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## Examining the Employees Behavior Control in Cloud Computing Performance through the Moderating Lenses of Transformational Leadership

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# Examining the Employees Behavior Control in Cloud Computing Performance through the Moderating Lenses of Transformational Leadership

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## 1. INTRODUCTION AND RESEARCH QUESTIONS

Companies are being forced to reconsider their organizational models as a result of digital innovation. In several areas, some businesses are demonstrating a greater capacity to use digital technology to their benefit. Because of their hierarchical, centralized, closed organizational structures, traditional businesses struggle to adapt and alter as quickly as the digital disruption mandates. [1]. An ongoing investment in information technology (IT) is required in the period of the Industrial Revolution because of the growing importance of information and communication technology (ICT) in corporate management. Not just in the IT industry, but in other industrial sectors as well, cloud computing (CC) is becoming a more prevalent paradigm shift for the use of ICT in enterprises. CC is founded on the idea of IT resource sharing, according to which IT resources like servers, data storage, and software development platforms are borrowed and used over a network as needed, and only the cost of the service utilized is charged [2, 3]. When CC is implemented to a company's business operation, it fundamentally alters how IT resources are accessible and used to serve business processes [4, 5].

This study aims to conduct a comprehensive analysis of the intricate relationship between the Information sharing, Technical ability, Change readiness - the key factors associated with SMEs Employees, Employee behavior control, CC performance in SME, and the moderating role played by Transformational Leadership (TL). Our research questions are as follows: (1) How do the SMEs Employees related factors (Information sharing, Technical ability, Change readiness) influence employee behavior control on the CC performance in SME? (2) How does Transformational Leadership (TL) moderate the relationship between SMEs employees' related factors (information sharing, technical ability, and change readiness) and CC performance?

## 2. THEORY AND RESEARCH FRAMEWORK

Based on the Technology Organization and Environmental (TOE) theory, the hypotheses and research framework are proposed herein. (Figure 1).

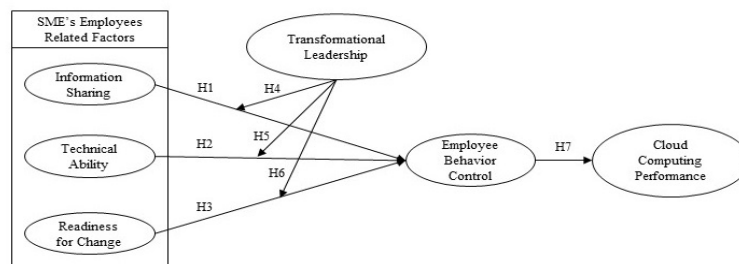


Figure 1. Research Framework

There were 400 online surveys administered, and 286 of them were returned, for a 72% response rate. After examining the data for missing values, outliers, and unusable replies, 206 responses were ultimately prevailed useable, yielding an actual response rate of 52%.

## 3. RESULTS AND MAJOR FINDINGS

All constructs also had strong composite reliability values, which were over 0.8. The findings of the direct impacts of the hypotheses are shown in Table 1, together with the  $\beta$ , p-values & t-statistics, which displayed the standard values. Thus, all of the hypotheses were backed up by the results. Moreover, information sharing (IS), technical ability (TA) and readiness

for change (CR) cumulatively explains 53.7% of variance in employee behavior control (EBC) ( $R^2 = 0.537$ ) whereas employee behavior control (EBC) explain 36.8% of variance in CC performance ( $R^2 = 0.368$ ). The  $R^2$  values of 0.537 and 0.368 are higher than the 0.26 value that suggests would indicate a substantial model.

**Table 1. Summary of Hypothesis Verification Results.**

| Hypotheses | Path         | $\beta$ | <i>t</i> -value | <i>p</i> -value | Decision  |
|------------|--------------|---------|-----------------|-----------------|-----------|
| <i>H1</i>  | IS →EBC      | 0.209*  | 2.038           | 0.001           | Supported |
| <i>H2</i>  | TA →EBC      | 0.461** | 7.418           | 0.004           | Supported |
| <i>H3</i>  | CR →EBC      | 0.459** | 9.663           | 0.000           | Supported |
| <i>H4</i>  | IS x TL→EBC  | 0.213** | 3.529           | 0.002           | Supported |
| <i>H5</i>  | TA x TL →EBC | 0.236*  | 2.945           | 0.006           | Supported |
| <i>H6</i>  | CR x TL→EBC  | 0.349** | 6.539           | 0.003           | Supported |
| <i>H7</i>  | EBC→ CCP     | 0.358** | 5.659           | 0.008           | Supported |

#### 4. CONTRIBUTIONS

This study presents factors that influence the successful adoption of CC among SMEs in Pakistan and verifies the relationship through empirical analysis. It provides a useful theoretical model for future research on CC adoption and examines the impact of CC on the performance of SME employees. SME leadership should recognize the technological needs of their firms, and carefully understand the scope and requirements. CC is a suitable and appropriate technology that offers IT services, infrastructure, and platforms such as IaaS, PaaS, SaaS, with various deployment models like public, private, hybrid and community, at minimal startup cost with pay-per-use options and shared computing resources. This study will provide explanations on the importance of factors such as IS, TA, EBC, CR, and the role of TL for successful adoption of CC. Future research should investigate other leadership styles and analyze response targets more finely by industry, organizational size, and degree of use.

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