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**THE EFFECTS OF EMPLOYEE MOTIVATION AND
EMPLOYEE SATISFACTION ON E-LEADERSHIP IN
BUSINESS SERVICE INDUSTRY**



NUR BALQIS BINTI NORIZAL

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
2024**

**THE EFFECTS OF EMPLOYEE MOTIVATION AND
EMPLOYEE SATISFACTION ON E-LEADERSHIP IN
BUSINESS SERVICE INDUSTRY**



**Thesis Submitted to
School of Business Management
Universiti Utara Malaysia,
in Fulfilment of the Requirement for the Master of Human Resource
Management.**

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ABSTRACT

In response to the rapid digitization and the global COVID-19 pandemic, numerous businesses have transitioned to remote work arrangements. As a result, this research aims to explore the interplay between employee motivation, satisfaction, and e-leadership within the context of remote work environments, with a specific focus on employees in the business services industry. Statistical analysis techniques, including SPSS version 29, were employed to analyse the acquired data. Data was collected via structured online questionnaires distributed to employees. The research revealed a significant relationship between employee motivation, satisfaction, and e-leadership. The results also revealed that effective e-leadership practices play a crucial role in influencing employee well-being and productivity. Finally, these results offer theoretical, and practical implications and will help academics and practitioners in human resource management field. Recommendations for further research in this area were developed based on the analysis and discussion.

Keywords: E-leadership, Employee Motivation, Employee Satisfaction, Digitalization



ABSTRAK

Hasil tindak balas terhadap pendigitalan yang pesat dan pandemik COVID-19 global, banyak perniagaan telah beralih kepada kerja jarak jauh. Hasilnya, kajian ini bertujuan untuk meneroka interaksi antara motivasi pekerja, kepuasan, dan e-keimpinan dalam konteks persekitaran kerja jarak jauh, dengan tumpuan khusus kepada pekerja dalam industri perkhidmatan perniagaan. Teknik analisis statistik, termasuk SPSS versi 29, digunakan untuk menganalisis data yang diperolehi. Data dikumpul melalui soal selidik online berstruktur yang diedarkan kepada pekerja. Kajian ini mendedahkan hubungan yang signifikan antara motivasi pekerja, kepuasan, dan e-pemimpinan. Keputusan juga menunjukkan bahawa amalan e-keimpinan yang berkesan memainkan peranan penting dalam mempengaruhi kesejahteraan dan produktiviti pekerja. Akhirnya, hasil kajian ini menawarkan implikasi teori dan praktikal serta akan membantu ahli akademik dan pengamal dalam bidang pengurusan sumber manusia. Cadangan untuk penyelidikan lanjut dalam bidang ini dibangunkan berdasarkan analisis dan perbincangan.

Kata kunci: E-keimpinan, Motivasi Pekerja, Kepuasan Pekerja, Pendigitalan



ACKNOWLEDGEMENT

My first and foremost gratitude and praise to Allah S.W.T, the Almighty, for His showers of blessings all throughout my research work, which enabled me to successfully complete the research.

I would like to express my deepest appreciation to the supervisor, Dr. Houcine Meddour, for your thoughtful help in guiding me through the entire process. The research paper project probably wouldn't have been achievable without your guidance, encouragement, and feedback. I cherish your dedication for guiding me in accomplishing my target, and also your willingness to go the extra mile for me whenever I encountered difficulties or had to cope with difficulties.

I am eternally thankful towards my parents over their affection, prayers, concern, and dedication in preparing and educating me for the future. Also, their ongoing support in completing this research work. Many thanks for everything to all of my friends over their feedback and comments, which meant a lot to me and certainly had a significant impact on the progress of this research paper. Thank you for your assistance throughout this journey and specifically for taking the time to participate in the online questionnaire. I could not have finished the research paper without the help of everyone.

Finally, I would like to extend my sincere appreciation to Universiti Utara Malaysia for providing me with the opportunity for carrying out research on the topic "The Effects of Employee Motivation And Employee Satisfaction On E-Leadership In Business Service Industry". I also want to acknowledge everyone who contributed directly or indirectly to the finalization of this research. I felt that their cooperation contributed to an easy and profitable completion of my research proposal process which helps me a lot. I am grateful for the opportunity to be given with the experiences that enabled the study to take into effect.

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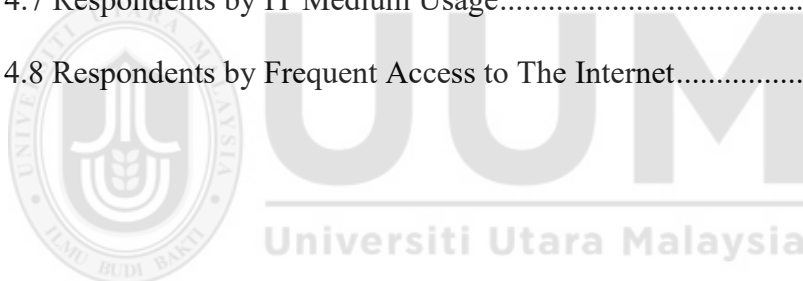
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LIST OF ABBREVIATIONS

AMOS	Analysis of Moment Structures
CFA	Confirmatory Factor Analysis
CFI	Confirmatory fit index
D.F. (df)	Degrees of freedom
EFA	Exploratory Factor Analysis
GFI	Goodness of Fit Index
KMO	Kaiser-Meyer-Olkin Measure
p, P-value	Probability level
RMSEA	Root Mean Square Error of Approximation
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
SRMR	Standardized Root Mean Square Residual
TLI	Tucker and Lewis (1973) index
α	Reliabilities of measures
β	Standardized coefficient
χ^2 , CMIN	Chi-square, goodness of fit test

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The research study endeavors to expand knowledge of how leaders who demonstrate e-leadership effects employee motivation and satisfaction in Malaysia workplaces or organizations. It begins by establishing the background of the study for organizational leadership, which is being conducted remotely to a greater extent because to the ever-growing digitalization and the start of Covid-19 pandemic. The research problem statement is to be analyzed next, followed by the study objective and the selected research question. It then describes the scope area of research study preceding underlining the research study importance and presenting its key terms in terminologies pertinent to this research. Throughout this study, the term e-leadership was frequently used interchangeably with other forms of distant leadership, including remote leadership, virtual leadership even remote leadership. This choice was taken partially because these concepts reflect leadership that is conducted remotely, as well as for the reader's convenience.

1.2 Background of Study

Throughout many organizations, face-to-face leadership has always been the standard (Wes, 2021). As a result of growing digitization and the global outbreak of

the covid-19, numerous businesses have switched to the distant work settings particularly recommended by the government. This change has intensified as a result of the digitalization and pandemic, where working remotely has grown and keep going to a certain extent (Terkamo-Moisio et al., 2021; TELE2, 2020). Despite the fact that it is already endemic, this approach is nevertheless used for a variety of purposes. Although some organizations have indeed been capable of adapting their whole operation to remote work, some might not be willing to accomplish this because the job demands physicality, particularly witnessed today during endemics. This is what has caused leaders, particularly inside the organization, to telecommute, while staff who work hands-on remain on onsite. According to the studies, leaders frequently found it more difficult to assist and interact with every employee, while some even considered more equipped to manage employees while they were working from home (Hallberg & Saar, 2020). A positive connection between the leader and the employees of the organization enhances motivation and satisfaction among employees (Tummers & Knies, 2013). Some might claim that the switch to e-leadership have an influence on the connection between the leader and the employee. On top of that, there are both similarities and differences in the leadership traits that are needed for virtual as well as physical leadership. The present disparities are somewhat critical to the company's development (Van Wart, 2019). Therefore, shifting towards virtual leadership raises current expectations and challenges to both leaders as well as the employee.

Poor leadership does have an effect on the organization, the personnel, as well as the relations between them. It can lead to inefficiencies while also lowering employee motivation (Schyns & Schilling, 2013). Poor leadership may lower the organization's desirability as a potential future employer even more. As a result, the organization might lose out on knowledgeable and skilled potential staff. Consequently, this may have an impact on the organization's essential good execution. Regarding effective leadership and long-term performance, leadership approaches need to adjust to evolving distance or online settings (Schell & Bischof, 2021). E-leadership may transform the way individuals perceive things, emotions, opinions, actions and outcomes. It represents an influence mechanism that is rooted throughout both distal and remote settings which is facilitated by modern technological advances (Avolio et al., 2014). It is particularly the successful implementation and incorporation between conventional and digital communication to achieve organizational goals (Van Wart et al., 2017). One of the major current developments which have garnered attention from a variety of academic fields is e-leadership (Contreras et al., 2020). There are not plenty of research done on e-leadership and our understanding of this field is still developing (Van Wart et al., 2019). Regardless of the significance of leadership in companies and the necessity for it to be handled efficient and effective, there is insufficient literature on e-leadership and its effects in these situations. It knows that during the pandemic, leaders who would not normally work remotely worked from home (Wes, 2021). This research intends to deliver useful insights about e-leadership in organizations in which the entire group, along with the leader, was formerly

present physically by addressing this issue. This offers critical insights for the organization as well as leaders, as well as how they should behave following the growing digitalization and pandemic, in order to retain and recruit competent people, which increase their motivation but also satisfaction inside of the organization. It is necessary because organizations should always be executed successfully. As a result, research may assist in assessing the effectiveness of e-leadership, allowing decision-makers to judge whether the teleworking trend may contribute positively to both individuals and organizations in the future.

1.3 Problem Statement

Numerous connections in businesses are nowadays facilitated through digital technologies, necessitating business organizations to implement modifications, since unforeseeable external forces are increasingly becoming a major worry for organizations (Shafi et al., 2020). Face-to-face communication increasingly given way to communication via innovative communication and information technologies (AIT), necessitating the development and usage on digital effective communication (Liu et al., 2020). The rise of globalization, decentralization, as well as technologies had a major influence on the structures of organizations, including terms related to virtual leadership, e-leadership, and remote leadership have recently gained significance within the discourse (Elyousfi et al., 2021). Regardless matter the circumstance, leadership is essential. Although e-leadership appears similar to conventional leadership, it has a substantial difference as to how employees view the

leader's presence and performance, along with overall interaction (Avolio et al., 2014). Management grows to be increasingly effective as a consequence of adhering to practices and comprehending the differences between conventional leadership and virtual leadership (Hunsaker & Hunsaker, 2008). Furthermore, it contends that good leadership may be viewed as either a resource that improves employee motivation and satisfaction while also providing a feeling of purpose and direction (Van Wart, 2003). In Malaysia, throughout many years, motivation and satisfaction of employees have been serious concerns. 82% of Malaysian workers thought about leaving their jobs in 2021, however 39% of these individuals decided to stay on since they were unable to obtain another job (Hazim, 2021). Nonetheless, 81% of workers in Malaysia would consider it twice before quitting assuming all the right requirements available, a sign of poor motivation among workers. Poor motivation and morale might lead to low output as well as low job satisfaction and potentially cause other issues like disruption and tardiness (Shaban et al., 2017). Given that employees are essential for fostering favorable results, these problems may obstruct Malaysia's prosperity (Rahim et al., 2021). In virtual environments, leaders must understand well how utilize media to make their intentions clear in a constructive way in order for integrate the team and maintain consistent growth (Zigurs, 2003). In accordance to the new global Cisco study, the use of hybrid working has boosted overall well-being of workers, balance between work and life, and job performance in Malaysia. Although organizations gained advantages from improved productivity among employees, more effort is needed to create an inclusive culture.

In accordance to a recent Cisco study, 60% of Malaysian employees contend that their job quality has grown better, and 55% believe their level of efficiency has increased. Only 20% of Malaysian employees believe that their organization is incredibly well-prepared over a hybrid work in the future. A leader must be attentive of the distinctions between leading face-to-face and virtually in order to preserve satisfaction and motivation while also offering the appropriate assistance to workers. It also suggests that the company must offer the necessary resources and assistance to the leader in order for them to thrive as leaders (Hybrid Work Enhancing Employee Wellbeing, Productivity: Cisco, 2022) As stated by Hana Raja (2022), the managing director of Cisco Malaysia, leaders must reconsider the manner in which to promote an inclusive culture, prioritize employees' expertise, involvement, as well as satisfaction, along with upgrade their technological and safety facilities in order to offer an effortless, protected, and inclusive working environment. There is more that needs to be done to totally incorporate work environments that are hybrid for employees, particularly when it pertains to establishing an inclusive culture supported by effective technological foundation within the contemporary way of employment which employees manifestly desire. As stated by Anupam Trehan (2022), senior director, individuals and communities at Cisco, APJC, leaders as well as organizations should dedicate themselves to efforts which move a significant distance toward preserving their employees, which includes being attentive, establishing rapport, and directing with compassion, agility, and equality. As previously stated, several studies and experts claim that leadership influences

motivation and satisfaction; nevertheless, there is a dearth of study concerning how this aspect applies within the context of e-leadership. Hence, this research examined over how e-leadership affects motivation and satisfaction inside organizations, as well as the features of motivation and satisfaction-oriented leadership.

1.4 Research Questions

- Is there any relationship between employee motivation and e-leadership in organization?
- Is there any relationship between employee satisfaction and e-leadership in organization?

1.5 Research Objectives

- To find out the relationship between employee motivation and e-leadership in organization.
- To determine the relationship between employee satisfaction and e-leadership in organization.

1.6 Scope of Research

The research study focus scope has been determined to emphasis on the business services industry in Bangsar, Kuala Lumpur that concentrate on e-leadership experiences on virtual teams, whereby workers typically work remotely. In other words, the study intended to investigate the employees' point of view. This implies

that the research not concentrate on the perspectives of e-leaders in organizations. Neither they investigate the experiences of individuals who have not worked remotely or experienced e-leadership. This was because it intended to concentrate upon this identified research gap in which the leader had been working virtually. It also opted to concentrate upon this e-leadership method due to the fact that research on e-leadership was inadequate. It is likely that the outcomes of this study are also relevant in other research with the similar environment, but this is an issue needs additional investigation to determine. The shift to e-leadership was indeed likely caused by the constraints imposed by growing digitalization and Covid-19, but I have opted not to go farther into the pandemic's implications.

1.7 Significance of Research

As a result of the expanding digitization and with the worldwide outbreak of the COVID-19, environment with technological advancement becomes certainly the future, ushering in an era of effectiveness as well as efficiency. This change has intensified as a result of the digitalization and pandemic, where working remotely has grown and keep going to a certain extent (Terkamo-Moisio et al., 2021; TELE2, 2020). Despite the fact that it is already endemic, this approach is nevertheless used for a variety of purposes. Although some organizations have indeed been capable of adapting their whole operation to remote work, some might not be willing to accomplish this. Despite the development in e-leadership studies, there are still numerous settings that are unexplored, therefore the goal is to expand knowledge in

this sector. Furthermore, the insights can help to streamline e-leadership in firms, particularly in terms of motivation and satisfaction for employees. Due to the growing digitalization and pandemic's unexpected progression, companies have had to undertake considerable adaptations that have impacted both the organization and the employee. The objective is by raising the consciousness regarding the influence of digital leadership, the research indeed be capable of streamlining e-leadership, resulting in improved employee satisfaction and motivation for organizations.

The purpose of this study intends to explore the effects having e-leadership upon motivation among employees as well as satisfaction in the business services industry. It aims to determine whether e-leadership promotes motivation and satisfaction. This is also to look into both the difficulties and possibilities for e-leadership in businesses whenever leaders as well as the employee were physically separated. This research relies based on employee e-leadership experience. As it considers having their understanding of the problem is essential for putting forth the necessary efforts at the level of management to accomplish organizational effectiveness of a leader. This study intends to be capable of offering assistance as well as recommendation to leaders through increasing effect of e-leaderships among workers based on their experiences.

1.8 Definition of Key terms

1.8.1 E-Leadership

E-leadership abilities are characterized as incorporated technologies leadership which combines competence within digital technology along with management and leadership abilities (Lien et al., 2022).

1.8.2 Employee Motivation

Employee motivation can be defined as an indicator of agency, advancement in the direction of a desired outcome, and a person's belief in their capacity to acquire knowledge and accomplish behaviors (Schunk & DiBenedetto, 2020).

1.8.3 Employee Satisfaction

Employee satisfaction refers to a pleasant or pleased emotions that occur following a verification of the individual's employment along with previous work history (Permana et. al, 2021).

1.9 Chapter Summary

In this section presents a description about the research study inquiry on general. It would have the following sections, which include background of the research, problem statement, research questions, research objectives, scope of research,

significance of research, as well as key definitions of research terms. For the next following chapter discusses the relevant theoretical and preceding literature used in this research investigation regarding the influence and effects of e-leadership upon worker motivation and satisfaction inside an organization. All of the evaluations resulted in the creation of the recommended conceptual framework.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The current chapter analyzes the pertinent research and studies regarding the effects of e-leadership on the organizational employee motivation as well as satisfaction. The chapter provides with an overview of e-leadership, then proceeds to discussion concerning employee motivation and satisfaction. The second section delves into the theory of previous literature. The third section focuses on underpinning theory, followed by the hypothesis development and research framework.

2.2 Literature Review (Definition / Concept of Variables)

2.2.1 Leadership

The essence of leaders is essential for the successful performance and wellness of an organization. Leadership is the method of persuading an individual or a team of people to accomplish a certain objective, which may include fostering creativity (Alblooshi et al., 2020). Leadership is essential in businesses. Throughout the course of several decades, scholars have focused on the subject of leadership, that is described as the relationship and interaction which one has with those, they lead in order to impact, motivate, and inspire others to achieve particular objectives (Reed et al., 2019). Leadership is a pivotal term in field of organizational behavior that

already has stimulated a number of research studies during the past few years. Furthermore, leadership one of the most widely implemented forms of training in organizations and the growth of leading nations is regarded as among the most significant priorities of continuous improvement processes. The fields of research need to incorporate the influence of leadership on businesses, employees, as well as advancement of leadership (Eckardt et al., 2021). Moreover, this highlights the essential function of leadership within the greater context for the business as a whole, as excellent leadership can result in a variety of positive outcomes on the individual, team, and organizational levels (Barnová et al., 2022). There are significant effects on creativity, ingenuity and information sharing when a leader is accessible (Khassawneh et al., 2022). Organizational effectiveness is built upon leadership (Bryant, 2003). Even when dealing with submissive, control-oriented workers, a leader style had a favorable impact on job performance (Qiang et al., 2023). The following section discusses the most prevalent leadership styles.

2.2.2 E-leadership

Leadership execution in a virtual setting has recently become an important part of leaders' daily responsibilities. The advent of novel technologies for communication, in addition to the global expansion of businesses' operations, has driven up the necessity to direct consumers through digital means (Darics, 2020). In reaction towards advancements, researchers in context studies established the phrase e-leadership to define leaders who predominantly conduct leadership tasks via digital

means (Zaccaro & Bader, 2003). By emphasizing the extent of technological inclusivity, it encapsulates the development for the meaning of e-leadership (Liu et al., 2020).

E-leadership is an interpersonal impact strategy that utilizes technologies to change behaviors, feelings, ideas, actions, and outcomes in people, organizations, or other groups in order in order to motivate them towards a specific objective. The effective integration of conventional and technological means of interaction is known as e-leadership. It denotes knowledge of existing ICTs, deliberate embrace of emerging information and communication technologies for a person and proficiency with organizational along with technicalities of making use of the chosen digital technologies (Van Wart et al., 2019). Communication, as well as the collecting and transmission of information, takes place via information technology in this situation. Leadership in organizations has always involved face-to-face interaction. Leaders may now oversee entire initiatives from afar and communicate with followers purely through information technology. Organizations are adopting technologies for business communication today, necessitating e-leadership. Teleconferencing, digital collaboration tools, telephones, e-mail, as well as Wi-Fi are all used in this wiring. Nevertheless, comprehending how information systems alter human dynamics has trailed behind the development and application of new technologies. Thus, technology is being deployed without fully understanding its influence on human dynamics in businesses.

2.2.3 E-leadership and Its Influences

Whenever it involves influencing people and motivating them to reach corporate goals, there are several factors to consider. In cases where it regards e-leadership, prevalent variables of significance that have been found to affect employees in many different ways include the development of credibility, interaction, empowerment of employees as well as motivation, satisfaction, along with having the capacity to develop connections and indicate leader presence (Elyousfi et al., 2021; Contreras et al., 2020). These aspects are known to have an extra effect upon organization dimensions that involve wellness, dedication, motivation as well as job satisfaction (Contreras et al., 2020). As a result of well-functioning e-leadership, more contented workers and a more successful company result. Due to the change towards further distant approaches to leadership, it has been increasingly clear that the same elements are considered as vital regardless of the type of leadership done, but distinct issues surrounding various types of aspects occur based on the context.

Physical and digital leadership serve the same function and are comparable in certain ways, but they are also distinct. Furthermore, e-leadership most likely to rise in subsequent years, especially within organizations which have long relied on the direct leadership. As a result, it is critical to delve deeper into this subject. According to surveys, 46% of the time, direct conversations have been replaced by technology, and people of organizations think e-leadership is crucial (Liu et al., 2020). Additionally, the e-leader plays a crucial role in creating an appealing team

atmosphere and enhancing the job environment (Terkamo-Moisio et al, 2021). There exists a widespread misconception that e-leadership hinders leadership, however research indicates that increasing training in digital interaction significantly improves the public opinion of leadership ability (Liu et al., 2020).

In circumstances in which the team is unable to meet in person, effective interpersonal abilities are linked to favorable outcomes including confidence, efficacy, and creative teamwork (Newman et al., 2020). Finally, fostering an environment of adaptability, optimism, and interaction has been found to be an effective component of e-leaders (Terkamo-Moisio et al., 2021). Subsequently, e-leadership research often focuses on remote teams, but it struggles to understand how it influences virtual leaders. As e-leadership is expected to grow, understanding virtual leadership and its impact on employees is crucial. Traditional leaders cannot execute digital methods without implementing necessary adjustments. Thus, the study now focuses on essential elements and their impact on virtual environments.

2.2.4 Employee Motivation

The term motivation derives out of the term motive meaning refers to an individual's requirements, needs, seeks, as well as drives. Motivation is what causes an employee to be motivated to carry out a task that is assigned to him and comply with his responsibilities (Jufrizen & Sitorus, 2021). The term motivation is derived through the primitive word motive, that denotes a reason, reassurance, or rationale for human

behavior (Lantara, 2018). As a result, motivation refers to a state that promotes or turns into an intentional reason. A common definition of motivation given by scholars and writers is the mental drive that determines an individual's degree of dedication and drive when faced with challenges at work. It is additionally referred by the term "a psychological process of choice which affects behavior that is goal-driven endurance and path" (Deng, et al., 2019). Motivation signifies the urge to make things happen (Budur & Poturak, 2021). There are two primary needs for worker engagement within the work which are intrinsic as well as extrinsic motivation (Wang, et al., 2019).

Strategies and motivational techniques are needed throughout the company to create a conducive work environment along with on a personal level to increase worker engagement as well as satisfaction (Supriyanto, et al., 2020). Through the correct combination of techniques catered to the requirements of the company, staff motivation, contentment, loyalty, and efficiency are all able to improve and maintain (Olugbade & Karatepe, 2019). Moreover, it was shown that motivation might impact productivity primarily at the individual as well as team, therefore impacting the efficiency of organizations as well.

2.2.5 Employee Satisfaction

Since satisfaction may imply different things to different people, it is important to acknowledge this before delving into the meaning of employee satisfaction.

Employee satisfaction is an individual's viewpoint both positive and negative about their job (Rivaldo et al., 2020). The essence and emotion of enjoying the job are what contribute to employee satisfaction (Oktavianti, 2020). Nevertheless, attitudes regarding many parts of the workplace are frequently linked to job satisfaction. Emotions that are positive or negative can also be felt about what one does such as satisfaction with work or dissatisfaction with the job (Cavanagh, Kraiger & Henry, 2020).

Satisfaction with job is the feeling that employees get from what they do at work regarding their employment or specific areas of their work (Bogicevic-Milikic & Cuckovic, 2019). Furthermore, a common definition of job satisfaction is a favorable emotion brought about by one's employment (Ćulibrk et al., 2018). In addition, an employee's perspectives, emotions, and convictions regarding their work are referred to as job satisfaction (Aziri, 2011). Research indicates that daily contacts, behaviors, and experiences that workers have while at work are what lead to job satisfaction (Judge, Weiss, Kammeyer-Mueller & Hulin, 2017). Nevertheless, a number of factors, including character, beliefs, character traits, and professional qualities, along with the work environment, are linked to worker satisfaction with work (Bogicevic-Milikic & Cuckovic, 2019).

Employee wellness, enthusiasm, efficiency, and levels of stress are all impacted by job satisfaction in addition to productivity (Grant & Parker, 2009). Given that

employees devote so much time at work, employers have a big impact on how satisfied employees are with their jobs (Cavanagh et al., 2020). Satisfaction with work among employees is influenced by factors like autonomy, peer feedback, emotional support and working environment (Bargsted, Ramírez-Vielma & Yeves, 2019). Furthermore, variations in work satisfaction within teams and divisions within an organization may be a sign of its strengths and shortcomings. Thus, work satisfaction also indicates how well an organization is running (Cavanagh et al., 2020).

2.3 Underpinning Theory

One of among the most important elements for dedication, productivity at work, independence as well as satisfaction with work in businesses is a positive leader-employee relationship (Dulebohn et al., 2012). The quality of interpersonal exchange that develops involving a leader with their subordinates is referred to as leader-member exchange theory or LMX (Stepanek & Paul, 2022). It centers on the reciprocal relationship that develops between an employee and a leader. According to the theory, leaders form varying types of relationships with various kinds of employees. The level of quality associated with these relationships, ranging from low to high, is assumed to reflect how much the leader along with the employee respect and trust each other as well as give information and encouragement (Stepanek & Paul, 2022). According to LMX theory, leaders form special bonds that connect them to every follower and the nature of these bonds thereafter has the

capacity to affect a range of views and conduct (Ilies et al., 2007). LMX highlights the dynamic character of the interaction between leaders and followers, meaning each party have the ability to impact and alter the dynamics of the relationship (Dulebohn et al., 2012). Ability, accessibility and pleasantness are a few employee traits that affect the interactions (Dulebohn et al., 2012). Furthermore, it is suggested that certain traits of leaders such as amiability, reward behavior, as well as transformative acts of leadership, have an impact upon relationships. Improved employee work performance, satisfaction with work, commitment to the company, as well as organizational citizenship behaviors are all somewhat correlated with LMX (Eisenberger et al., 2019).

Furthermore, it was discovered that e-leadership contained identical terms that were being used commonly associated to indicate remote leadership. The keywords used were digital, remote, virtual as well as distance leadership. Each one of these words, including e-leadership, were used in the search for an in-depth and more comprehensive comprehension of the research, as well as in its planning and analysis. Over the course of this research, the term e-leadership had solely primarily applied to refer to the leadership performed virtually. This term refers to publications conducted in, for instance, separate individual states or different companies where workplace employment is prevalent, but the job was not requiring the individual to be physically present on site in order to fulfill their obligations. Moreover, because it was desired to target activities where personnel required to be present to execute their duties, the keyword was narrowed and the search term technique was used

instead. This provided information regarding entirely virtual teams inside businesses. Various elements were discovered to impact groups in which everyone worked remotely, both in the commercial and public sectors, as a result of the search. These criteria focused mostly on motivation and satisfaction. These factors were subsequently combined into different leadership phrases as to gain more insight of the ways that e-leadership may affect employees who work in virtual teams as well as enhancing motivation and satisfaction.

2.4 Hypotheses of study

2.4.1 The Relationship between Employee Motivation and E-Leadership

E-leadership appears to have a favorable and considerable influence on employee motivation. Numerous research in the field of e-leadership have demonstrated the profound effects having e-leadership competences on worker behavior, including raising worker motivation and commitment levels (Chamakiotis et al., 2021). An organization's participation, interaction, efficiency, modification, as well as comprehensive advantage in strategy are all thought to be enhanced by having a leader possessing digital skills (Kahai et al., 2020). To interact with the staff in a productive and successful way, leaders employ a variety of methods and approaches. The goal is to create teams that perform well, motivate staff members, develop positive connections and establish a sense of importance in them. Those who are mostly employed have better levels of dedication and drive as well as fewer thoughts of leaving their jobs (Haque et al., 2019). Employee motivation can be considered to

benefit directly from e-leadership. The leader with technologies makes it simpler to monitor and motivate personnel (Belitski & Liversage, 2019).

H1: There is a significant relationship between employee motivation and e-leadership.

2.4.2 The Relationship between Employee Satisfaction and E-Leadership

E-leadership seems to have a direct beneficial impact on staff satisfaction and performance. A number of research studies in the field of e-leadership have demonstrated the profound effects of e-leadership capabilities on staff behavior, including productive work performance and high levels of satisfaction with work (Van Wart et al., 2019; Liu et al., 2020). The results of this study support the notion that active leadership promotes satisfaction with work (Kahai et al., 2020). Job satisfaction along with e-leadership are highly correlated (Belitski & Liversage, 2019). Digital leadership integrates remoteness in order to guarantee productivity and satisfaction with work (Darics, 2020). As a result, e-leadership's influence on employee satisfaction appears to be positive and significant.

H2: There is a significant relationship between employee satisfaction and e-leadership.

2.5 Research Framework

Figure 2.1 illustrates the proposed research framework based on previous literature.

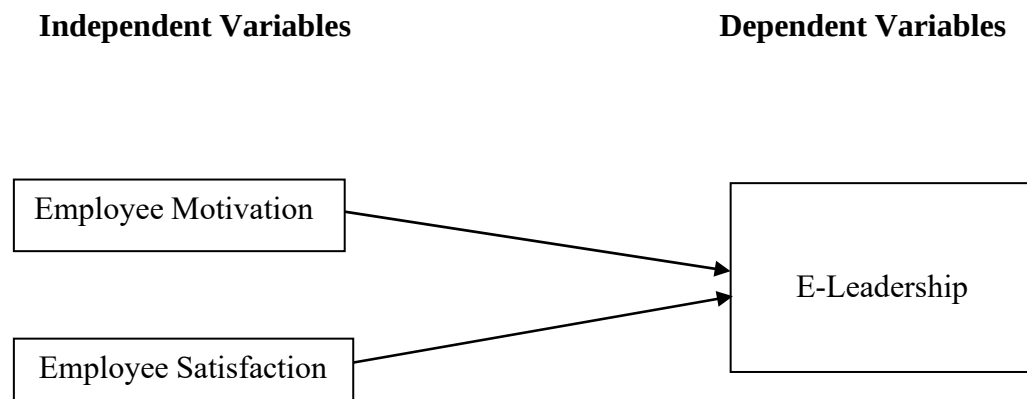


Figure 2.1
Research Framework

2.6 Chapter Summary

This chapter evaluated all aspects of the important theoretical along with prior literature that was utilized in the research of the effects of employee motivation as well as satisfaction upon e-leadership within organization. These analyses culminated with the proposed framework of concepts. The subsequent chapter delves into the formulation of hypotheses, measurements, as well as theories using the suggested conceptual framework.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The following section discussed and clarified the methodological aspects for the research study. This chapter will present and discuss the following components which are research design, research population and sampling, variable measurement, pre-test and pilot test, data collecting, as well as data analysis.

3.2 Research Design

This study utilizes a questionnaire design, which is a quantitative research technique. This research study investigates the effects of employee motivation as well as satisfaction upon e-leadership within an organization. The primary means of data originates from online questionnaires that containing inquiries regarding the effects of employee motivation as well as satisfaction upon e-leadership. The data was collected using online surveys, which would entail distributing a questionnaire to between 100 to 150 respondents in the organization, Humantech Services Sdn Bhd. The second source of data is centered from publications, books, articles, reviews of literature, as well as previously published documents, and the data is used for purposes of clarifying, justify, or contradict the main source of information's findings.

3.3 Research Population

The population as a whole represents the whole group about which this research wishes to make conclusions in relation to the topics. The employees are the fundamental unit of analysis of the study and the significant population comprises of individuals who are engaged in the organizations. For this research, the population contain the employees from the selected business services industry in Malaysia. This Business Services Industry has been selected due to the fact that it is directly or indirectly related to virtual work environments. The population area for the research is located in Bangsar, Kuala Lumpur. This group was estimated to consist of approximately 144 peoples based on the characteristics of the population.

Table 3.1
The population collected within the business services industry.

Type of employee	Number of employees
Permanent staff	127
Contract staff	17

Source: ZoomInfo. (2023). Humantech Services Sdn Bhd - Overview, News & Similar companies

3.4 Sample size and sampling techniques

The sample comprises a specific set of people for whom the research is gathering data. The sample size always remains less than the overall population number. Krejcie and Morgan (1970) recommended a sample sequence determined by the total

quantity of populations obtained. It suggests that for a population of 140, the optimal sample size are 103 respondents. As for this research, a total of 144 employees in Humantech Services Sdn Bhd having a sample size of 103, whereas 100 to 150 questionnaires have been distributed online in order to make a sufficient amount for non-return questionnaires survey. For this research study, a non-probability technique, particularly convenience sampling, was systematically used. Convenience sampling involves selecting samples from acquaintances, coworkers, friends or any individual whoever the researcher is capable of reaching in a comparatively short period of the time and effort. The questionnaire for the survey has been generated employing online survey form as well as have been distributed and circulated via social media channels to respondents who answered the survey. The method of non-probability sampling is actually an arbitrary way for choosing units within the population since the method is quicker and easier for the researcher.

3.5 Measurement of variables

Due to time constraints, limited resources, a limitation having immediate access to human resources, as well as the confidential type of material, this research utilizes a method of non-probability sampling which happens to be subjective. The use of non-probability sampling is a subjective approach for choosing individuals from a group. Given that this is not contingent upon an extensive research frame, the use of non-probability sampling provides a rapid, easy, and cost-effective method of data collection. Both of these convenience as well as purposive sampling methods

provide information. It presumably at that time may have relied on the relevant organization as the major source of respondents.

The questionnaires were the primary technique utilized in this research for performing the analysis. The questionnaire survey which had been separated into two separate parts for this research. The initial component collects demographic information from respondents whereas the second part gathers information about the association involving the variables that are both dependent and independent. In the questionnaire it includes 30 questions about demographics, e-leadership, motivation and satisfaction. It was designed integrating e-leadership literature and existing studies on employee motivation and satisfaction with respect towards work related attitudes. This research implemented a questionnaire because it enabled participants to respond thoughts relatively flexibly as well as precisely, gathered responses in such a predictable manner, but also saved a lot of time by enabling participants to pick their chosen responses for open-ended as well as Likert scale questions. The questions are assessed on standardized scales and that it should approximately 7-10 minutes to complete. The Likert five-point scale in the study been used to assess the variables. It is consisting of five mean strongly agree, four presents agree, three means neutral, two mean disagree and one meaning strongly disagree. According to the literature, surveys should last up to 30 minutes and gather as many information relevant aspects as feasible (Stacks, 2010).

Table 3.2
Likert Five-Point Scale

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3.5.1 E-leadership

E-leadership abilities are known by the term integrated technologies leader because they combine competence within technology that is digital alongside organizational abilities in management and leadership. Table 3.3 shows the items that were used in this research.

Table 3.3
Survey Items Related to E - Leadership

Variable	Survey Items	Source
E-Leadership	1. E-leadership makes me feel good to be working with my leader or superior.	(Cheung, Ng, Lam, & Yue, 2001)
	2. E-leadership enables me to think about old problems in new ways.	
	3. E-leadership gives ideas and forces me to rethink some of my own ideas which I had never questioned before.	
	4. E-leadership helps me to look at problems in a new way, which used to puzzle me before.	
	5. E-leadership arouses my awareness about what is really important.	
	6. E-leadership shows me how to attain targets decided by me.	
	7. E-leadership trusts project team members individually.	
	8. The virtual leader expresses his or her appreciation when I do a good job.	

9. The virtual leader gives personal attention to members who seem to be neglected.
10. The virtual leader gives credit when my job is performed well.
11. The virtual leader is satisfied when the agreed standard of work is achieved.

3.5.2 Employee Motivation

Employee motivation is viewed as an outcome on autonomy, advancement towards an aim, as well as a person's considered capacity to gain insight along with accomplish tasks. Table 3.4 shows the items that were used in this research.

Table 3.4
Survey Items Related to Employee Motivation

Variable	Survey Items	Source
Employee Motivation	1. When in the workplace, my focus is on the job duties that I must complete.	R-MWS model (Gagné, 2012)
	2. My day at work goes by quickly, as I am involved in my work.	
	3. When I do my work, I am determined to give my best effort.	
	4. I experience the motivation when my leader works remotely compared to when he/she was on site.	
	5. Having the e-leadership contribute on my motivation at work.	

3.5.3 Employee Satisfaction

Satisfaction among workers is frequently characterized as the pleasant or satisfied emotions that arise from an evaluation of a particular person's employment and job experiences. Table 3.5 shows the items that were used in this research.

Table 3.5
Survey Items Related to Employee Satisfaction

Variable	Survey Items	Source
Employee Satisfaction	1. I am able to perform tasks that don't go against my conscience.	(Wanous, Reichers & Hudy, 1997; Nagy, 2002)
	2. I feel positive and motivate most of the time that I am working.	
	3. My values fit with the organizational values.	
	4. I am given the chance to do something that makes use of my abilities.	
	5. E-leadership gets on well with me.	
	6. Overall, I am satisfied with my job.	

3.6 Pre-Test & Pilot Test

Pre-testing is a method to check whether a question functions as intended and understood by those who tend to answer it improperly (Taufik et al., 2019). Pre-testing is necessary for detecting errors in the questionnaire, as well as to remove inconsistencies along with additional factors that contribute to bias as well as mistakes which increases both the validity and reliability of questionnaires. This was conducted on 2nd February 2023. The pilot study had been carried out on 6th March 2023, by distributing questionnaires deliberately designed for this study via online distribution. The goal is to assess the main needs for instrument purification and to assess the survey instrument's degree of validity and reliability. It shows that the surveys had a good degree of internal reliability and consistency which is positive and makes it possible to further investigation.

Table 3.6
Reliability Statistics for All Items

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.960	.960	22

Table 3.7
Reliability Statistics for the E-Leadership scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.958	.958	11

Table 3.8
Reliability Statistics for the Motivation scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.825	.831	5

Table 3.9
Reliability Statistics for the Satisfaction scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.904	.903	6

3.7 Data Collection Procedure & Data Analysis Method

For this research study, the data collection and analysis tools have been designed for gathering, interpreting, and presenting data for such a broad array of applications and sectors. Numerous methods as well as techniques have been created for usage in almost every industry on the world. As for this study, the data and information gathered would then be assessed and executed using the SPSS version 29.0 software. Utilizing simulation modelling and enhanced integration with other tools, the SPSS version 29.0 software provides more accuracy and efficiency. It is to identify the correlation or relationship of the variables and to perform regression. To test the reliability for the chosen research, scale the SPSS was utilized, following the analysis, the Cronbach's Alpha value of the 30 questionnaires for this research was 0.960. It indicates that these 30 items had a good degree of internal consistency which is positive and makes it possible to further investigation. Respondents Statistics are recorded with their respective percentages. The variables, Employee Motivation and Satisfaction as a dependent variable and E-Leadership as independent variables were discussed in this study. It will ultimately be utilized to

conduct an Exploratory Factor Analysis (EFA) along with narrow down the number of factors that are considered valid with regard to the supplied theoretical model. The regression analysis was utilized, as well as correlations along with coefficients.

As a result, the target is to get 103 respondents and between 100 to 150 questionnaires were distributed in order to make a sufficient amount for non-return questionnaires survey. Nevertheless, 103 questionnaires had been obtained. Demographic information ought to be utilized by organizations not solely for addressing state theories, as well as to evaluate the generalizability of the results of both the population sample. A larger number of samples helps to manage data that is missing, mistakes and adjustments, as well as the combination of non-measured and measured components. The researchers need to guarantee that the information they collect meets the standards for multiple regression (Hair, 2010).

3.8 Chapter Summary

The current chapter evaluated all relevant factors which act as a methodological guide, highlighting thoughtful options regarding research design, research population, sample size as well as sampling techniques, variable measurement, and data collection and analysis methods. This basis makes certain that this study is thoroughly analyzed in relation to employees in the organizations, establishing out the foundation for the following parts with conciseness, accuracy, as well as

dedication towards detailed findings. The next chapter addresses the research study outcomes and findings.



CHAPTER FOUR

RESULTS

4.1 Introduction

The following section provides the empirical information obtained through the questionnaires mentioned during the preceding chapter. The collected data has been analyzed using multivariate statistical techniques.

4.2 Sample Validity

The Krejcie and Morgan approach yielded a sample that consisted of 103 individuals comprising the research study population in overall. Throughout February to April of 2023, the online questionnaire was issued to a selected group of Humantech Services Sdn Bhd employees. The researchers cannot specifically determine the precise number of respondents who participated in the questionnaires, although it was 144 employees. The online questionnaire received 103 responses. On the average, 15 to 30 minutes were devoted to filling out the responses. By having this number of questionnaires survey, it is constituting enough for further analysis.

Priority to data analysis there is no missing data issue, and the available sample size remains constant, thus being sufficient for achieving the statistical significance for each of the variables, considering the Kaiser-Meyer-Olkin Measure (KMO) is greater than 0.5. Listed below are the KMO test results of this data.

Table 4.1
KMO test results

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.900
	Approx. Chi-Square	2186.577
Bartlett's Test of Sphericity	df	231
	Sig.	<.001

4.3 Demographic profile

The respondents' demographic profiles have been examined using descriptive analysis for a deeper comprehension 103 of their profiles. Respondent demographics provides the prevalence, percentages figures, as well as indicate values for the pertinent data of the respondent background such as gender, age, marital status, employment, years of service, internet usage period, IT medium usage, and their frequent access to the internet.

4.3.1 Respondents Profile by Gender

The greater part of the responses were females 64 (62%), with males comprising 39 (38%). Thus, it indicates a total of 103 responses. The overview is presented in Table 4.2.

Table 4.2
Respondents by Gender

		N	%
Gender	Male	39	38%
	Female	64	62%
	Total	103	100%

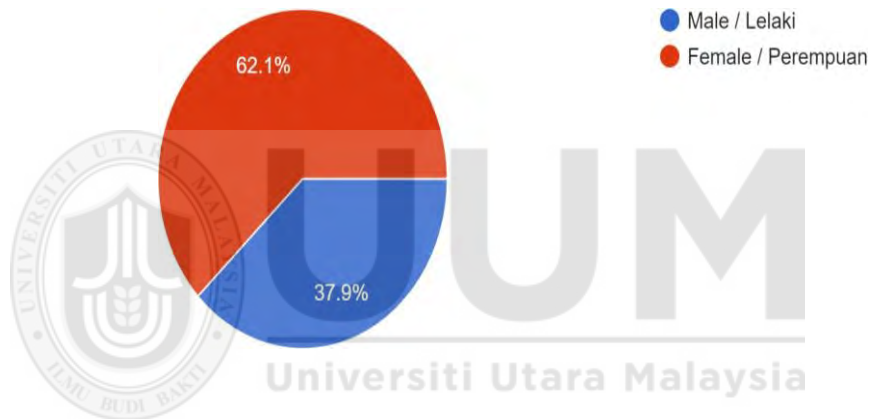


Figure 4.1
Respondents by Gender

4.3.2 Respondents Profile by Age

As it comes to age categories, the vast majority the responses were between 46 to 60, 36 (35%) followed by the 19 to 25 group, 24 (23.3%), the 26 to 35 group, 23 (22.3%) and the 36 to 45 group, 20 (19.4%). The overview is presented in Table 4.3.

Table 4.3
Respondents by Age

		N	%
Age	19-25 years old	24	23.3%
	26-35 years old	23	22.3%
	36-45 years old	20	19.4%
	46-60 years old	36	35%
Total		103	100%

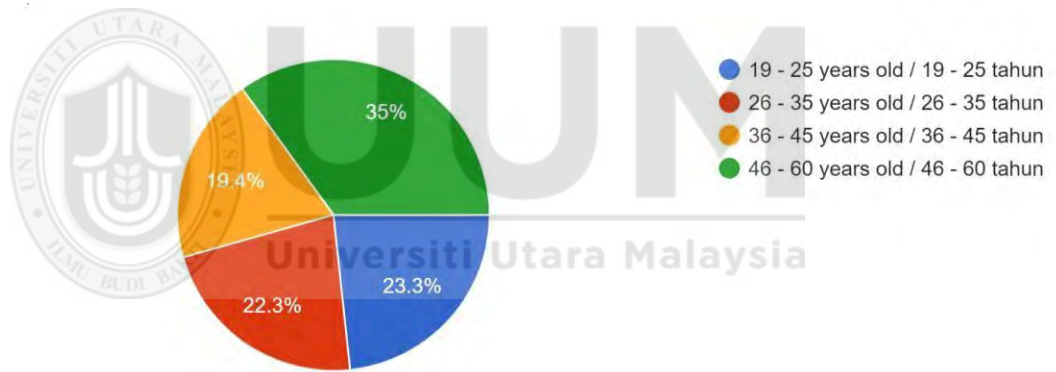


Figure 4.2
Respondents by Age

4.3.3 Respondents Profile by Marital Status

According on those 103 valid responses, the majority of them 56 (54.4%) are married responses. Meanwhile, 47 (45.6%) of the respondents are single. The overview is presented in Table 4.4.

Table 4.4
Respondents by Marital Status

		N	%
Marital Status	Married	56	54.4%
	Single	47	45.6%
	Total	103	100%

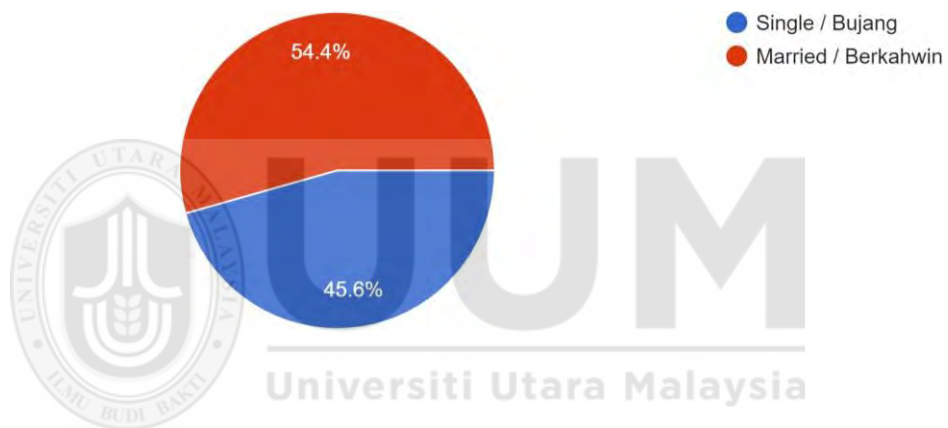


Figure 4.3
Respondents by Marital Status

4.3.4 Respondents Profile by Employment

Regarding employment, the majority of employee were from permanent employment 88 (85.4%) and contract employment 15 (14.6%). The overview is presented in Table 4.5.

Table 4.5
Respondents by Employment

		N	%
Employment	Permanent Employment	88	85.4%
	Contract Employment	15	14.6%
	Total	103	100%



Figure 4.4
Respondents by Employment

4.3.5 Respondents Profile by Years of Service

Regarding the context of years of service, most of the responses 54 (52.4%) came from those who had served for more than 10 years, followed by those who had

served for 1 to 5 years 24 (23.3%), 6 to 10 years 18 (17.5%), and less than 1 year of service 7 (6.8%). The overview is presented in Table 4.6.

Table 4.6
Respondents by Years of Service

		N	%
Years of Service	Less than 1 Year	7	6.8%
	1-5 years	24	23.3%
	6-10 years	18	17.5%
	More than 10 years	54	52.4%
Total		103	100%

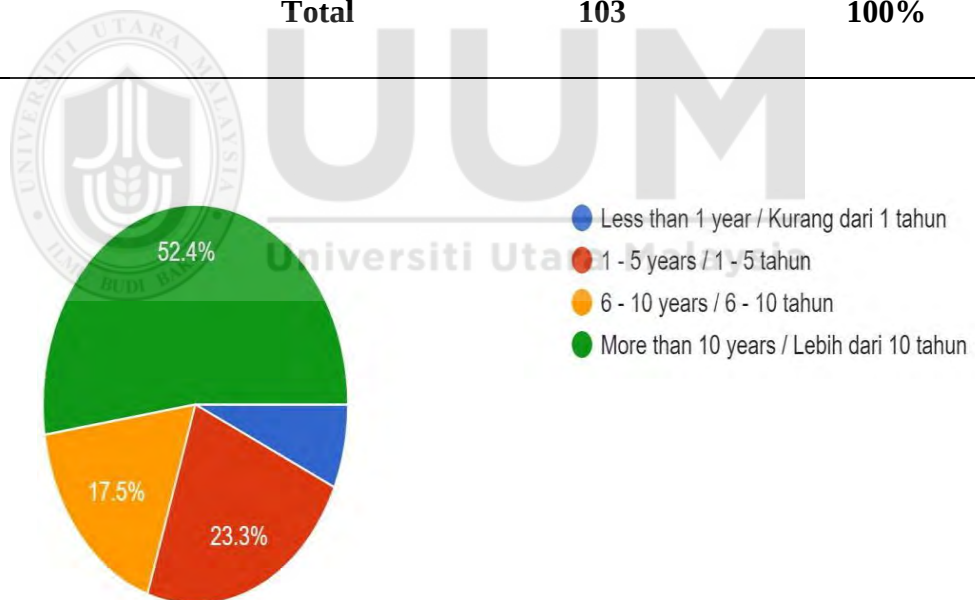


Figure 4.5
Years of Service

4.3.6 Respondents Profile by Internet Usage Period

According to the data survey the highest number of 90 (87.4%) had been used the internet for more than 10 years followed by 6 to 10 years group 12 (11.7%) that had been used the internet while only 1 (1%) for the 1 to 5 years group. The overview is presented in Table 4.7.

Table 4.7
Respondents by Internet Usage Period

		N	%
Internet Usage Period	Never used it	0	0
	1-5 years	1	1%
	6-10 years	12	11.7%
	More than 10 years	90	87.4%
	Total	103	100%

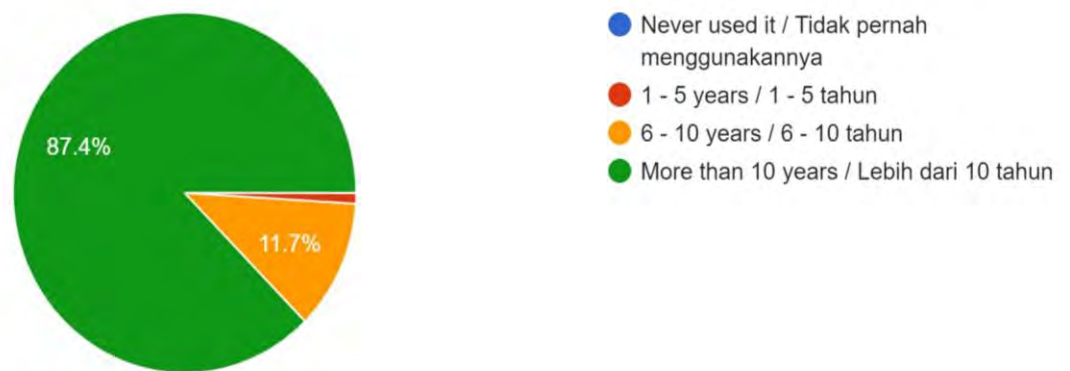


Figure 4.6
Internet Usage Period

4.3.7 Respondents Profile by IT Medium Usage

Based on the data survey majority of 101 (98.1%) had been communicate or be a part of the team that involve via IT medium. The overview is presented in Table 4.8

Table 4.8
Respondents by IT Medium Usage

		N	%
IT Medium Usage	Yes	101	98.1%
	No	2	1.9%
	Total	103	100%

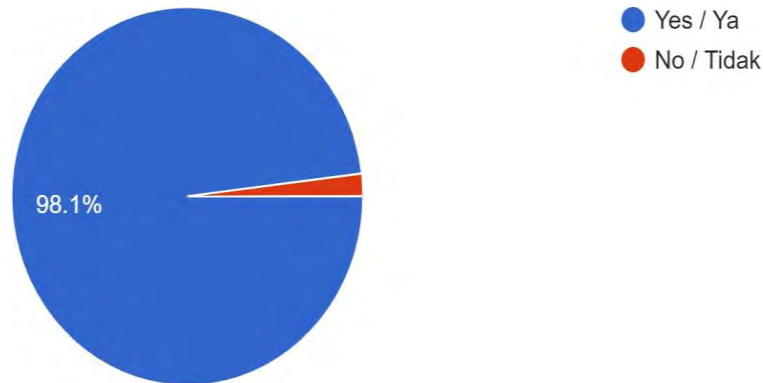


Figure 4.7
IT Medium Usage

4.3.8 Respondents Profile by Their Frequent Access to The Internet.

In this research data, as from home the highest number of 58 (56%) have their frequent access to the internet daily followed by 31 (30%) weekly then 8 (8%) monthly that frequently access to the internet and 6 (6%) never have their access to the internet. Next, regarding from work the highest number of 68 (66%) have their frequent access to the internet daily followed by 22 (21%) weekly then 10 (10%) monthly that frequently access to the internet and 3 (3%) never have their access to the internet. Lastly, as based on the data that from other places the majority of 32 (31%) have their frequent access to the internet daily followed by 11 (11%) weekly then 40 (39%) monthly that frequently access to the internet and 20 (19%) never have their access to the internet. The overview is presented in Table 4.9.

Table 4.9
Respondents by Their Frequent Access to The Internet

		N	%
Their Frequent Access to The Internet (Home)	Daily	58	56%
	Weekly	31	30%
	Monthly	8	8%
	Never	6	6%
	Total	103	100%

Table 4.10
Respondents by Their Frequent Access to The Internet

		N	%
Their Frequent Access to The Internet (Work)	Daily	68	66%
	Weekly	22	21%
	Monthly	10	10%
	Never	3	3%
	Total	103	100%

Table 4.11
Respondents by Their Frequent Access to The Internet

		N	%
Their Frequent Access to The Internet (Other Places)	Daily	32	31%
	Weekly	11	11%
	Monthly	40	39%
	Never	20	19%
	Total	103	100%

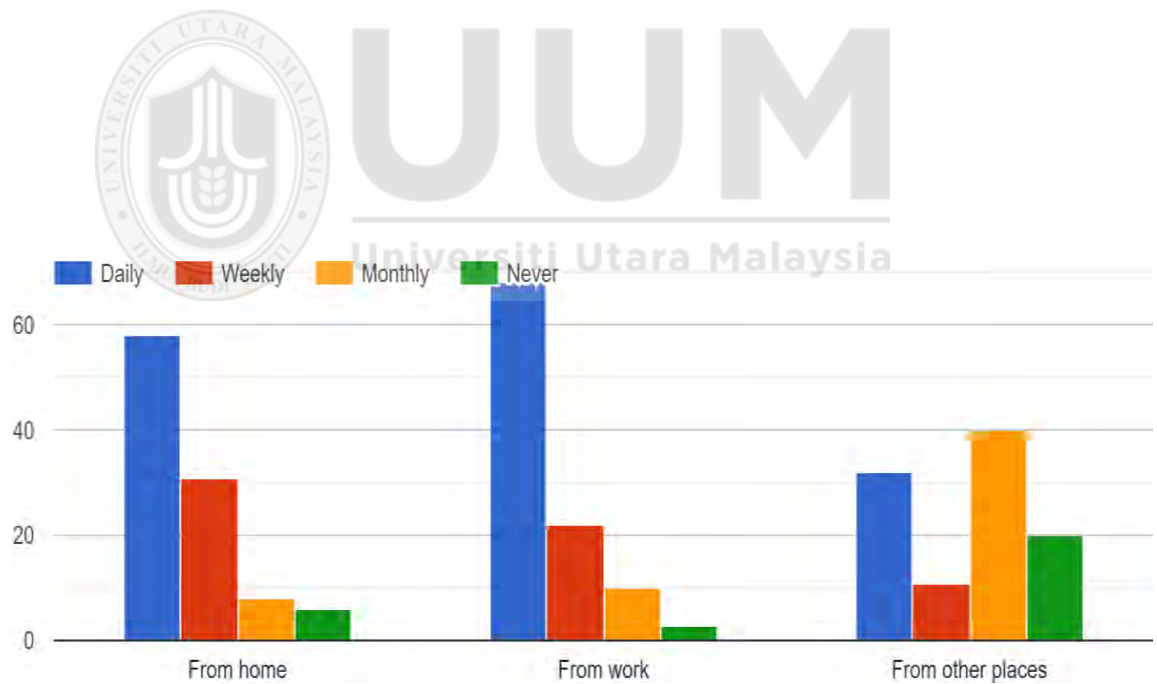


Figure 4.8
Their Frequent Access to The Internet

4.4 Reliability Test

The Cronbach Alpha has been applied for standardizing levels for e-leadership, motivation as well as satisfaction in order to verify the questionnaire validity and reliability. Cronbach Alpha amounts above 0.7 are normally considered as reflecting reliability. A number of questions were put forward to assess one factor in particular. The Cronbach's Alpha for all 30 items is .960. It appears that those 30 items have an elevated level of internal reliability as well as consistency, making them positive. The overview is presented in Table 4.12.

Table 4.12
Reliability Statistics for All Items

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.960	.960	22

The Cronbach's Alpha for the entire 11-item Leadership Style Scale is .958. The matrix of correlations demonstrates that each item possesses elevated values, and the question does not require to be deleted in order to increase Cronbach's Alpha. The final part of the scale for the e-leadership scale comprised 11 items, resulting in a Cronbach's Alpha of .958. The overview is presented in Table 4.13.

Table 4.13

Reliability Statistics for the E-Leadership scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.958	.958	11

Cronbach's Alpha on the five questions about motivation is .825. The significance level is greater than 0.7, therefore its reliability appears good. There is no need to be removing any item. Thus, the final scale for the motivation scale was remained 5 items resulting in Cronbach's Alpha of .825. The overview is presented in Table 4.14.

Table 4.14

Reliability Statistics for the Motivation scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.825	.831	5

The final scale that has been assessed for reliability was Satisfaction. Cronbach's Alpha for 6 items has a large value .904. No items or components need to be deleted in order to increase reliability. As a result, the last item on the scale of the satisfaction measure retained at 6 items, with a Cronbach's Alpha of .904. The overview is presented in Table 4.15.

Table 4.15
Reliability Statistics for the Satisfaction scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.904	.903	6

To summarize, each of the scales are deemed valid and reliable. The scales utilized in the research were previously evaluated and validated in previous research. Therefore, it implies that all 22 items have an elevated level of consistency within them, which makes them favorable and enables future investigation.

4.5 Exploratory Factor Analysis

The EFA has been carried out utilizing an analysis of principal components and varimax rotation as the methods. The minimal loading factor requirement was set at 0.50. The unity associated with the scales, particularly reflects the degree of variation across every dimension, was assessed as well in order to guarantee

adequate amounts of clarification. The data revealed that every one of the communal characteristics exceeded 0.50.

The key step was to evaluate the correlation matrix's overall significance using Bartlett's Test of Sphericity, a test that provides an indication of the statistically probable likelihood for some of its components possess significant correlations. The outcomes were significant, $\chi^2(n = 103) = 2186.577$ ($p < 0.001$), confirming its eligibility of a factor analysis. The Kaiser-Meyer-Olkin measure of sample adequacy (MSA), that demonstrates how suitable the data is for the analysis of factors is 0.900. At this context, information with MSA values greater than 0.800 are deemed suitable for factor analyses. Ultimately, the factor solution generated through this analysis resulted in four scale factors, accounting for 71.310 percent of all the variance in the collected data.

However, within the first EFA, the two items “Q15: I experience the motivation when my leader works remotely compared to when he/she was on site.”, “Q16: Having the e-leadership contribute on my motivation at work.” placed upon a factor apart from its core part. The first one item “Q17: I am able to perform tasks that don’t go against my conscience” no considerable load was applied to any dimension. Consequently, the three items have been eliminated for the remaining research.

The researchers performed the EFA but excluded these items. The findings of this additional analysis validated those identified in the studies (see Table). The Kaiser-

Meyer-Olkin MSA score was 0.913. Each of the three dimensions described 75.468% the overall variance within the items included in the research. The Bartlett's Test of sphericity was important, along with all communalities above fulfilled the necessary value of 0.500. All three elements discovered as part of this EFA were consistent regarding the theoretical proposition within this study. Factor 1 contains items Q1 until Q11, which correspond to E-leadership. Factor 2 includes items Q12 until Q14, that indicate Employee Motivation. Lastly, Factor 3 has items Q18 until Q22, particularly indicate Employee Satisfaction. The loadings of the factors are shown in the table.

Table 4.16
KMO and Bartlett's Test for EFA

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.913
Approx. Chi-Square	1919.059
Bartlett's Test of Sphericity	df
	171
	Sig.
	<.001

Table 4.17
EFA Results

Rotated Component Matrix^a			
	Component		
	1	2	3
E-leadership			
Q1	.694		
Q2	.814		
Q3	.860		
Q4	.817		
Q5	.866		
Q6	.814		
Q7	.833		

Q8	.709	
Q9	.617	
Q10	.621	
Q11	.652	
Employee Motivation		
Q12		.854
Q13		.854
Q14		.882
Employee Satisfaction		
Q18		.801
Q19		.765
Q20		.638
Q21		.653
Q22		.676

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

4.6 Pearson correlation

4.6.1 Investigate the effect of Employee Motivation on E-Leadership

The Pearson correlation for employee motivation on e-leadership revealed substantially positive and highly significant ($r = .636$, $p < .001$). Therefore, H1 had been supported. These demonstrates the effect of e-leadership upon employee motivation.

4.6.2 Investigate the effect of Employee Satisfaction on E-Leadership

The Pearson correlation for job satisfaction upon e-leadership was substantially positive as well as significant ($r = .736$, $p < .001$). Therefore, H2 were supported. It indicates that e-leadership influences job satisfaction.

Table 4.18
Correlations

		Correlations		
		E-leadership	Employee Motivation	Employee Satisfaction
E-leadership	Pearson Correlation	1	.636**	.736**
	Sig. (2-tailed)		<.001	<.001
	N	103	103	103
Employee Motivation	Pearson Correlation	.636**	1	.695**
	Sig. (2-tailed)	<.001		<.001
	N	103	103	103
Employee Satisfaction	Pearson Correlation	.736**	.695**	1
	Sig. (2-tailed)	<.001	<.001	
	N	103	103	103

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

4.7 Regression Analysis

The regression technique is applied to evaluate the degree of relationship that exists among one or more independent and dependent variables. By using one or more independent variables, it aids in the prediction of the value of a dependent variable. A number of independent variables can be utilized to predict the extent to which variance in one response the dependent variable can be determined by it using regression analysis.

4.7.1 To investigate if Employee Motivation has a significant impact on E-leadership.

The hypothesis examines if employee motivation is significantly impacted by e-leadership. To test hypothesis H1, the dependent variable, e-leadership, was regressed on the predictor, employee motivation. Employee motivation significantly predicted e-leadership, $F(2, 100) = 66.208, p < 0.001$, which indicates that the employee motivation can play a significant role in shaping e-leadership ($b = 1.082, p < .001$). These outcomes clearly show the positive effects of employee motivation. Moreover, the $R^2 = .570$ depicts that the model explains 57.0% of the variance in e-leadership. Table 4.19 shows the summary of the findings.

4.7.2 To investigate if Employee Satisfaction has a significant impact on E-leadership.

The hypothesis investigates whether employee satisfaction is significantly impacted by e-leadership. The hypothesis H2 was tested by regressing the dependent variable, e-leadership, on the predictor, employee satisfaction. Employee satisfaction significantly predicted e-leadership, $F(2, 100) = 66.208$, $p < 0.001$, which indicates that the employee satisfaction can play a significant role in shaping e-leadership ($b = 2.061$, $p < .001$). These outcomes clearly show the positive effects of the employee satisfaction. Moreover, the $R^2 = .570$ depicts that the model explains 57.0% of the variance in e-leadership. Table 4.19 shows the summary of the findings.

Table 4.19
Regression

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	t-value	p-value	Result
H1	EM → EL	1.082	.570	66.208	2.648	.000	Supported
H2	ES → EL	2.061	.570	66.208	6.208	.000	Supported

Note: EL: E-Leadership, EM: Employee Motivation, ES: Employee Satisfaction.

4.8 Chapter Summary

The current chapter presents a brief description of the statistical analysis on quantitative data acquired through questionnaires survey circulated throughout the selected organization. The chapter that precedes provides the response rate findings.

As a result, it emphasizing thoughtful decisions and result within sample validity, respondents' demographic profile, reliability test, EFA, Pearson correlation and Regression analysis. The following chapter examines the interpretation, discussion, suggestion, constraints, further investigation as well as conclusions.



CHAPTER FIVE

DISCUSSION

5.1 Introduction

This final chapter analyses the research outcomes along with how they correlate with what is currently available based on the provided literature. The beginning section of the chapter conveys the empirical approach as well as how it fits into the leadership, motivation, along with satisfaction theories. The analysis results are then analysed and discussed.

5.2 Discussion / Interpretation of Results

The primary objective of the research seeks to investigate the e-leadership and its effects on employee motivation and satisfaction within work settings. The empirical framework represents the outcome of merging three groups of inquiries (scales) concerning e-leadership, motivation, as well as satisfaction. The question was chosen based on substantial proof from prior studies, according to explanation in the preceding section. Nevertheless, in accordance to this research, certain questions were irrelevant to the examined issue or needed to be deleted in order to better the analytical factors. The authors are keen to explore the manner in which the requested questions complement the theoretical framework and find out if there are constraints

within the empirical section which might clarify inconsistencies or deviation of the theoretical assumptions.

The results supported Hypothesis 1 and this is consistent with previous studies (Chamakiotis et al., 2021). E-leadership appears to have a favorable and considerable influence on employee motivation. Moreover, an organization's participation, interaction, efficiency, modification as well as comprehensive advantage in strategy are all thought to be enhanced by having a leader possessing digital skills (Kahai et al., 2020). The leader with technologies makes it simpler to monitor and motivate personnel (Belitski & Liversage, 2019). This research provides further empirical evidence identifying the framework of technology impacts leadership styles, which in turn affect staff performance and participation. Employee motivation can be considered to benefit directly from e-leadership.

On top of that, the results supported Hypothesis 2 as it compatible with prior studies stated that e-leadership seems to have a direct beneficial impact on staff satisfaction and performance (Van Wart et al., 2019; Liu et al., 2020). Furthermore, Digital leadership integrates remoteness in order to guarantee productivity and satisfaction with work (Darics, 2020). Several authors mention that e-leadership integrates and incorporates virtuality to assure employee satisfaction and performance (Darics, 2020; Fernandez & Jawadi, 2015). This research provides additional empirical support that validates the findings that the e-leadership is an integrate of leadership

setting along with technology that provides to and improves employee efficiency and contentment (Kahai et al., 2020).

In cases where it regards e-leadership, prevalent variables of significance that have been found to affect employees in many different ways include the development of credibility, interaction, empowerment of employees as well as motivation, satisfaction, along with having the capacity to develop connections and indicate leader presence (Elyousfi et al., 2021; Contreras et al., 2020; Mokline, 2017; Dulebohn et al., 2012; Kirkman et al., 2004). These aspects are known to have an extra effect upon organization dimensions that involve wellness, dedication, motivation as well as job satisfaction (Contreras et al., 2020; Fernandez & Moldogaziev, 2013; Thomas et al., 2013). Therefore, it is important of having well-functioning e-leadership, more satisfy as well as motivate workers as to improve more successful company result. Due to the change towards further distant approaches to e-leadership, it has been increasingly clear that the motivation and satisfaction elements are considered as vital and significant has been supported in this research.

Moreover, for the Human Resource Management employee, this research provides a broader understanding of e-leadership influence in physically remote teams. As a result, the earlier emphasis on entire virtual teams seen in previous research (Elyousfi et al., 2021; Hoch et al., 2014 & Zigurs, 2003). It might assist demonstrate

if employees experienced alienated because leadership lowered their engagement in operational processes since they couldn't observe what's been going on. This research could be used as a foundation on which to, or possibly as provide guidance to the businesses whenever making adjustments corresponding the way their managerial duties ought to be carried out to achieve the efficiency and effectiveness of the leader as well as employee motivation and satisfaction by demonstrating similarities and distinctions among both researches involving virtual teams and e-leadership in teams.

5.3 Practical Implications

Based on the proposal, there are few practical recommendations to employers, leaders, including people who work in organizations. To begin, leaders who decide to work remotely for a variety of reasons must be modest about the impact that might have on staff. This is essential that the leader adjusts their method of leadership in accordance with the wants and requirements of the employees ultimately leads towards motivation as well as satisfaction. Despite e-leadership can be compared with face-to-face leadership in numerous ways, conversational interactions, performance reviews, including perspectives about everyday work are likely to diminish or vanish. Therefore, having an e-leader ensures that there are regular updates with regard to how the company's most important resource, its employees, being impacted. These is going to aid the company build an effective strategy towards future action. Furthermore, organizations can provide training for remote

leaders to help them enhance their performance. Moreover, ensuring that appropriate digital tools remain available to facilitate intercommunication amongst employees and leaders. It highlighted the significance of competent managers and leaders. Promoting e-leadership as a possible option throughout those kinds of businesses offers up the chance to draw in and recruit competent leaders all around the world rather than just those who reside closest. Nevertheless, it is possible that many people currently choose organizations who may perform remote tasks, which could also improve appeal inside these organizations. Lastly, workers in these circumstances are responsible for specifying the expectations that has upon the leader as well as what help they received. This could also aid in the maintenance and development of motivation and satisfaction among one another, while also creating a more accessible working environment.

5.4 Theoretical Implications

The objective of this research would have been upon advance to e-leadership research and offer a better knowledge of how motivation and satisfaction of employees influence e-leadership in organizations. Firstly, the research is aimed to enrich existing research by bringing novel perspectives into the domain of digital leadership, particularly among businesses, that is significant given that most research currently focuses on leadership rather than e-leadership (Van Wart et al., 2019). Furthermore, the research broadened its findings of Hill and Bartol (2016) and Avolio et al. (2014) through indicating the manner in which employees view e-

leadership throughout the areas of interaction and distributing duties. In which the article implies that by interacting digitally, ambiguity among employees emerged, or that reallocation of duties and modifying working patterns caused additional stress, which can lead to dissatisfaction. Moreover, the research provides a broader its understanding of e-leadership influence in physically remote teams. As a result, the earlier emphasis on entire virtual teams seen in previous research (Elyousfi et al., 2021; Zigurs, 2003 & Hoch et al, 2014). It might assist demonstrate if employees experienced alienated because leadership lowered their engagement in operational processes since they could not observe what is been going on. The research could function as a foundation towards or at the very least provide guidance for, businesses whenever making adjustments corresponding to the manner in which their managerial duties should be carried out to achieve the efficiency and effectiveness of the leader as well as employee motivation and satisfaction by demonstrating similarities and distinctions among both researches involving remote working and digital leadership in groups. Its similarities that emerged were related to the absence e-leader's and method of communication as well as the way it impacted staff motivation and involvement with the leader. For example, developing the e-leader enhanced team interaction, implying that e-leadership could improve the efficiency of teams (Luciano et al., 2014). Despite differences are capable of being observed, in which the leader demonstrated influence and the reorganization of the company, as well as how this affected motivation of employees and stress. As a consequence, digital leaders have to be attentive of their actions as a way to minimize the negative

consequences of the e-leadership. Finally, the research contributes to geographically expanding the knowledge on e-leadership in organizations, as Malaysia has not yet been properly addressed by prior studies (Terkamo-Moisio et al., 2021). This research effort addresses a gap within the existing research on e-leadership through demonstrating how having an e-leader effects and influences employees working in Malaysian organizations.

5.5 Limitations and Future Research

In this research, it may have significant shortcomings, notwithstanding its contribution to e-leadership. To begin, one primary problem seems to be the time limitation, which serves as the foundation for the majority of the limits that will be presented. The research takes around four months to organize, design, then conduct. This involved establishing priorities for each chapter and determining how often time might be devoted on each segment. It was acknowledged that several portions might have been studied in greater depth and complexity but time limits indicated that this was unable to be done in all areas. With much more time, it might have devoted more time collecting data and conducting surveys on intriguing areas of the study to acquire a greater insights and greater knowledge of the study, which may have helped to comprehend overall empirical results adequately. Second, there is a constraint due past study on the issue of addressing e-leadership when the entire team works remotely has not provided a wide basis for the selected context where it is being underdeveloped. This, however, indicates that somehow this research is

relevant and that this subject requires exploratory research, considering working virtually has been predicted to thrive. Furthermore, the size of the sample, which comprises or has been set at 103 participants, may be regarded small and may not reach the aim. Nevertheless, it may or may not be sufficient to make inferences from this. Fourth, respondents were asked to provide feedback on their employment condition as a result of possessing virtual leadership. The following could be a contentious subject for speaking about to outsiders who are planning to make information public. Although if anonymity is guaranteed, there remains the possibility that respondents will be restrained in their responses or will not react accurately to a certain scenario as a result of afraid the management might discover out. These implies that there is more to be discovered, and deeper analysis may focus on the leader's point of view. This study solely looks at things from the perspective of employees, leaving the leaders' perspective untouched. It claims that conducting a case study that includes both employees and leaders would result in a more comprehensive understanding about e-leadership. This can aid in understanding the demands of the entire organization. Furthermore, somehow a quantitative research study on this topic would be advantageous in increasing the study's validity as a foundation for organizational leadership development.

5.6 Conclusion

The primary objective of this research study aimed to acquire an improved comprehension regarding how employee behavior effects and influences an e-leader. Particularly focusing organizations located in Bangsar, Kuala Lumpur areas in which e-leadership have been implemented. Moreover, researchers intended to gather employees' individual perceptions regarding this event providing a basis for the growth of the organization in the context of creating a more thriving prosperity which recognizes their well-being, dedication, as well as job satisfaction, which then in turn benefits others. Through performing an online questionnaire with employees within the companies, researchers might gather a glimpse into these occurrences. Following a comprehensive conceptual classification and analysis procedure, researchers were able to relate the results with previous literature while also noting novel perspectives that occurred. Finally, the results of the studies show that the change towards e-leadership produces a beneficial impact, creating a setting in which people are increasingly independent and encouraged. On the other side, the evidence indicates major concerns with absence of leadership in circumstances when employees may experience little strain or emotions of abandonment. Providing a greater awareness of the problems and potential of e-leadership in companies with a distant location separating the leader and employees, allowing management to put forth the necessary attempts to accomplish a successful organization.

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Appendix A Research Questionnaire



THE EFFECT OF EMPLOYEE MOTIVATION AND EMPLOYEE SATISFACTION ON E-LEADERSHIP IN BUSINESS SERVICE INDUSTRY

Dear respondents,

I am a MHRM (Master in Human Resource Management) student from School of Business Management Universiti Utara Malaysia (KL) . I am currently conducting a survey on "THE EFFECT OF EMPLOYEE MOTIVATION AND EMPLOYEE SATISFACTION ON E-LEADERSHIP IN BUSINESS SERVICE INDUSTRY". This survey aims to investigate the effect of employee motivation and satisfaction levels on e-leadership within the organization.

You have been chosen as a respondent for this study with all the respect. This survey will only take about 5 to 7 minutes. Please read all instructions carefully in every section and answer honestly. All responses given by the respondents will be considered private and confidential, which will be used for this academic study only. Thank you so much for your time and consideration.

Sincerely,

NUR BALQIS BINTI NORIZAL (829968)

Responden yang dihormati,

Saya merupakan pelajar MHRM (Sarjana Pengurusan Sumber Manusia) dari *School of Business Management* Universiti Utara Malaysia (KL) . Saya sedang menjalankan tinjauan mengenai "KESAN MOTIVASI PEKERJA DAN KEPUASAN PEKERJA TERHADAP E-KEPIMPINAN DALAM INDUSTRI PERKHIDMATAN PERNIAGAAN". Tinjauan ini bertujuan untuk menyiasat kesan motivasi dan tahap kepuasan pekerja terhadap e-kepimpinan dalam organisasi.

Dengan segala hormatnya , anda telah dipilih sebagai responden kajian ini. Tinjauan ini hanya mengambil masa dalam 5 hingga 7 minit. Sila baca semua arahan dengan teliti dalam setiap bahagian dan jawab dengan jujur. Semua jawapan yang diberikan oleh responden akan dianggap sulit dan akan digunakan untuk kajian akademik ini sahaja. Terima kasih atas masa dan pertimbangan anda.

Yang ikhlas,

NUR BALQIS BINTI NORIZAL (829968)

1. Name / Nama *

Section A: Respondents Demographic / Demografi Responden

Please select one of the options that have been stated below:

Pilih salah satu bagi pilihan-pilihan yang telah dinyatakan di bawah:

2. 1) Gender / Jantina *

Mark only one oval.

☐ Male / Lelaki

☐ Female / Perempuan

3. 2) Age / Umur *

Mark only one oval.

☐ 19 - 25 years old / 19 - 25 tahun

☐ 26 - 35 years old / 26 - 35 tahun

☐ 36 - 45 years old / 36 - 45 tahun

☐ 46 - 60 years old / 46 - 60 tahun

4. 3) Marital Status / Status Perkahwinan *

Mark only one oval.

☐ Single / Bujang

☐ Married / Berkahwin

5. 4) Employment / Pekerjaan *

Mark only one oval.

- ☐ Contract Employment / Pekerjaan Kontrak
- ☐ Permanent Employment / Pekerjaan Tetap

6. 5) Years of Service / Tahun Perkhidmatan *

Mark only one oval.

- ☐ Less than 1 year / Kurang dari 1 tahun
- ☐ 1 - 5 years / 1 - 5 tahun
- ☐ 6 - 10 years / 6 - 10 tahun
- ☐ More than 10 years / Lebih dari 10 tahun

7. 6) How long have you used the internet / Sudah berapa lama anda menggunakan *
internet

Mark only one oval.

- ☐ Never used it / Tidak pernah menggunakannya
- ☐ 1 - 5 years / 1 - 5 tahun
- ☐ 6 - 10 years / 6 - 10 tahun
- ☐ More than 10 years / Lebih dari 10 tahun

8. 7) In your current work are you part of a team which communicates mainly or have been communicate via an IT medium (e.g., Skype, Webex, Google Meet, Zoom, Microsoft Teams, Email, Slack or any other virtual communication software) / Pada masa ini anda adalah sebahagian daripada kumpulan yang berkomunikasi terutamanya atau pernah berkomunikasi melalui medium IT (cth., Skype, Webex, Google Meet, Zoom, Microsoft Teams, E-mel, Slack atau mana-mana perisian komunikasi maya yang lain) *

Mark only one oval.

- ☐ Yes / Ya
☐ No / Tidak

9. 8) How frequent do you access the web from the following places / Berapa kerap anda mengakses web dari tempat berikut *

Mark only one oval per row.

	Daily	Weekly	Monthly	Never
From home	☐	☐	☐	☐
From work	☐	☐	☐	☐
From other places	☐	☐	☐	☐

Section B : E - LEADERSHIP / E - KEPIMPINAN

INSTRUCTION/ARAHAN :

Please choose the appropriate number, using the scale given below which indicates the extent you agree with the following statement. / Sila pilih pada nombor yang sesuai, menggunakan skala yang diberikan di bawah yang menunjukkan sejauh mana anda bersetuju dengan pernyataan berikut.

- 5= Strongly Agree / Sangat Setuju
4= Agree / Setuju
3= Neutral / Neutral
2= Disagree / Tidak Setuju
1= Strongly Disagree / Sangat tidak Setuju

Please consider your
leader or superior and the interactions you have / Sila pertimbangkan pemimpin atau
atasan anda dan interaksi yang anda ada.

10. 1) E-leadership makes me feel good to be working with my leader or superior / E-keimpinan membuatkan saya berasa senang untuk bekerja dengan ketua atau atasan saya *

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1 ☐

2 ☐

3 ☐

4 ☐

5 ☐

Strongly Agree / Sangat Setuju

11. 2) E-leadership enables me to think about old problems in new ways / E-
keimpinan membolehkan saya memikirkan masalah lama dengan cara baharu.

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

2

3

4

5

Strongly Agree / Sangat Setuju



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12. 3) E-leadership gives ideas and forces me to rethink some of my own ideas *
which I had never questioned before / *E-keimpinan memberi idea dan membolehkan saya untuk memikirkan semula beberapa idea saya sendiri yang tidak pernah saya persoalkan sebelum ini.*

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2

☐

3

☐

4

☐

5

☐

Strongly Agree / Sangat Setuju



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13. 4) E-leadership helps me to look at problems in a new way, which used to puzzle me before / *E-keimpinan membantu saya melihat masalah dengan cara baharu, yang pernah membingungkan saya sebelum ini.* *

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2

☐

3

☐

4

☐

5

☐

Strongly Agree / Sangat Setuju



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14. 5) E-leadership arouses my awareness about what is really important / E-
keimpinan membangkitkan kesedaran saya tentang perkara yang penting. *

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2

☐

3



4

5

☐

Strongly Agree / Sangat Setuju

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15. 6)

*

E-leadership shows me how to attain targets decided by me / *E-keimpinan menunjukkan kepada saya bagaimana untuk mencapai sasaran yang ditetapkan oleh saya.*

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2



4

☐

5

☐

Strongly Agree / Sangat Setuju

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16. 7)

E-leadership trusts project team members individually / *E-keimpinan mempercayai ahli dalam kumpulan secara individu.*

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2



3

4

5

☐

Strongly Agree / Sangat Setuju

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17. 8)

*

The virtual leader expresses his or her appreciation when I do a good job /
*E-kepimpinan menyatakan penghargaananya apabila saya melakukan kerja
dengan baik*

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2

☐

3

☐

4

☐

5

☐

Strongly Agree / Sangat Setuju



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18. 9)

The virtual leader gives personal attention to members who seem to be neglected /

E-keimpinan memberi perhatian kepada ahli yang kelihatan diabaikan.

Mark only one box!

Strongly Disagree / Sangat tidak Setuju



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1 ☐

2 ☐

3 ☐

4 ☐

5 ☐

Strongly Agree / Sangat Setuju

19. 10) The virtual leader gives credit when my job is performed well / *
E-keimpinan
memberi pujian apabila tugas saya dilaksanakan dengan baik

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju



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4

5

Strongly Agree / Sangat Setuju

20. 11) ★

The virtual leader is satisfied when the agreed standard of work is achieved /

E-keimpinan

berpuas hati apabila standard kerja yang dipersetujui tercapai

Mark only one oval.



Strongly Disagree / Sangat tidak Setuju

3

☐

4

☐

5

☐

Strongly Agree / Sangat Setuju

Section C : EMPLOYEE MOTIVATION / MOTIVASI PEKERJA

INSTRUCTION/ARAHAN :

Please choose the appropriate number, using the scale given below which indicates the extent you agree with the following statement. / Sila pilih pada nombor yang sesuai, menggunakan skala yang diberikan di bawah yang menunjukkan sejauh mana anda bersetuju dengan pernyataan berikut.

- 5= Strongly Agree / Sangat Setuju
- 4= Agree / Setuju
- 3= Neutral / Neutral
- 2= Disagree / Tidak Setuju
- 1= Strongly Disagree / Sangat tidak Setuju

You are being asked to assess this survey as to describe your motivation. / Anda diminta menilai tinjauan ini untuk menggambarkan motivasi anda.

21. 1) When in the workplace, my focus is on the job duties that I must complete *
/ Apabila di tempat kerja, tumpuan saya adalah kepada tugas-tugas kerja yang perlu saya selesaikan.

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1 ☐

2 ☐

3 ☐

4 ☐

5 ☐

Strongly Agree / Sangat Setuju

22. 2) My day at work goes by quickly, as I am involved in my work / Hari saya di tempat kerja berlalu dengan cepat kerana saya fokus pada kerja saya. *

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2

☐

3

☐

4

☐

5

☐

Strongly Agree / Sangat Setuju



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23. 3) When I do my work, I am determined to give my best effort / Apabila saya melakukan kerja saya bertekad untuk memberikan usaha yang terbaik. *

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

2

3

4

5

Strongly Agree / Sangat Setuju



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24. 4) I experience the motivation when my leader works remotely compared to when he/she was on site / *Saya berasa bermotivasi apabila ketua saya bekerja secara maya berbanding semasa dia berada di tempat kerja*

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

2

3

4

5

Strongly Agree / Sangat Setuju



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25. 5) Having the e-leadership contribute on my motivation at work / *E-keimpinan menyumbang kepada motivasi saya di tempat kerja* *

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

2

3

4

5

Strongly Agree / Sangat Setuju

Section D : JOB SATISFACTION / KEPUASAN KERJA

INSTRUCTION/ARAHAN :

Please choose the appropriate number, using the scale given below which indicates the extent you agree with the following statement. / Sila pilih pada nombor yang sesuai, menggunakan skala yang diberikan di bawah yang menunjukkan sejauh mana anda bersetuju dengan pernyataan berikut.

5= Strongly Agree / Sangat Setuju

4= Agree / Setuju

3= Neutral / Neutral

2= Disagree / Tidak Setuju

1= Strongly Disagree / Sangat tidak Setuju

You are being asked to assess this survey as to describe your job satisfaction. / Anda diminta menilai tinjauan ini untuk menggambarkan kepuasan kerja anda.

26. 1) I am able to perform tasks that don't go against my conscience / Saya dapat *
melaksanakan tugas yang tidak bertentangan dengan hati nurani saya

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

2

3

4

5

Strongly Agree / Sangat Setuju



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27. 2) I feel positive and motivate most of the time that I am working / Saya berasa *
positif dan bermotivasi pada kebanyakan waktu saya bekerja

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2

☐

3

☐

4

☐

5

☐

Strongly Agree / Sangat Setuju



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28. 3) My values fit with the organizational values / *Nilai saya bersesuaian dengan nilai organisasi* *

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2

☐

3

☐

4

☐

5

☐

Strongly Agree / Sangat Setuju



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29. 4) I am given the chance to do something that makes use of my abilities / Saya *
diberi peluang untuk melakukan sesuatu yang menggunakan kebolehan saya

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

2

3

4

5

Strongly Agree / Sangat Setuju



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30. 5) E-leadership gets on well with me / E-keimpinan sesuai dengan saya *

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1

☐

2

☐

3

☐

4

☐

5

☐

Strongly Agree / Sangat Setuju



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31. 6) Overall, I am satisfied with my job / Secara keseluruhan, saya berpuas hati dengan pekerjaan saya *

Mark only one oval.

Strongly Disagree / Sangat tidak Setuju

1 ☐

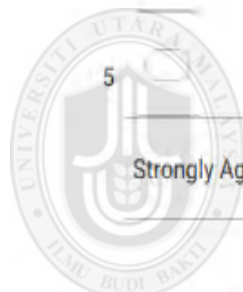
2 ☐

3 ☐

4 ☐

5 ☐

Strongly Agree / Sangat Setuju



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Your response has been recorded. Thank you for your time in answering the survey. / Jawapan anda telah direkodkan. Terima kasih atas masa yang anda telah berikan untuk menjawab tinjauan ini.

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Appendix B

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				