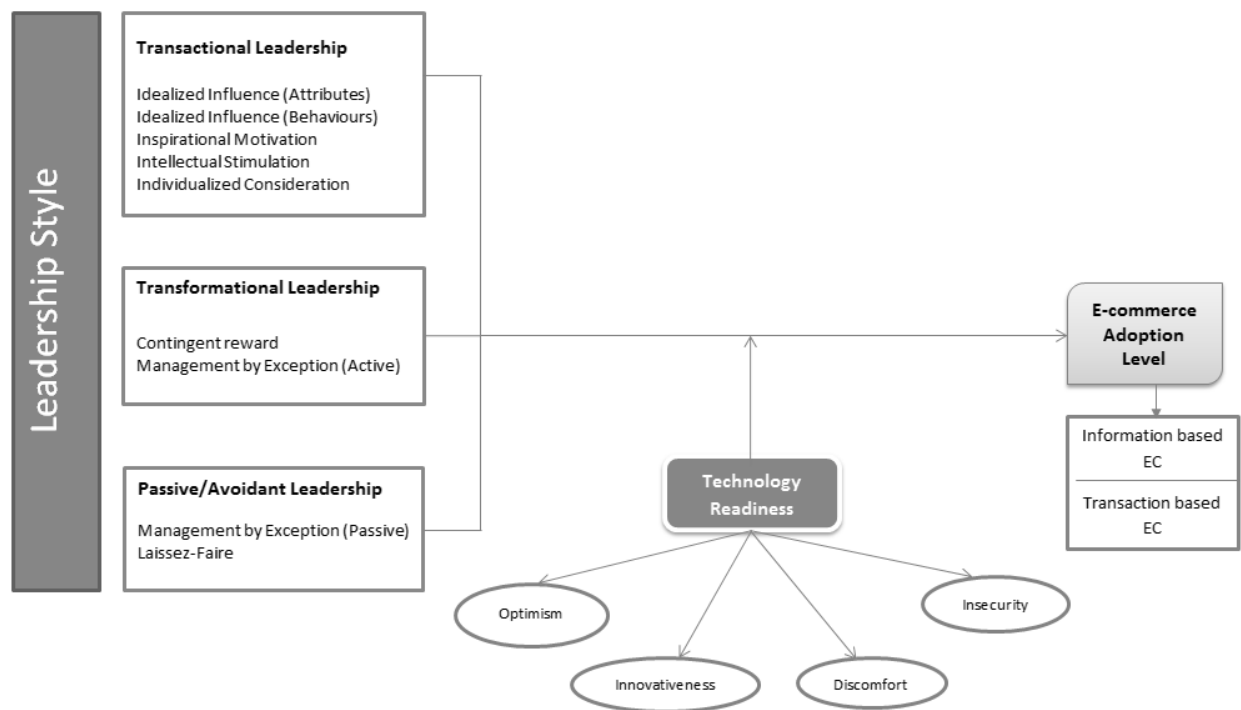


Figure 2.1: Theoretical Framework Adapted from (Bass & Avolio, 1990; 1995; 2000; 2004; and Parasuraman & Colby, 2014)

3.0 Methodology

This research will employ the quantitative research method and data will be collected via questionnaire. The study will identify the style of leadership that best correlates with the adoption of EC among Malaysia fast-food restaurant managers.

The sample is determined from the over 3340 fast-food restaurant outlets. The samples are grouped into three; Top Management, Middle-level Management and lower level Managers. The probability sample technique will be used because the sample frame is clearly identified.

The Multifactor Leadership Questionnaire (MLQ form 5X) developed by Bass & Avolio (1990; 2000; 2004) will be used to gather all needed data related to the leadership style of respondents as it is an established questionnaire that has been tested and re-tested by well-known researchers in this field of study (Avalio et al., 1995). The MLQ form 5x includes 36 items that are categorised into 9 classes with 4 items measuring each scale.

The study will also employ the TR! 2.0 developed by Parasuraman & Colby (2014). The TR! 2.0 contain 10 items which will help identify the technology readiness of the respondents. Respondent will also be asked few questions to identify their level and attitude toward the adoption of EC. The questionnaire allows only those with leadership roles to respond to the Questionnaires. All items in the questionnaire will be appropriately coded for analysis using SPSS (for Windows) to clean up the data and test the reliability and validity of the instrument. SmartPLS (for Windows) software will be employed for further analysis to achieve intended result.

4.0 Conclusion

Leadership is seen by many authors in the field as the ability to Influence and motivate others towards achieving set goals. The leadership style will have tremendous effect on how EC is adopted and one cannot ignore the fact that EC is important to firms because it is proven in many researches

(Makame et al., 2014; Alam, 2011; Tan & Teo, 2000; Premkumar et al., 1999) that leaders acknowledge the benefits of EC to their businesses. The main aim of this research would be to determine the relationship between leadership styles; Transactional leadership, Transformational leadership and Laissez-faire leadership style and EC adoption.

It is evident from the review of literatures that leadership style plays an important role in the success and failure of a company. Since much study has not been carried out with regards to leadership style and the adoption of EC, there is a need for a study on the effect of Transactional leadership, Transformational leadership and Laissez-faire leadership style towards EC adoption among Malaysia fast-food restaurant managers. As part of an ongoing research study, the authors will use the measuring items from the literature earlier reviewed in this paper and empirically validate the proposed theoretical framework.

5.0 Expected outcome

The study is expected to produce a significant relationship between leadership style and EC adoption among Malaysia fast-food restaurants managers. It will determine the e-commerce adoption level among fast-food restaurant managers and measure these managers' attitude towards the adoption of EC. The study is expected to support Humphreys (2001) findings that the behaviors of leaders significantly reflect the transformational leadership style and supports new technologies.

References

- Alam, S.S. Ali, Y.; Jani, M.F.M. (2011). "An empirical study of factors affecting electronic commerce adoption among SMEs in Malaysia", *Journal of Business Economics and Management* 12(2): 375-399.
- Anthonakis, J., Avolio, B. J., & Sivasurbramaniam, N. (2003). Context and leadership: An examination of the nine factor full-range leadership theory using the multifactor leadership questionnaire. *The Leadership Quarterly*, 14(3): 261-295.
- Arline, K. (2015). What Is E-Commerce? Retrieved May 25, 2016, from <http://www.businessnewsdaily.com/4872-what-is-e-commerce.html>.
- Astut, N. C., & Nasution, R. A. (2014). Technology Readiness and E-Commerce Adoption among Entrepreneurs of SMEs in Bandung City, Indonesia, 6(1), 69-88. Retrieved February 9, 2016, from <http://eds.a.ebscohost.com.newdc.oum.edu.my/eds/pdfviewer/pdfviewer?sid=61e9e84e-e341-479f-b48b-ba482ab6270f@sessionmgr4005&vid=1&hid=4208>.
- Barling, J., Christie, A., & Hopton, A. (2010). Leadership. In S. Zedeck (Ed.), *Handbook of industrial and organizational psychology* (pp. 183-240). Washington, DC: American Psychological Association.

- Bass, B. M. (1985). "Leadership: Good, better, best. *Organizational Dynamics*", 13(3), 26-40.
- Bass, B. M. (1990). "From Transactional to Transformational Leadership: Learning to Share the Vision", *Organizational Dynamics*, 18(3):19-31.
- Bass, B.M. (1997). "Does the Transactional – Transformational leadership paradigm transcend organizational and national boundaries?" *American Psychologist*. 52(2): 130-139.
- Bass, B.M. and Steidlmeier, P. (1999). "Ethic, character and the authentic transformational leadership Behavior". *The Leadership Quarterly*. 10(2): 181-217.
- Burns, J. M. (1978). *Leadership*, New York: Harper.
- Caison A L, Bulman D, Pai S and Neville D (2008), "Exploring the Technology Readiness of Nursing and Medical Students at a Canadian University", *Journal of Interprofessional Care*, Vol. 22, No. 3, pp. 283-294.
- Chaudhry, A., & Javed, H. (2012). Impact of Transactional and Laissez Faire Leadership Style on Motivation. *Impact of Transactional and Laissez Faire Leadership Style on Motivation*, 3(7), 258-264. Retrieved February 7, 2016, from http://ijbssnet.com/journals/Vol_3_No_7_April_2012/28.pdf.
- Das A. Kumar V. & Kumar U. (2011), "The role of leadership competencies for implementing TQM", *International Journal of Quality & Reliability Management*, Vol. 28 Iss 2 pp. 195 – 219.
- Garicano, L. & Kaplan, S. N. (2001). "Beyond the hype: Making B2B e-commerce profitable". *Capital Ideas* 2.
- Goodnight, R. (2011). *Laissez-Faire Leadership*. *Encyclopedia of Leadership*. London, UK: Sage Publications.
- Humphreys, J.H (2001). "Transformational and Transactional Leader Behavior": The Relationship with Support for E-Commerce and Emerging Technology. Vol. 1, pp.150-159.
- Hunaiti Z, Masa'Deh R, Mansour M and Al-Nawafleh A. (2009). Electronic commerce adoption barriers in small and medium-sized enterprises (SMEs) in developing countries: the case of Libya. *IBIMA Business Review* 2: 37-45.
- Internet World Stats (2015). *Internet World Stats- Asia*. Retrieved July 4, 2015, from <http://www.internetworldstats.com/asia.htm#my>.
- Kelloway, K. E., Weigand, H., Margaret, M. C., & Das, H. (2013). Positive Leadership and Employee Well Being, 107-117. Retrieved November 20, 2015. *Journal of Leadership & Organizational Studies* 2013 20: 107 originally published online 21 November 2012.
- Kenny, D. A. (2015, March 31). *Moderator Variables: Introduction*. Retrieved April 20, 2016, from <http://davidakenny.net/cm/moderation.htm>
- Khairul, A. A. & Ahmad, M. (2005). Adoption of web site and e-commerce technology among Malaysian public companies, *Industrial Management & Data Systems* 105(9): 1172–1187. doi:10.1108/02635570510633248.
- Kotler, P. (2003). "A Framework for Marketing Management". (2nd ed), NJ: Pearson Education.

- Lao, M. C., Ramayah, T., Minc, H. W. & Songan, P. (2010). "The relationship between leadership styles and organizational commitment in Malaysia: role of leader-member exchange". *Asia Pacific Business Review* Vol. 16.
- Laudon, K. & Traver, C. (2001). *E-commerce: Business, technology, society*. Boston: Addison-Wesley.
- MacGregor RC and Vrazalic L. (2007). *E-commerce in regional small to medium enterprises*. Igi Global.
- Mail & Guardian (2004) Hong Kong, Malaysia eat the most fast food. Retrieved on the 24th Aug 2015 from <http://mg.co.za/article/2004-12-23-hong-kong-malaysia-eat-the-most-fast-food>.
- Makame, W.H., Kang, J & Park, S. (2014). Factors influencing electronic commerce adoption in developing countries: The case of Tanzania: *S.Afr.J.Bus.Manage.*2014, 45(2).83-95.
- Meuter, M., M. Bitner, A. Ostrom, and S. Brown. (2005). Choosing among alternative service delivery modes: An investigation of customer trial of self-service technologies. *Journal of Marketing* 69: 61- 83.
- Mike Simpson Anthony J. Docherty, (2004),"E-commerce adoption support and advice for UK SMEs", *Journal of Small Business and Enterprise Development*, Vol. 11 Iss 3 pp. 315 – 328.
- Molla, A. & Licker, P.S. (2005). "E-commerce adoption in developing countries: A model and Instrument" *Information & Management*, 42(6): 877-99.
- Ololube, N. P., Amanchukwu, R. N., & Stanley, G. J. (2015). A Review of Leadership Theories, Principles and Styles and Their Relevance to Educational Management, 6-14. Retrieved March 30, 2016, from <http://journal.sapub.org/mm> .
- Parasuraman A. (2000), "Technology Readiness Index (TRI): A Multipleitem Scale To Measure Readiness To Embrace New Technologies", *Journal Of Service Research*, Vol.2(4), 307-320.
- Parasuraman, A. & Charles L. Colby (2014). An Updated and Streamlined Technology Readiness Index: TRI 2.0: *Journal of Service Research*, February 2015; vol. 18, 1: pp. 59-74. First published on June 22, 2014.
- Poorangi M.M, Khin E.W.S, NIKOONEJAD S., & KARDEVAN. A. (2013). E-commerce Adoption in Malaysian Small and Medium Enterprises Practitioner Firms: A Revisit on Rogers' Model, 1593-1604. Retrieved November 21, 2015.
- Premkumar, G.: Roberts, M. (1999). Adoption of new information technology in rural small business, *Omega* 27(4): 467-484.
- Rao, S. S.; Metts, G. (2003). Electronic commerce development in small and medium sized enterprises: a stage model and its implication, *Business Process Management Journal* 9(1); 11-32.
- Solaymani, S., Sohaili, K. & Yazdinejad, E. (2012). 'Adoption and use of e-commerce in SMEs,' *Electronic Commerce Research*, 12(3): 249-63.
- Sophonthummapharn, K. (2005). Leadership styles and E-commerce adoption: An analysis of Thai food Exporters.

- Spanos , Y . E.; Prastacos, G. P.; Poulymenakou, A. (2002). "The relationship between Information and communication technologies adoption and management". *Information & Management* (39): 659-675.
- Tan, M. & Teo, T.S.H. (2000). Factors Influencing the Adoption of Internet Banking, *Journal of the association for information System* 1(5): 1-11.
- Turban, E., King, D. Lee, J. Warkentin, M. and Chung, H. M. (2002). "Electronic Commerce 2002 A Managerial Perspective". NJ: Pearson Education.
- Vilaseca-Requena, J., Torrent-Sellens, J., Meseguer-Artola, A., & Rodríguez-Ardura, I. (2007). An Integrated Model of the Adoption and Extent of E-Commerce in Firms. *International Advances In Economic Research*, 13(2), 222-241.
- Yukl, G. (2011). Contingency theories of effective leadership. In A. Bryman, D. Collinson, K. Grint, B. Jackson & M. Uhl-Bien (Eds.), *The SAGE handbook of leadership* (pp. 286- 298). Thousand Oaks, CA: Sage.