



***“ANALYSIS OF HOW A START-UP'S SUCCESS DEPENDS ON
ITS MANAGEMENT”***

By- RICHARD VICTOR

Student Number- x19192479

Master of Science in Management

National College Of Ireland

“Submitted to the National College of Ireland

August 2021”

ABSTRACT

An in-depth look at how management impacts the success of a startup will be conducted in this study. Despite having a wealth of literature available surrounding Leadership qualities and leadership styles and their effect on employee performance and attitudes, there is a clear gap concerning how commitment to the job and passion for it impacts employee performance and attitudes. The researcher found this concerning given how vital employee engagement is, especially considering that highly engaged employees boast a number of benefits, such as trust and overcoming failures by virtue of organisational culture. Data needed to be collected was collected using a qualitative method due to the sensitive nature of employee engagement and the fact that such a method had rarely been used in previous research. In support of previous findings, this method of analysis provided results that pointed to the significance of the manager-employee relationship on graduate employee engagement. The most prominent finding from this research was that leaders developed through leadership development programs, and this contrasted with previous research that suggested that this was more common in established firms instead of startups. The conclusions drawn from this research empirically prove that the right leadership style is the cornerstone of a successful startup. Researchers in existing literature have outlined the importance of this in their study as well. As employees' commitment to the job and their passion for it determine their performances and attitudes, leadership qualities and leadership styles play a vital role in their performance.

Submission of Thesis and Dissertation
National College of Ireland Research
Students Declaration Form
(Thesis/Author Declaration Form)

Name: Richard Victor

Student Number: x19192479

Degree for which thesis is submitted: Master's in Management

Material submitted for award

- (a) I declare that the work has been composed by myself.
- (b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
- (c) My thesis will be included in electronic format in the College Institutional Repository TRAP (thesis reports and projects).
- (d) Either *I declare that no material contained in the thesis has been used in any other submission for an academic award.

Or *I declare that the following material contained in the thesis formed part of a submission for the award of

(State the award and the awarding body and list the material below)

Signature of research student: Richard Victor.

Date: 25th August 2021.

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: _____ Student number: _____

School: _____ Course: _____

Degree to be awarded: _____

Title of Thesis: _____

One hard bound copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. The electronic copy will be accessible in TRAP (<http://trap.ncirl.ie/>), the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all these lodged in the National College of Ireland Institutional Repository (TRAP) are made available on open access.

I agree to a hard bound copy of my thesis being available for consultation in the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository TRAP.

Signature of Candidate: _____

For completion by the School:

The aforementioned thesis was received by _____

Date: _____

This signed form must be appended to all hard bound and electronic copies of your thesis submitted to your school

ACKNOWLEDGEMENT

I would like to acknowledge and thank all of the people who have helped me along the way to completing my dissertation.

Firstly, I would like to thank Vincent Hunt, my deepest thanks go to you for providing me with continuous support and assistance throughout this process. Thank you for your patience and for the guidance when I needed it. You are an absolute Legend!

Secondly, I would like to thank my friends back home in India, who assisted in gathering the sample population for this research, through referrals. I also wish to express my gratitude to the participants and their organizations for their participation in this study.

For always being there for me, I owe a huge debt to my parents. I will forever be grateful for all the sacrifices you had to make for my sake. I greatly appreciate my sister for her constant encouragement.

And as a final note, I would like to thank Meghana, because none of this would have been possible without you.

TABLE OF CONTENTS

TITLE	Page No
ABSTRACT	i
DECLARATION	ii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENT	v
LIST OF TABLES AND FIGURES	vii
CHAPTER 1: INTRODUCTION	
1.1 SCOPE OF RESEARCH	1
1.2 JUSTIFICATION OF RESEARCH	1
1.3 HYPOTHESIS AND AIMS OF RESEARCH	2
1.4 SUMMARY OF CHAPTERS	4
CHAPTER 2: LITERATURE REVIEW	
2.1 INTRODUCTION	5
2.2 DEFINITION OF LEADERSHIP	5
2.3 CONCEPTUAL REVIEW OF LEADERSHIP	8
2.4 LEADERSHIP IN A STARTUP	13
2.5 CONTRIBUTING FACTORS TO EFFECTIVE LEADERSHIP	15
2.6 CONCLUSION	20
CHAPTER 3: RESEARCH PROBLEM AND RESEARCH OBJECTIVES	
3.1 RESEARCH PROBLEM	21
3.2 RESEARCH OBJECTIVES	21
3.3 CONCLUSION	22
CHAPTER 4: METHODOLOGY	
4.1 INTRODUCTION	23
4.2 THE RESEARCH PHILOSOPHY	24
4.3 RESEARCH PARADIGM	26
4.4 RESEARCH DESIGN	29
4.5 DATA COLLECTION AND ANALYSIS	31
4.6 LIMITATIONS TO METHODOLOGY	32
4.7 ETHICS	33
CHAPTER 5: FINDING AND ANALYSIS	
5.1 INTRODUCTION	35
5.2 RELATIONSHIP BETWEEN MANAGEMENT AND STARTUP OUTCOME	36
5.3 LEADERSHIP STYLE AND EMPLOYEE ENGAGEMENT RELATIONSHIP	39
5.4 EMPOWERING EMPLOYEES	42

5.5	CONCLUSION	44
-----	------------	----

CHAPTER SIX: DISCUSSION

6.1	INTRODUCTION	46
6.2	RELATIONSHIP BETWEEN MANAGEMENT AND STARTUP OUTCOME	46
6.3	LEADERSHIP STYLE AND EMPLOYEE ENGAGEMENT RELATIONSHIP	47
6.4	EMPOWERING EMPLOYEES	49

CHAPTER SEVEN: CONCLUSION

7.1	INTRODUCTION	51
7.2	FINAL CONCLUSION	51
7.3	LIMITATIONS	52
7.4	RECOMMENDATIONS	53
7.5	SCOPE FOR FUTURE RESEARCH	53

	REFERENCES	54
--	-------------------	----

	APPENDIX	58
--	-----------------	----

LIST OF FIGURES

Figure 1: Leadership and management debate based on constructs of power.....	7
Figure 2: Differences between Modern Leadership Styles.....	8
Figure 3: Leadership and development in an unmunificent environment.....	10
Figure 4: Research Onion.....	16
Figure 5: Research design and their relevance to research.....	18

1 Introduction

1.1 Scope of Research

The management paradox is an interesting concept, it says that growing organizations, such as start-ups need management, however, people do not like to be managed. “Especially for startups, leadership capital is considered to be a crucial determinant of their success” Prommer et al. (2020), from this we can see that the individual who manages a start-up requires the ability to be able to walk a tightrope, he or she requires the ability to empower those who work in the organization, rather than manage them. His willingness to inspire those around him is the foundation stone of a competent manager, and this has nothing to do with trying to impose authority. On the other hand, Prommer et al. (2020) also state in their study that in order to manage comprehensive start-up leadership development projects, most start-ups do not have sufficient capital.

Start-ups prefer to run in an unstructured phase, in contrast to established companies, where an unrecognized mistake could theoretically endanger the viability of the enterprise as stated by Cristiane and José, (2019)Chammas and da Costa Hernandez (2019). Thus, leaving the person taking a leadership role in the start-up with immense obstacles to address. As such, a report that analyzes a start-up’s style of management, may be highly valued to any start-up throughout the long haul. “Although leadership research has a long tradition, entrepreneurship research is at a comparatively nascent stage” Chammas and da Costa Hernandez (2019) thus supporting the need for this study.

1.2 Justification of Research

It emerged that there was minimal literature focusing on the perceptions of the managers themselves. The researcher wondered what the perceptions of the managers were? When addressing authentic leadership, is this in line with the self-awareness that Avolio and Gardner (2005) write about? According to most previous studies, the perspective of employees was usually the most prominent one. One study conducted by Samba-

sivan et al. (2009) was designed to determine if opportunity recognition acted as the only mediator of management skills and venture performance, and to ascertain whether alertness and prior knowledge also served as mediators. While Roundy (2021) conducted his quantitative research study to investigate entrepreneurial ecosystem leadership and development and induce a theory explaining how it unfolds. His findings describe how the management of a single startup may aid in the development of an economically developed ecosystem of persons and enterprises that span industrial and regional borders.

From these previous studies by Sambasivan et al. (2009) the major discovery was that startup leaders established a flexible management approach based on unique sociological, intellectual, and community institutions that developed as they progressed because the entrepreneurial ecosystem matured. These are important discoveries related to leadership that were drawn from the employee observations. The purpose of this study is to determine from the viewpoint of a manager if they are able to positively influence startup outcomes through their management styles and leadership qualities.

1.3 Hypothesis and Aims of Research

People have argued for decades that an organization led by a manager who directs instead of leads will not perform well. The rise in morale, problem-solving skills, and overall performance can also be enhanced by a management style that empowers and engages employees, promoting a sense of loyalty to the organization. As was illustrated in the literature that we discussed previously, start-ups in particular don't have sufficient capital to train their management as better leaders. In this era of urbanization and innovation, lack of strong leadership values will leave a start-up like a boat adrift at sea without a rudder to guide it. Implementing the right management style and analyzing the differences in qualities between a boss and a leader can be a powerful tool for increased employee performance and financial performance. An inexperienced team will find it problematic in managing a start-up without such a strong influence.

Hypothesis

- The relationship between the management style of the leaders of a start-up and their employee performance is proportionate.
- Leadership styles and leadership qualities influence the performance and attitude of their employees.
- Managing the organization as a leader has more positive impacts towards empowering employees rather than managing the organization as a boss.

Research objectives

- To analyse and understand the inter-dependency between the outcome of a startup, and the management style employed by their leaders.
- To analyse the influence of the leadership styles and leadership qualities on the performance and attitude of their employees.
- To analyse the effect managers in a startup environment have in empowering their subordinates.

Research aim This research aims to analyze how a start-up's success depends on its management.

Research questions

- What are the differences in the qualities of a boss and a leader?
- How does the influence of the leadership styles and leadership qualities on the performance and attitude of their employees?
- How can an entrepreneur apply the qualities of a competent leader to empower his employees?

1.4 Summary of Chapters

This research study consists of 7 individual chapters. The very first chapter discusses the overarching concept which will be investigated in this study. It includes a brief introduction into the scope of research, the justification for study, and the summary of chapters. The following chapter consists of an in-depth and up-to date review of the most relevant literature, in which the information on how the outcome of a startup and employee engagement is influenced by their management is examined and evaluated. Chapter number three is made up of the research problem statement and clear representation of the objectives for this research study.

The fourth chapter in this research study aims to examine the author's philosophy on research. Reasons for choosing to approach the study with an interpretivism mentality are also stated. This is followed by a brief discussion between quantitative and qualitative research methods. Reasons for choice of research instrument and sample population are also explained. Positives and negatives for each option are explored before making a decision. This chapter is concluded by a brief review on the limitations of the methodology paradigm selected and ethical considerations for the same.

Findings from the research conducted using the above methodological approach will be presented in chapter five. These results will be presented in a manner that connects them to the objectives of this study. Chapter six looks at the findings in relation to the literature already examined and highlights the implications this has theoretically and practically. Chapter seven concludes the discussion, providing recommendations for future research.

2 Literature Review

2.1 Introduction

This research project seeks to answer the following research question, "How can an entrepreneur apply the qualities of a competent leader to empower his employees and make sufficient financial turnover?" There is currently very little research conducted on the effect that management styles have on the outcome of a startup, "Although leadership research has a long tradition, entrepreneurship research is at a comparatively nascent stage" Chammas and da Costa Hernandez (2019) thus supporting the need for this study. The aim of this literature review being conducted is in anticipation of discussing the aspects wherein management style affects start-up success, which will then be explored further in the primary research. Firstly, key terms and aspects of entrepreneurial leadership will be defined. Secondly, different methods utilised by a wide variety of researchers will be examined. Themes and patterns that emerge will be identified. Finally, factors that contribute to the profitability of an organisation and their relationship to a leader's management style will be examined. The gaps and limitations identified in this literature review will be used to prompt further investigation to further support this secondary data collection.

2.2 Definition of Leadership

The notion of leadership behaviors has evolved during the previous twenty years states Avolio and Gardner (2005). The ideology of administration has been prominent since the beginnings of civilization's existence. Nevertheless, Asrar-ul Haq and Anwar (2018), in their interpretation of what it means to be a leader have stated that it has developed through time and it has prompted more research since the advent of the industrial age, which culminated in individuals considered as inferior in society obtaining influence and authority, resulting in a radical shift to contemporary theories of entrepreneurship and

management style.

However, according to Bass (1990), who observed that leadership might not have been just a result of the leadership's impact on his or her subordinates, but also a process of interaction that could potentially interact with everyone engaged, created a unforeseen breakthrough in this subject. Along the same lines, Kellerman (2004) displays a perspective of management similar to those of Bass (1990) in that it recognizes the importance of those who follow; however, one must make it a point to remember that the perception voiced by Kellerman (2004) is heavily reliant on the emphasis of context. Let us take for the sake of an example, followers or subordinates from a region that is very patriotic such as the United States or Russia, In regions such as this subordinates will almost expect their managers to have a firm hand in the way day to day tasks are carried out. But, on the other hand, Workers or followers from regions such as Japan or Norway will expect the leadership style employed by their superiors to be more humble and relaxed as they are from a more traditionally peaceful region. According to Kellerman (2004), leadership strategy and styles are constantly developing, and what characterizes the ideal leadership strategy now may not necessarily be the same a decade or two down the line.

According to the publishings of Harms and Credé (2010), they summarize Leadership as a process in which an individual influences and directs his subordinates to achieve the organization's goals and objectives. The process of getting one's subordinates excited to achieve said organisation goals has been defined as motivation by Chintaloo and Mahadeo (2013). Chintaloo Mahadeo (2013), state in their work that motivation is providing an individual with the driving force that produces work enthusiasm so that he is ready to collaborate together efficiently and integrated with all of the organisation's resources to obtain fulfillment of goals and objectives. Ganta and Manukonda (2014), states in his work that motivation has two aspects to it. He describes them as Intrinsic motivation which is motivation that originates inside an individual. It stems from personal satisfaction and academic accomplishment. Intrinsic motivation is an important component

in both performance and innovation. On the other hand, we have motivation that is caused by influences outside of the individual. Social recognition, income, compensation, the relationship between leaders and subordinates, the work environment, and so on are examples of Extrinsic motivation, as theorised by Ganta (2014).

Various authors and researchers over the years have contributed work towards analyzing the core necessity and function of a leader in the workplace. One of the many authors who have contributed to this work are Yang et al. (2019). In their work insight of how a leader absorbs uncertainty is discussed, they state that by reducing employees' uneasiness and gaining their trust, leaders become more effective in the workplace. Harms and Credé (2010), who are also highly credited for their work suggest that the ability of leadership framing a realistic objective in order to encourage the employees to do all possible to complete their assignment is very valuable in a workplace. Chintaloo and Mahadeo (2013) emphasize the manager's efforts to unite the staff and encourage them to work harder, this promotes commitment building in both parties. Juan Yang et al., also suggest in their work that the specification of limits by the leadership is essential for a good rapport between the two parties, this refers to the management discovering the inadequacies of employees and eradicating their ignorance of any aspect of the task at hand. "Communication is Key", is a common saying, but this bears a heavier meaning in the workplace. According to Harms and Creda (2010), this refers to the management engaging with necessary employees, overcoming opposition, and obtaining help in order to achieve the desired goals. This can only be achieved through open and honest means of dialogue between the two parties.

"Leadership is the capacity to persuade people to seek stated objectives enthusiastically," wrote Naguib and Naem (2018). This can be defined as the human component that bonds a team together, this inturn improves their productivity and guides them toward their objectives. Those who occupy leadership roles in an organisation are seen to have a significant impact on organizational factors as well as their performance from

the works of Badran and Khalifa (2016). One common misconception that is widely observed when it comes to the topic of leadership is that those at the top of a company alone are considered to be in a leadership capacity. This is false since a leader may exist at any level of an organization, this could be on any level between the Boardroom and the factory floor finds Goffee and Jones (2004). “To be followed, a leader must be able to influence the employee” states Bolt (1999). True leaders achieve this through motivating and inspiring others, as well as using superior communication skills and employ a higher level of emotional quotient to gain deeper knowledge of the human experience.

2.3 Conceptual review of leadership

2.3.1 Leadership v/s management

“To survive in the twenty-first century, we are going to need a new generation of leaders— leaders, not managers. The distinction is an important one. Leaders conquer the context— the volatile, turbulent, ambiguous surroundings that sometimes seem to conspire against us and will surely suffocate us if we let them—while managers surrender to it” (Dirik, 2020).

The link between leadership theory and management theory has long been recognized as a long-standing conundrum on which various researchers have stated their views. Some academics feel that the concepts of leadership and management are inextricably linked as stated by Scott Campbell (2020). Other academics disagree with this notion, arguing that managers do not lead and leaders do not manage. According to Zaleznik (1977), a leader’s primary role is to advocate for innovation, whereas a manager’s principal objective is to advocate for stabilization and the maintenance of the existing power structure.

In his work, Scott Campbell (2020) explains that it is critical to note that leadership must not substitute management and vice versa; rather, they ought to complement one another in actuality. Zaleznik (1977), offers the idea of “managerial leadership,” in which he proposes that researchers from both extremes of the management and leadership paradigm

ought to work together for the sake of rational research. This thought process is further supported by DIRIK (2020) who establishes in his work that a managerial-leader or a leader-manager whose major goal is to empower workers to contribute to the organization's vision. Edwards et al. (2015), in their research study have proposed a framework that can aid in creating understanding and coherence when combining leadership and management philosophies.

The theoretical framework consists of four quadrants;

- 1) Managers “doing” leadership;
- 2) Managers “becoming” leaders;
- 3) “being” leaders and managers;
- 4) leaders “doing” management”

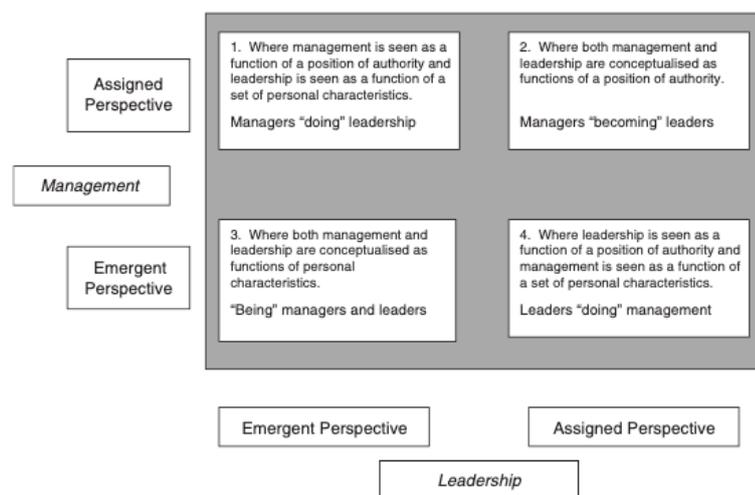


Figure 1: A conceptual framework of the leadership and management debate based on constructs of power. Sourced from Edwards, et al. (2015).

- **Quadrant 1** –managers “doing” leadership.

Managing style is generated from a hierarchical or appointed viewpoint in this quadrant, whereas leadership is developed from a human or spontaneous point of view as stated by Edwards et al. (2015). In this context, management is a seat of accountability inside an organizational structure, and leadership is a trait that the manager must acquire via human contact. This quadrant as with regards to the research of Edwards, et al. (2015) represents a traditional view of leadership as a set of behaviours required to be an effect-

ive manager, sometimes referred to as managers “doing” leadership.

- **Quadrant 2** –managers “becoming”leaders.

Is made up of leaders with greater responsibilities. According to the theory, if leadership is measured in terms of effect, top executives have a greater impact on goal achievement, transformation, and trajectory as supported by Scott Campbell (2020). This viewpoint is consistent with Bedeian and Hunt (2006), who sees managers as leaders who are becoming increasingly adept at using their authoritarian impact to change others as presented by Edwards, et al. (2015).

- **Quadrant 3** –“being”managers and leaders. Emphasis in this particular quadrant is given towards the elimination of uncertainty as seen in Scott Campbell (2020), wherein the primary task that each manager faces is to just ”get by” (Dirik, 2020). The ramifications of managers just scraping by may call into validation their identities as leaders. In such cases, managers’ self-awareness and attitude are assessed. Self-awareness is linked to management performance and leader efficiency, according to (Edwards et al., 2015).

- **Quadrant 4** –leaders “doing”management.

Articulates a great enthusiasm in the effective techniques employed by senior executives as described in biographies. (Edwards et al., 2015) strongly believes that the auto-ethnographic method seeks to learn about successful leaders via the personal narrative of a competent leader. Scott Campbell (2020) says that this would be the sole ethnographic technique used in doing leadership study.

2.3.2 Modern management styles

Transactional Leadership

This kind of leadership style is considered to be reciprocal in nature. Mohammed et al. (2018) tells us that leadership includes various factors such as productivity, loyalty and effort between subordinates and their managers in a place of work. Leaders who utilise this type of leadership trait normally exhibit a tendency to maintain the existing status quo that is prevalent in the organisation. In accordance with Saleh et al. (2018) immense confidence and an attitude that demands rather than encourages employees are hallmarks of leaders who practice transactional leadership. It is very commonly seen that relationships between such managers and their subordinates are short lived and do not sustain in the long run.

Transactional Leader	Transformational Leader
Transactional leadership is a reciprocal relationship which includes productivity, loyalty, and effort.	Transformational leaders have high motivation, able to give satisfaction to their subordinates, and also provide the compound to them.
Transactional leaders are always looking for ways to maintain the status quo in the organisation.	Transformational leaders leave no room for the status quo.
Leaders with transactional style have a very high confidence and have a demanding attitude to their organisation.	Leaders are able to plan, execute and develop strategies to achieve the desired vision and have strong analytical skills.
Short term relationship between leader and subordinates.	Suitable for long term relationship between leader and subordinates.

Figure 2: Differences between Modern Leadership Styles.

Advantages of Transactional Leadership

- Subordinates are motivated when they are given a reward.
- Within the organization, there is a defined structure.
- Simple to put into action.
- Leaders and subordinates have a clear understanding of the difference between reward and punishment.

Disadvantages of Transactional Leadership

- Subordinates' inventiveness is limited.
- There is no self-development.

Transformational Leadership

Leaders who practice this style of leadership have hallmarks that are easily differentiated from transactional leaders. These managers are all about high levels of motivation and satisfying the requirements of their employees. From the findings of Mohammed et al. (2018), we see that by satisfying the requirements of these employees they in turn are able to achieve their goals or objectives with the assistance of a highly motivated workforce. The status quo has very little relevance to the way they conduct their business. Subordinates of such managers are quite often found more involved in organisation activities as they have been encouraged and supported by their managers to do so. These managers according to Saleh et al. (2018), who practice transformational leadership style take effort to plan, develop and execute strategies to achieve the set goals and objectives of the organisation. They are immensely gifted with analytical and problem solving skills. The relationship between employee and manager is nurtured and valued and hence will last in the long run.

Advantages of Transformational Leadership

- Have a strong level of motivation.
- Possess the capacity to enhance and alter the organization.
- Encourage your subordinates to help you address the problem.
- Excellent communicator of new concepts.
- Integrity and emotional intelligence are required. (compassion for others)

Disadvantages of Transformational Leadership

- There is no restriction on communication with subordinates.
- Because the leader is too fixated on great ideals, he misses the difficulties that brought him there.

2.4 Leadership in a startup

Entrepreneurial spirit is impacted by interconnected variables such as location and place based factors such as shareholders, academic institutions, government agencies, and lifestyles according to research of flourishing entrepreneurial ecosystems in countries and towns such as Silicon Valley, Bangalore, and Sydney states Adams (2020). Even if an area has entrepreneurial elements this is not an essential requirement for achieving great entrepreneurial ecosystems as stated in Breznitz and Taylor (2014). To activate an ecosystem's variables, management, defined as "the activity of giving meaningful direction to collective activities and encouraging others to pursue a shared objective" Karp and Helgø (2009), is crucial. O'Connor (2018), in their workstate "reference[s] to issues of leadership [and] governance [...] but none clearly bring out how these particular aspects are accommodated, coordinated and arranged within an entrepreneurial ecosystem" (O'Connor et al., 2018, p. 17), this is in relevance to how the existing literature available on this particular topic deals more with the issue of leadership and governance of the organisation. There is a clear gap identified in the literature on how such aspects need to be handled and accommodated within the startup ecosystem.

In October 2020 Philip T. Roundy conducted his research study to investigate entre-

preneurial ecosystem leadership and development and induce a theory explaining how it unfolds as seen in Roundy (2021). From his findings and conclusion, Roundy (2021), the major discovery was that startup leaders established a flexible management approach based on unique sociological, intellectual, and community institutions that developed as they progressed because the entrepreneurial ecosystem matured. The figure below summarizes the results and premises and displays a scientific structure of entrepreneurial ecosystem leadership and has made allowance for future growth with research and practical implications.

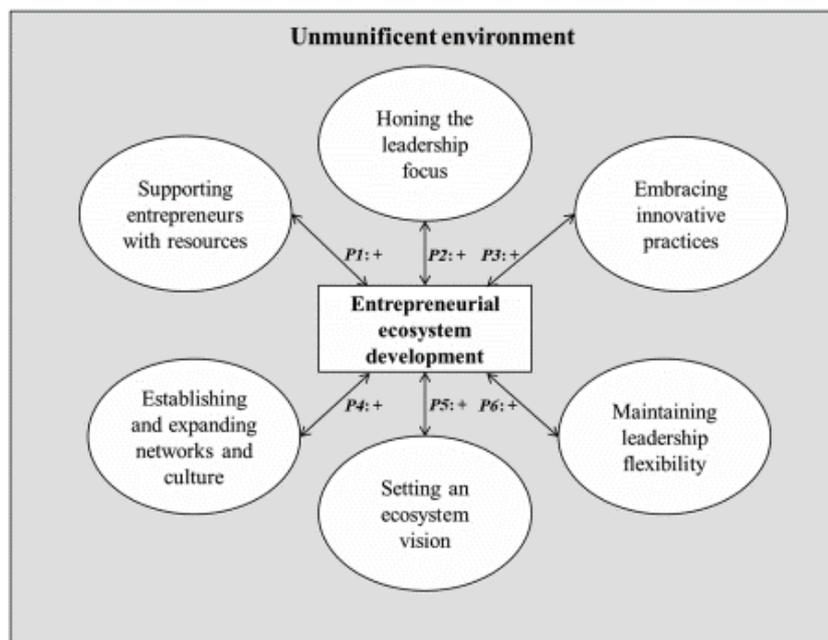


Figure 3: A theory of entrepreneurial ecosystem leadership and development in an unmunificent environment, sourced from Roundy (2021).

The complex interaction between entrepreneurial ecosystems management and ecosystem variables is also consistent with previous research that conceptualizes entrepreneurial ecosystems as complicated processes finds ?, and theorizes that ecosystems take shape and operate as societies of entrepreneurial behavior which are not only complicated but also dynamic in nature states Goswami et al. (2016). Thus, the findings of Roundy (2021), describe how the management of a single startup may aid in the development of an economically developed ecosystem of persons and enterprises that span industrial and

regional borders.

2.5 Contributing Factors to Effective Leadership

2.5.1 Setting An Ecosystem Vision

Sambasivan et al. (2009) studied the role of personal qualities, management skills, and opportunity recognition skills of entrepreneurs in influencing the venture performance. In this research, personal qualities and management skills were combined into a single construct, qualities-skills. Specifically, this research explored and argued the role of opportunity recognition skills as a mediator between qualities-skills and three measures of venture performance.

Additionally, the research addressed the specific components of opportunity recognition skills that had the mediating effect. The study was carried out in Malaysia, a fast developing country in South-East Asia. A questionnaire was designed and sent to 1275 small and medium enterprises (SMEs). The results indicated the following: opportunity recognition skills acted as a “pure” mediator, and that alertness and prior knowledge mediated the relationship between management skills and venture performance. Sambasivan et al. (2009) utilised sales volume, sales growth, and stability in profit as measures of venture performance. Thus reinforcing the idea that setting an ecosystem vision is profoundly important for an entrepreneurial ecosystem.

2.5.2 Expanding Networks and Cultural Qualities

The work of Lowry et al. (1996), reported empirical findings of an initial series of field case studies aimed at identifying and modelling the organisational characteristics and cultural qualities of excellence in top Australian-owned information technology firms. A common set of critical success factors, missions, and core business activities was identified by executive managers and owners of 10 percent of the top Australian IT firms and this

provided the basis for the work of Lowry, et al. (1996).

Through their research they found that management described organisational characteristics to be size, revenue, growth projections, the role of software, information systems functions, project teams, customer relations, organisational resources and technology uptake. On the other hand, Staff who participated in the study conducted by Lowry et al. (1996), were asked to identify and describe cultural aspects of the organisations such as the importance of key individuals, orthodoxy, watershed events, key functional values and beliefs, folklore, rites and rituals. This was carried out with the intention of accessing if networks and organisational culture influenced managers and staff in a different manner.

The researchers were surprised to find that most of the staff had been employed for a long time in these leading firms, which contrasted sharply with the common perceptions of rapid turnover in the industry. However, Lowry et al. (1996), concluded that the low observed rate of staff turnover in the firms studied reflects the situation at the present time, and may not have been the same a decade ago.

They found that the most common metaphor used to describe the organisations studied was some variation of “family”. This contrasts sharply with the war metaphors more commonly used to characterise business organisations. The most frequently reported metaphor for the manager in these organisations is “coach”. Again, this is markedly different from the adversary metaphors which are commonly used to describe business colleagues. From this we are able to conclude that by establishing solid networks and a nurturing organisational culture an entrepreneurial ecosystem is more likely to thrive.

2.5.3 Maintaining Leadership Flexibility

Through their research, Prommer et al. (2020), elucidates that only a minority of young startup ventures actively engage in leadership development activities. He goes on to further shed light on how the existing literature in this aspect is rich in data when con-

sidering large corporations or even some SMEs. However, Prommer, et al. (2020), makes clear distinctions that such large corporations and SMEs do not share the typical startup characteristics such as a rather young workforce, flat hierarchies, resource scarcity, and high time pressure.

On completion of their intended study, Prommer et al. (2020), concluded that there is an advent of change in how leadership is being treated in an entrepreneurial ecosystem. They interpret that most startups will aim to develop the leadership capabilities of their workforce as a whole and use external support. Over the next five to ten years, Prommer, et al. (2020), expound the majority of startup ventures will participate in leadership development programs to improve sense of leadership flexibility. Startups will strive to enhance the leadership qualities of all workers, not only aspiring leaders, in this manner. On further analyzing their work, Prommer, et al (2020), deduce that startups will depend heavily on outsourcing. into effect. Self-managed learning will play a more important role than formal training, teaching managers to maintain leadership flexibility in an entrepreneurial ecosystem, which are already gaining momentum via online platforms.

One must note, the findings contribute to the largely unexplored field of research on the intersection of startups and leadership development as it addresses an under researched success factor.

2.5.4 Supporting Subordinates with Resources

In his research study why certain startups do not succeed, Kalyanasundaram (2018), estimates a failure rate of startups in entrepreneurial ecosystems to be extraordinarily high, around 90 percent, he goes on to state that every firm that fails becomes an orphan. Kalyanasundaram (2018)'s research focused on one of the modes of exit adopted by failed startup entrepreneurs and he drew key lessons on causes that culminate in failures. Initially, he analyzed the similarities that exist among the startup organisations that had failed from the perspective of entrepreneurial and firm specific factors.

These were factors that ranged from burning desires to succeed to the management's professional degree.

Later in the course of research, he goes on to identify the differences between failed startups and ones that succeeded. It was observed that successful startup entrepreneurs are not emotionally attached to their startup, and they are ready to explore the exit options. Thus from the conclusions drawn by Kalyanasundaram (2018), we see that supporting the organisation through failure, not getting emotionally lost and maintaining a clear head are vital to the success of an entrepreneurial ecosystem. In contrast, Kalyanasundaram (2018), found that the exit strategy adopted by failed startup entrepreneurs was complex and they had to make tough calls following high ethical standards.

2.5.5 Embracing Innovative Practices

“To achieve competitiveness in manufacturing, the first priority is to change the mindset of manufacturing leaders.” Datta (2018). In his work, Datta (2018), illustrates competencies with regards to sustaining as a successful leader in the Indian manufacturing sector. He elaborates on how global production has evolved to adapt to the modern era, wherein, there is an immediate need for professional workers who are well trained to satisfy the rising industrial needs. Datta (2018), points out that the manufacturing industry in recent years requires a new breed of workforce that can think critically, solve problems, respond to customers' needs and work in diverse environments which can all be influenced by the right leadership strategy. Thus the need for leaders to embrace innovative practices in an entrepreneurial ecosystem is essential.

2.5.6 Honing Leadership Focus

According to the research put forth by Dumitrescu et al. (2020), in which she states that even though a start-up has a comparatively limited output relative to a big business, start-ups significantly contribute to the federal budget by their large numbers. She also goes on to explain in her works that to be a successful entrepreneur just an innovat-

ive idea will not be sufficient, the necessary leadership focus and the right attitude to motivate your employees are paramount. Mostly during the development of a startup, technical skills, transversal ones in particular, are needed at a top standard. Self-belief is an incredibly valuable ability as stated by Dumitrescu (2020). However, Andrei makes it clear that it is important that self-confidence is not blind, but a confidence based on a self-assessment with a high degree of objectivity.

“Entrepreneurial-Self Efficiency (ESE) is a construct that measures an individual’s belief in one’s ability to successfully launch a startup.” Dumitrescu et al. (2020). She states that the significance of the research methodology to entrepreneurship suggests various conceptualizations of the entrepreneur and the start-up development phase, but also to evaluate the influence affecting the success of an entrepreneur, the entrepreneurial orientation, and the degree of entrepreneur self-efficacy. Hence supporting the argument that leaders who wish to be successful in an entrepreneurial ecosystem have to have the ability to remain focused and not be overconfident.

2.5.7 Government Policies

In the upcoming years, India is making a critical transition forward into startup-friendly regulations and a business-friendly atmosphere. India is a populous country with rising demand, creating a better climate that necessitates the development of new solutions. These startup environments operate on a scale ranging from fundamental research to the transfer of established firms or entrepreneurs, explains Jain (2016).

The Indian government Initiated the Startup India program in January 2016, which has changed the way marketplaces, entrepreneurial ventures, and shareholders approach businesses. This change includes a plethora of governmental initiatives aimed at encouraging a startup mentality and allowing younger demographic individuals to share opportunities with their ideas in order to become “job creators” instead of “job seekers.” as stated by Singh et al. (2019).

The demographic transition in India has necessitated a proper channelization of human resources. The 2016 Startup Action Plan (SAP) recommended addressing three important areas for enabling future startups:

- Hand holding and simplicity
- Financing assistance and incentives
- Incubation and industry–academia collaboration.

India, which has emerged as the world’s third-largest startup environment, has huge development potential. Numerous measures have been implemented at all branches of administration, business, and university to encourage a startup ecosystem concludes Singh et al. (2019).

2.6 Conclusion

This review will prove to you that there are a plethora of different definitions surrounding leadership and its cause-effect relationship with the outcome of a startup. The researcher found the working of Roundy (2021), to be a very in depth study of the relationship between management with the outcome of a startup. However , this was a quantitative study, with information gathered from the perspective of employees. Considering the identified gap in the literature, the purpose of defining the actual study area around the aforementioned topic, the researcher has given the greatest weight to the work of Roundy (2021). From increased productivity levels to overcoming failure, employee engagement offers a vast array of benefits for employers. According to research, implementing the right leadership style within a startup could result in numerous benefits in the long run. Moreover, we can observe that the outcome of a startup can be influenced by many different factors, and that leadership frequently appears in literature as one contributor. Based on the advice of Cooper-Thomas et al. (2018), transformational leadership directly links to higher employee engagement levels; this is crucial for this study since it wants to determine whether the same applies to an entrepreneurial ecosystem..

3 Research Problem and Research Objectives

3.1 Research Problem

It has been widely theorized that an organization who is led by someone who directs rather than leads will have the performance of the employees negatively affected. On the contrary, management style that empowers the employees builds morale and problem-solving abilities, higher order thinking and a sense of loyalty towards the organization, this in particular can be considered crucial in the case of start-ups. However, as we have seen in the literature previously discussed, most start-ups do not have sufficient capital available to train the management to be better leaders. In this era of urbanization and innovation, lack of strong leadership values will leave a start-up like a boat adrift at sea without a rudder to guide it. Analyzing the difference in qualities between a leader and a boss and implementing the right management style can have a positive outcome not only on the employee's performance, but also on the financial turnover of the organization. Absence of such a strong influence in the company will become problematic in managing the start-up.

3.2 Research Objectives

- **Research Objective One** The primary objective for this research question is to evaluate how a start-up's success depends on its management. This will initially be carried out by a review of the existing literature in relation to leadership styles and more specifically around entrepreneurial ecosystems.

- **Research Objective Two** This research will also aim to answer the question 'What are the differences in the qualities of a boss and a leader?' The researcher will go about trying to answer this question by empirically examining the influence of the leadership styles and leadership qualities on the performance and attitude of their employees.

- **Research Objective Three** The third research objective that will be addressed by

this current research is the examination of the effect managers in a startup environment have in empowering their subordinates. By analyzing the primary data that will be collected and comparing with the secondary data gathered by reviewing current literature, the research will also attempt to understand how entrepreneurs apply the qualities of a competent leader to empower his employees and make sufficient financial turnover.

3.3 CONCLUSION

The approach utilized by the researcher is detailed in the next chapter, which is founded on the above-mentioned goals. The reason for the selected research methodology, the technique employed, data collection and findings will all be covered. Following that, an evaluation of the methodology's ethical implications and limitations will take place in conclusion.

4 Methodology

4.1 Introduction

The methodological structure will be explained in this chapter, as will the research plan and how it was developed to allow the researcher to obtain trustworthy data. It includes all of the methodologies, processes, frameworks, and approaches used by the researcher to achieve the research objective. The research technique aids in the development of research quality by employing ideal logical models Snyder (2019). This is an important component of the study design that shows the researcher is following ethical rules. For this reason, it is helpful to utilize the Research Onion Saunders et al. (2009) as a framework to build an appropriate structure for the research that will be conducted by the author. Each step of the research structure under consideration may be compared to the numerous layers of an onion. This system is well-known among researchers since each layer offers a wide range of options that may be used to traverse and prove a variety of research hypotheses. Taking the time to understand this method proved to be fruitful, as it helped in analyzing

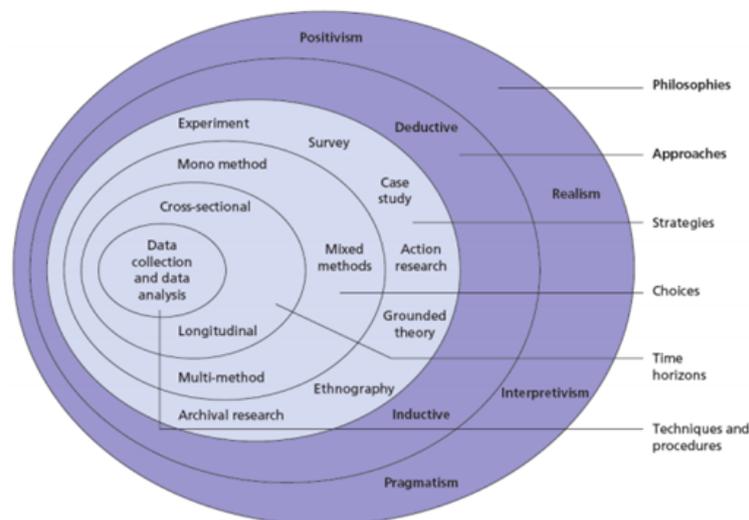


Figure 4: Research Onion, adapted from Saunders et al. (2009, p.108).

the research questions currently being studied. As described in the previous chapter, the aim of this study is to understand how a start-ups success depends on its management. However, before the research question can be answered, one must analyze the various

layers of the research onion and determine the most effective way to move forward with the research. In the next section, we will analyze the author's research philosophy, the various kinds of research paradigms that may be utilized, explanation of the selected instrument, Data collection, Data Analysis, Limitations to the methodology, validity and reliability of the data collected, and ethical considerations taken into account.

4.2 The Research Philosophy

The philosophy that research brings to a study plays a pivotal and vital role in determining the outcome of that study. However, Saunders et al. (2009) states that the research question in consideration also is a determinant of the philosophy that is employed. The word Philosophy can be understood as a collection of beliefs and assumptions made by the research in developing knowledge by collecting, analyzing, and having discussions about the data that is gathered (Saunders et al., 2009). One must note that it is crucial to understand that there is no such golden Philosophy, it is the ethical duty of the researcher to find the best fit for the current study. During the course of trial and error to determine the most effective research plan, the only constant thought was to not manipulate the data collected in any way, shape, or form. Crossan (2003), observed that research philosophy is necessary for doing research, in addition to this Easterby-Smith et al. (2001), recognized that there are three major reasons to choose a research philosophy, that are as follows:

- To assist in understanding and selecting an appropriate approach that will be necessary in obtaining data to answer the research objectives.
- To allow the researcher to compare several sorts of methods and select the one that is most suited to the research carried out by him or her.
- To reduce the possibility of choosing an irrelevant and ineffective technique for the research carried out by him or her.

Creswell and Creswell (2017) emphasized that it is critical for research to define the philosophical viewpoint that supports and shapes the research method. Epistemology is the method through which we explore the world in which we have decided to carry out research. Gupta and Awasthy (2015), Quinlan (2011),. According to Crossan (2003), Epistemology can be divided into two unique forms of research philosophy: positivism and interpretivism. These are in stark contrast with each other and lie on opposite ends of the spectrum.

4.2.1 Positivism

The researcher who adopts a positivist philosophy for his or her study makes a conscious effort to maintain objectivity and independence from the data collected. Based on existing theory, they will seek to verify or refute a hypothesis. Based on the assumption that the information is obtained by measurable characteristics and relationships, which is then understood through logic and reasoning. In brief, positivism relies on empiricism and objectivism. However, as the current subject of study requires to discover deep insights into the complicated world of leadership, a more interpretive approach will be adopted.

4.2.2 Interpretivism

On the other hand, interpretivism is based on the study of non-tangible and visible phenomena such as consciousness, opinions and feelings, languages, and so on. This paradigm is concerned with the study of individuals, and the phrase "social actors" is employed Saunders et al. (2009). Here data is measured scientifically, yet it allows for more freedom in incorporating subjective interpretation. People are dynamic and prone to adapt, hence the interpretivism philosophy allows for more contextual elements to define the essence of a given occurrence. Similar elements of the interpretivism philosophy can be clearly seen in Uysal (2019) who utilized face to face survey method and Jiang et al. (2019) who applied focus groups concepts, wherein the researchers made conscious efforts to connect on a personal level with the subjects taking part in their study. This research hopes to fill a gap, which is to understand from the perspective of managers on

how various leadership qualities of styles of management can influence the outcome of a startup, thus utilizing an interpretivism approach to the study at hand will allow for the research to connect with the managers in a personal manner.

4.3 RESEARCH PARADIGM

According to work carried out by Beach and Pedersen (2016), a research strategy is a step-by-step plan that is formed by the collaboration of both the research philosophy and the research design. The research strategy is a sequential procedure that allows research to be done systematically, resulting in high-quality outcomes appropriate for academia. A deeper grasp of research strategies is necessary before going into the methodology options that presented themselves to the researcher. From the below table, McNabb (2014) clearly lays out the various research designs and their corresponding explanation and relevance to research.

Research Design	Explanation
Exploratory Design	It is the primary stage of research and the purpose of this research is to achieve new insights into a phenomenon. This research is one which has the purposes of formulating a problem for more accurate investigating a problem for more accurate investigation or for developing a hypothesis. This is applied when there are few or no earlier research/studies to which references can be made for information.
Descriptive Design	This describes phenomena as they exist. It is used to identify and obtain information on characteristic of a particular issue like community, group or people. In other words, this type of research describes social events, social structure, social situations, etc. The observer observe and describe what did he find? Descriptive research answers the questions, what, who, where, how and when. It is used to study the current situation. It is widely used in the physical and natural science. But it is used more common in the social sciences, as in socioeconomic survey and job and activity analysis.
Explanatory Design	When the purpose of the study is to explore a new universe, one that has not been studied earlier, and the research design is called explanatory. The research is mainly concerned with causes or "why" factor about some phenomenon. It does not involve comparison and factors of change
Experimental Design	This is used to test a Research Design of causal relationship under controlled situation. An experiment is an observation under controlled conditions or in other words, This is a design in which some of the variables being studied are manipulated or which seek to control the condition within which persons are observed. Controlling of conditions means that the phenomenon or the condition should not be allowed to change while the experimentation is going on

Figure 5: : Research design and their relevance to research, sourced from McNabb (2010).

According to the above table, descriptive design analyzes phenomena in their present condition and also addresses descriptive questions such as "what, who, where, how, and when." Since this study attempts to interpret "how a start-up's success depends on its management" so, the researcher will be tasked with critically examining the different factors as they transpire. Furthermore, the research questions stated in the third chapter of this study seem to be mostly descriptive, hence adopting a descriptive design allowed the researcher to fully comprehend the variables in this study as they affect and influence each other in turn. According to McNabb (2014) descriptive research design shines in the investigation of intangible phenomena like as wellbeing, management, incentive and reward systems, and so on. Since the intangible factors in this study, "leadership qualities and employee attitudes," are not measurable, the descriptive research method is appropriate for this investigation.

4.3.1 Quantitative Research Method

Variables that can be quantified numerically are done so utilizing the quantitative method Creswell and Creswell (2017). In such a research project, the quantitative research technique will be utilized to emphasize measures by completing statistical and mathematical assessments using a survey and a questionnaire or opinion poll. Furthermore, this technique has always been about gathering statistical evidence by analyzing and assessing the responses that were received Snyder (2019). This information is further supported by Saunders et al, (2012) who have stated in their study that a qualitative methodology involves the collection of information in some sort of numeric representation, which is then used to evaluate a hypothesis; the major quantitative tool employed is the survey or questionnaire. This process would greatly aid in gaining a realistic answer to the research questions while also achieving the study's research aim and objectives.

4.3.2 Qualitative Research Method

Qualitative research is on the other end of the spectrum. This approach was utilized to collect information and data from various sources for this research project. This sort of

study promotes interpretivism as a philosophical worldview. This philosophy is implemented because the observer or researcher must be subjective in both collection of the data and analysis of the data; this form of study analyzes the respondents' interpretations and associations in order to build a frame work Saunders et al. (2009).

Secondary information, in the form of literature review (Chapter 2) has been collected in order to get in-depth information and perspective into the questions of the research study. The qualitative research technique as explained by Snyder (2019), is primarily focused on understanding theoretical perspectives from various external sources, as well as the perspectives of other researchers, in relation to the issue of the current research. Unlike a quantitative technique, a relationship must be established with the respondents as it is vital for the study to have access to their intellectual data (Saunders et al, 2012).

4.3.3 Rationale for Quantitative Research

While carrying out the collection of secondary data, it was noted that the bulk of research on the issue of leadership qualities and their effect on the outcome of a startup, have all used a quantitative questionnaire to collect information (enter reference). In regard to the literature that was reviewed, can see that the majority of data collected for analysis was done through the surveys Sambrook et al. (2014). On the other hand, the current scope of research deals with the subjects' ideas and perspectives, which will then in turn be analyzed utilizing themes. Questions, phrases, and terms are all investigated in qualitative design. It enables you to obtain valuable evidence and data from human behavior scenarios. It can be used to answer "why" questions.

As a result of the characteristics of the information that has been compiled in the secondary data collection process by the researcher, a qualitative method is the most suitable approach to this analysis. Furthermore, the study examines motives, attitudes, dedication, turnovers, and other intangible variables that may affect the outcome of a startup. The literature reviewed has left the researcher to believe that such unquantifiable metrics can only be adequately explored through a qualitative survey.

4.4 Research Design

The quantitative research approach is ruled out due to the fact that the information collected would just not capture critical concepts to test the hypotheses and answer the research questions; however, the researcher is aware that qualitative research implies that collection of data may be influenced by personal beliefs, perspectives, and interactions with respondents.

Taking that into consideration, a qualitative approach can gather data using non-standardized equipment, Kelemen and Papasolomou (2007) and, Wallace and de Chernatony (2011). When choosing on the appropriate data collecting technique, analysts are frequently affected strongly by time and budget restrictions; as a result, the two significant tools that are generally explored are focus groups and various interviews because they are reasonably swift and affordable. Walle (2015). During the course of the particular research study, time and resources constraints had to be overcome, since the entire data collection and analysis had to be completed over the course of a couple of months during a worldwide pandemic by just one person.

At first, conducting focus groups, which are an example of non-standardized interviews, was considered. Focus groups have been utilized in various recent published findings on Organizational Culture in educational institutions Mossop et al. (2013) and are advised to commercial industries in order to gain competitive edge over their competitors Testa et al. (2013). Using focus groups would have provided an opportunity to gain rich insights into the research topic being discussed. When ideas or perspectives are voiced amongst peers, it is an opportunity to hear the same topic being discussed from two varying points of view, however, the option of conducting focus groups brings along with it a list of challenges that need to be overcome prior to even beginning. Firstly, as aforementioned, due to the pandemic conditions it would prove difficult to find willing participants to meet in person. Subjects would need to prove that they are not positive for covid-19 or they would need to be vaccinated in advance, which are variables that cannot be con-

trolled by the researcher. Second, due to varied schedules sessions must be scheduled on a convenient date and time for the attendees. Third, selecting a venue that is convenient to all while not interfering with the respondents' and researchers' work commitments.

Even though all these methods fall under the same umbrella of data collection process, the potential information that will be gathered via these methods will vary from one to the other, this is mainly due to the circumstances that surround each method. Taking for instance one to one interviews, these interviews provide an opportunity to have in-depth conversation about a particular topic with the respondent Quinlan (2011) . One will be able to gauge body language and facial expressions of the subject during the course of the interview which are important insights. However, conducting one-to-one interviews during the pandemic is not advisable to the nature of the influenza. Covid-19 protocols will need to be implemented and this will naturally increase the financial and time requirements. Hence the one-to-one interview method was not selected for this research study. Group interviews on the other hand are commonly mistaken to be focus groups. The primary distinction between the two is that group interviews are vastly more guided by the interviewer as stated by Acocella (2012). It must be noted that for the same reasons that focus groups were neglected, group interviews are also not feasible for the purposes of this research study.

Finally, the researcher was left with the option of conducting interviews over the phone or via the internet. This process allows for the researcher to reach interviewees across the globe. This allows for insights to be gained from various backgrounds and different organizational cultures. The only choice that was logical to employ during this pandemic is the telephonic interviews. This option grants the researcher to collect information from various backgrounds and different organizational cultures, from different parts of the world, as found by Adams (2020).

4.5 Data Collection and Analysis

On carefully considering the available approaches towards this scientific research study it was concluded that qualitative research in the form of interviews was best suited to collect the necessary information. The object of this study was to understand the relationship between individual leadership experience and its effect on the outcome of their startup. The study required free-flowing conversation to result in the gathering of relevant data; semi structured interviews over the phone were finalised as the most efficient way to conduct this data analysis. The primary reason for this decision was due to the fact that unquantifiable metrics were being considered to answer the research questions.

The questions themselves were drafted in an open-ended manner and in semi-structured format. This allows for the elicitation of rich and in-depth information from the interviewees themselves giving them a chance to narrate experiences and create illustrations around the questions. The questions were structured in such a manual to help identify the impact of leadership in a start-up. The interview itself will be conducted over telephone calls and will be recorded with prior permission from each individual. Due to the current pandemic situation face-to-face meetings with individuals were not encouraged. According to Creswell and Creswell (2017) it is impossible to predict the number of interviews required to obtain relevant information hence interviews were conducted until the information obtained was saturated.

As Adams (2020) points out in their study taking into consideration budget and time constraints is imperative. In addition to this since the study is being conducted by a single individual and on a small scale interviewees were selected purposefully but at the convenience of the researcher. interviews for however carried out until the information gathered started to become saturated. Adam explained in their research that such a convenient method of selection is often utilised for postgraduate research and dissertations. Initially contact was made with 15 possible data subjects out of which only 8 responses were received. of the 8th respondents it was feasible to arrange telephonic interviews

with 4 data subjects.

The sample for this study consisted of leaders from 4 different startup organisations. All interviewees wished to remain anonymous for the purposes of this research study. These leaders had a wide range of experience amongst themselves, and were responsible for different aspects of day to day business. Interviewee 1 for example, had just graduated from college and had little to no prior experience. Interviewee 4 on the other hand has 10 years of experience in the same organisation. Interview 2 worked as a HR manager, while Interviewee 3 carried out the duties of an operations manager. These subjects were purposefully chosen at the convenience of the researcher and to get a wider understanding of the concept of leadership from various sources.

Telephonic interviews were subsequently conducted with each interview being recorded by the autos mobile device and then placed in a password protected file on the authors computer. For ease of analysing the collected, the interviews were then transcribed as it was far easier to find patterns in the information gathered visually. Although it is possible to summarise and classify information under specific categories by utilising computer software, the researcher felt that this may take away from the human touch that is essential in understanding such unquantifiable metrics such as leadership and employee satisfaction, etc. Thus, the process of summarising and categorising the information according to relevant patterns was done manually by the researcher without the aid of any computer software.

4.6 Limitations to Methodology

The study technique has several constraints that impact the generalizability, accuracy, and credibility of the results. Because qualitative studies employ controlled samples, the findings may not always be indicative of the populace of managers employed inside the organization. Another limitation in this study could be the sample selected for this study, the researcher had to purposefully choose interviewees through networking and referrals

due to time and budget constraints. The researcher also noted that due to the pandemic situation most companies have employed a work from home option making it difficult to contact individuals in the first place.

Also, the results obtained will be quite hard to replicate as qualitative studies are renowned for their uniqueness in obtaining results. However, it must be noted that the researcher has made maximum efforts to remove bias from the interview process by keeping all interviews as similar as possible. One could argue that a quantitative approach may have overcome these hurdles, but it must be noted that the topics of discussion are complex personal emotions on how each manager drives his or her workforce to obtain the best outcome for his or her startup. These metrics are not quantifiable and cannot be measured out on a scale of 1 to 10.

A whole other constraint that developed as a result of Covid-19 was the difficulty to utilize libraries or the difficulty in getting through to startups. Because the library only has a limited number of publications and e-journals accessible, the resources accessible are limited. Additionally, due to the poor Wi-Fi quality, the gateways hampered virtual information access. The number of people working from home has sky-rocketed since the pandemic and hence wi-fi has become a valuable resource itself as found in Browning (2020).

This study may also be enhanced by including a questionnaire of the workers of the individual managers. This will result in converting the research design into a mixed method approach by combining both quantitative and qualitative data. This provides basis for further research in the future.

4.7 Ethics

Research ethics ensure that no manipulation is conducted or contemplated in order to obtain the desired conclusion for this qualitative research project. Prior to the actual in-

terview, all interviewees were asked to provide their permission. People who participated were given the option to opt out of the research at any time, as stated in the permission letter in the Appendix. The participants provide their relevant personal information prior to the interview, and that data has been protected by the researcher. The preservation of participants' identifiable data or the core data gathered for research purposes also falls within the purview of research ethic as shown in Battiste (2016) .

Participants were given the option to even decline to answer any inquiry without fear of repercussions. Respondents were never subjected to any kind of intimidation or duress. Questions were supplied ahead of time, and interviews were preceded by a discussion of the questions. The researcher tried to put the subject at ease and relate with him or her. This also provided them confidence in the questions being posed.

Furthermore, when performing this research, the author was concerned with keeping integrity as well as the anonymity of the data and information says Ngozwana (2018) . Furthermore, this study investigation was conducted while minimizing all misleading tactics. The research ethics and ideals help the researcher as all of the ethics while performing the study have been adhered to. As a result, research ethics offers the significance in the study that must be retained in order to get the desired results.

5 Findings and Analysis

5.1 Introduction

The researcher will analyse the findings of the four interviews performed, in this chapter. As previously highlighted, it is vital that data collected through qualitative data gathering techniques be analysed to uncover significant themes that flow across the interviews. The approach deemed perfect for this research study was to categorize data based on how the interviewees responded to the specific research objectives previously established in Chapter 3.

Transcription of the interviews (example shown in Appendix F) were found to be data-rich and offered a thorough description of the interviewees' perspectives, beliefs, and impressions. Thematic analysis was conducted to evaluate the information gathered from the four sources. Each research objective being discussed in this study was then further broken down into recurring themes that were clearly visible across all four interviews. A sample of this thematic analysis is shown in the Appendix. The author was able to establish which themes and sub-themes were significantly predictive across the data gathered. The author has made a complete effort to present in depth all relevant patterns and thought trends that were presented to him. The interpretivist ideology that formed the foundation of the entire research study was consciously kept in mind when analysing the data gathered. This was vital to drawing conclusions as apart from the transcribed words of the interview, the author had access to subtle non verbal responses from the interviewees as the conversation had been recorded. This was able to shed light on some intriguing findings.

Besides the interview transcripts, observations also include the respondents' style of communication, how one would pause and think before responding, non verbal auditory responses and their educational qualification. For example, Interviewee 2 addressed all of the topics succinctly and clearly. She had completed her Masters in Project Man-

agement from Kings college in London. She would have the quickest discussion, lasting only 15 minutes, yet she believed she answered every question well. Interviewee 4, on the other hand, a senior manager at a fitness apparel company, had the longest interview duration at 34 minutes. His form of communication included a narrative approach with many tales and analogies from ordinary life.

The researcher did not try to cut the interviewee short, but rather used this opportunity to analyse if this approach would have any effect on his leadership style. In the case of Interviewee 3, who holds a Civil Engineering degree, indicated that he never imagined he would end up at a Startup organisation, however he stated that his interest in two subjects- Material Logistics and Construction Business, paved the way for his current field of work. Lastly, Interviewee 1 took a much more concise approach and was focused on precise answering throughout. He was a recent graduate with a Bachelors in Science. He majored in Physics, Chemistry and Mathematics, and started his organisation straight out of college with a couple of his classmates. Though his employment history and experience may be brief, his train of thought was in-depth and his responses were rich.

5.2 Relationship between Management and Startup Outcome

The primary research objective for this quantitative study was to analyse and understand the interdependency between the outcome of a startup, be it success or failure, and the management style employed by the leaders in said startup.

One of the most important takeaways from this section was the resounding passion that rang through each interviewee, even Interviewee 3, who never thought that he would find himself working in a startup. On asking Interviewee 1, if he always wanted to work for a startup, he said,

“Though it has that high risk factor of losing, you can never succeed if you will never try. Startups give you freedom to try new things which would not be possible in our

everyday menial 9-5 jobs.”

It was clear right from the start of each interview, that these particular respondents were not people who were satisfied easily. From listening to more about their daily tasks, their level of drive and commitment towards their organisation, it was clear that these respondents had a ‘Go Getter’ attitude.

5.2.1 Day to Day Activities

When asked to comment about his day to day activities in his current role, Interviewee 3 said, *“I love the startup culture as I am more open to doing different roles. So overall I am developing a lot of skills at the same time. If I were in a corporate environment, I feel it would be less diverse.”* He was responsible for a plethora of tasks, right from procuring stock to making sure the order was dispatched to the client on time. Interviewee 2 was also burdened with a long list of responsibilities ranging from *“project planning, allotting duties to the interns, project strategies according to seasons, implementing plans and training the CRM team.”* She stated that since there was no rigid hierarchy of leadership in an entrepreneurial ecosystem, each individual of her team was adept at taking ownership in any task that was assigned to them. It was through this process that she built her sense of leadership, she concluded.

Interviewee 1 stated that *“the most important job of all is doing a lot of research and brainstorming on how to work more efficiently and come up with new ideas. I then pitch these in the team meetings and then we decide on how to move further.”* It was evident that he felt that success of any kind would not come knocking on your door, and that it was something that needed to be planned and prepared for. This behaviour is likely to instill a sense of responsibility in all members of his team, and encourage them to work harder, along with their leader, rather than work for their boss.

5.2.2 Passion

When questioned about the levels of passion each manager had shown towards the success of their respective company, there was no doubt that each of these respondents embodied passion. Interviewee 4 had this to say about passion, *“if everyone works for a bigger purpose rather than just for themselves and works together the organisation will achieve its goals.”* He went on to emphasize how vital this was for an entrepreneurial ecosystem, as it would in the long run, *“determine where we end up.”* Responses from the 3 other interviewees were along the same lines, with Interviewee 2 stating, *“working for an organisation and watching it grow is very satisfying.”* She goes on to describe how the passion of a leader can be infectious by saying, *“This further motivates everyone to put in more effort and passion into working towards reaching the goals of the organisation.”*

Interviewee 1 had a beautiful anecdote when asked how passionate he was in educating students, he says, *“If you pick a high schooler at random and ask him if he likes mathematics, he would most probably say he hates it. Is that so? Is math a boring subject? That is the most absurd thing I’ve ever heard in my life. Mathematics is the language of the universe. It is one of the most beautiful subjects to ever exist. Then why would a high schooler say that he hates it. I strongly believe it is because the way the subject is being taught to him.”* He strongly believes that the current education system functions without passion. He emphasised that this was the problem, that he hoped his organisation could provide a solution for, hence by implementing a sense of drive and passion in his daily activities, he hopes to implement change in how students learn, *“So in order for me to help bring about a change, The success of my organisation would be the first step.”*

5.2.3 Leadership Development

The theme of leadership development forced me to spend a moment in thought. While framing my questions for the interview and considering the recent literature on the topic, I went into the interviews half expecting to receive the same response from all 4 inter-

viewees. However, the response from Interviewee 4 stood apart from his peers. Interviewee's 1, 2, and 3 all shared that since they worked in a startup organisation, earmarking funds for leadership development programs was not a priority and rarely ever happened.

Interviewee 3 stated that since he has not had an opportunity to benefit from such development programs, he has had to rely on his instinct to be a better leader. He went on to share, "*I have many friends who work in corporate who have benefited a lot from these programs and it reflects in their day to day life as well now. I have seen friends of mine who were lazy with bad work ethics during my college days and these same guys are leaders in their organization with more discipline in their professional and personal life due to training programs like these.*" This shows that large corporations who have sufficient resources are investing in programs such as these and are reaping the benefits. Interviewees 1,2, and 3 all concurred that leadership development programs are instrumental.

On the contrary, Interviewee 4 stated that, "*Leadership is a trait that cannot be thought. I believe that you are either born to lead or you are born to manage.*" He draws a difference to the terms leader and manager, saying one cannot be taught to lead a startup, but one can however be taught how to manage an organisation.

5.3 Leadership Style and Employee Engagement Relationship

One of the secondary research objectives for this quantitative study was to analyse the influence of the leadership styles and leadership qualities on the performance and attitude of their employees.

On reviewing the available current literature on this topic, evidence of relation between the style of leadership employed at a place of work, had a reverberant effect on em-

ployee engagement. Thus the interviewees were then asked about how their leadership philosophy had been developed, its effect on employee engagement and their preferred leadership style. Interviewee 1 who had just recently started his own entrepreneurial enterprise said that, *“I believe I still am on the path to achieve leadership. It seemed like it would be easy to lead, turns out it is one of the hardest skills to develop.”* He stresses how leadership is not a stand alone trait, it takes mastery of patience and communication to effectively engage your employees by saying, *“To develop leadership, a lot of other skills such as patience and communication are required.”*

5.3.1 Philosophy behind Leadership

“I have always loved to be a leader more than a follower.”

This was what Interviewee 3 had to say when questioned about where his philosophy on leadership took root. He continued by drawing examples from his younger days, where he said , *“I was a captain in my school team and vice captain in my university. I have also been in charge of organizing cultural fests in my university. These activities were my stepping stone to being a leader and from here I learned the power of teamwork and management.”* He feels that the lessons he learnt early on have heavily influenced his ideology on leadership. Interviewee 2 also had a similar response when asked about her path to leadership, wherein she said, *“I worked as a digital marketing executive previously and the experience gained helped grow and understand the responsibility of completing a project.”* Clearly the path to leadership cannot be traversed overnight, it is a series of learning experiences that never ends. Interviewee 2 goes on to add that when she looks back on her path thus far, *“Positives that I recall are application of my Master’s concepts in the project planning.”* Which was evidence to her that she was moving in the correct direction.

When asked to recall any difficulties they have overcome along their paths, Interviewee 4 stated that managing time and making personal sacrifices were two hurdles that every leader has to overcome at some point or the other. *“Having these high standards meant I had to make some trade-offs, particularly when it came to my time.”*, there was a dis-

cernible change in the tone of Interviewee 4's voice when he recalled these obstacles. He concluded by stressing the need to master discipline and balance by saying, *"You will have to make some difficult choices about balance. This is not easy. You learn that time is your most precious asset."*

5.3.2 Engagement

When asked if they found their current role in their startup to be a challenge, responses from all the interviewees were akin. Interviewee 1 stated that due to the versatile nature of the tasks he was responsible for, he was expected to, *"make the most efficient decisions considering a lot of important factors. I am a very versatile person and love challenges. Since my job expects these qualities from me, I feel like I am intellectually challenged at every step."* Interviewee 3 stated that there were days, *"where I have had less than 5 hours of sleep"* due to a seemingly never ending cycle of receiving orders and delivery. When asked why he still chooses to work a job as strenuous as this, Interviewee 3 simply said, *"Because I love what I am doing."* This point of view was shared by Interview 4, who recalled all nighters, *"just to make sure the targets are met."* He summarized that the level of effort that a leader displays is the bar that has been set for his or her employees to realize, *"It's a different feeling when you put in a lot of effort and it pays off and helps the company make a profit but more importantly it's even better to see the growth of everyone around you and your company from ground zero."*

5.3.3 Leadership Style

The consensus on leadership style was apparent. All interviewees shared the belief that transactional leadership had its merits, but a startup culture was not an ideal choice for its implementation. Interviewee 2 feels that the transformational approach to leadership best describes her style, and says she *"focuses more on increasing employee motivation and engagement, to ensure that the employees feel a sense of ownership in the organization"*

values.” Motivating his employees to keep a vision of the future is how Interviewee 1 gets the job done. He says that, *“Compassionate leadership which builds integrity, Intellectual stimulation which helps in problem solving, Motivation which keeps the organisation,”* are the most critical aspects of a good leadership style. Interviewee 3 has adopted a *“your problem is a my problem”* approach in dealing with issues his employees face. He says that through his years of experience, this approach encourages employees *“not only to trust you more but also makes them happy and willing to work with you towards a solution.”*

5.4 Empowering Employees

One of the secondary research objectives for this quantitative study was to analyse the effect managers in a startup environment have in empowering their subordinates. By analyzing the primary data that has been collected and comparing the findings with the secondary data gathered by reviewing current literature, the study will also attempt to understand how entrepreneurs apply the qualities of a competent leader to empower his employees and make sufficient financial turnover.

5.4.1 Trust

When discussing trust with the respondents, it was noticed that each interviewee had their own way or method of developing and maintaining trust with both new and tenured employees. However, the opinion of open and clear communication seemed to be the foundation of every method. Interviewee 1 said that, *“open communication with the employees can help build and maintain trust. Not just hearing them, but also listening to what they have to say,”* which shows that communication cannot be unilateral in nature, and must flow both ways. He did however concede that, *“Even through these approaches, it takes time to build trust.”* Trust needs to be developed by working together with the employees. *“They need to trust that you have their best interests at heart and not just expect them to carry out every task you order them to carry out,”* says Interviewee 4.

Interviewee 3 tries to implement a teammate relationship, rather than a boss-subordinate relation to aid in developing trust. He says, *“I make sure that my teammates see me in their same level so as to keep the existing trust. I also try to connect with them on a personal level in order to let them know that I am here to support you in any way.”* However, he is sure to maintain a boundary of limits. Interviewee 2 was the only respondent to claim that she found it easy to trust new employees, she said, *“I also look into hiring the right person, I recognise their strengths and weaknesses and put them into the right team and in turn motivate them to understand the organization’s values.”* Working as the human resource manager has provided her the opportunity to understand a prospective employee’s strengths and weaknesses prior to hiring, which is an opportunity that her peers have not benefited from.

5.4.2 Overcoming Failure

“Accept that failure is part of the process”

These are the words that Interviewee 4 has lived by. Learning to deal with your failures outside of work helps to build character and hone in your sense of overcoming failures at the workplace. Interviewee 4 says, *“What 90 percent of people don’t do, involves taking a couple of minutes to reflect on what happened and being brutally honest with ourselves on why it happened.”* He has tried to inculcate a behavior of *“Failing Forward”* at his enterprise, and encourages his subordinates to use these setbacks as learning mediums. Interviewee 1 admits that, *“When the culture is based on beliefs that are backed by strategy, the organization emerges successful when backed against the wall.”* It was evident from Interviewee 1’s response that organisational culture sets context for the entire organisation. He concluded by reiterating the importance of organisational culture in overcoming failure by stating, *“This way the organisation as a whole will be on the same page while dealing with failure which would make the entire process very efficient.”*

Interviewee 2 shared the same ideology as mentioned by Interviewee 1, when it came

to organisational culture playing a role in overcoming failure. Concerning this topic at her place of work, she said, *“Leaders emphasize taking responsibility and fixing problems by sitting in meetings to identify reasons for any failure, and discuss how these could be avoided in the future.”*

5.5 Conclusion

Each interview was concluded with an open ended discussion about leadership versus management. This question was placed with the intention to allow the candidate to speak freely and to obtain a brief understanding of each respondent’s school of thought on the topic.

Interviewee 1 very eloquently wound up his interview by stating, *“Management can help achieve a goal just fine, while leadership will help your team bring out their 120 percentage to achieve the same goal because they are driven to do it. Leadership makes the members of the organisation to be engaged in their work. They feel like there is meaning in what they do.”*

Interviewee 2 had a concise response to the debate, wherein she stated, *“Managerial structure appeals to appraisals and other benefits than being invested in the organization’s values and outcomes. However, Leaders are invested in their organization emotionally and for the development of the team members and in-turn the success of the business.”*

Interviewee 3 chose to answer the question in one short line, saying *“A manager can be anyone, but a leader is one who puts himself before his team.”*

Interviewee 4 spoke about the spirit of innovation and status quo when asked about his opinion on the debate leadership versus management. He said, *“Leaders focus on creating a culture of innovation and constant improvement. They know that the only way to stay ahead in business is to grow and evolve. They are constantly seeking improvement*

even if that means facing challenges, taking risks and sometimes failing. Managers, on the other hand, maintain the status quo. They're doing their best work when they are enforcing the goals set-out by the leaders."

This process of collecting data through semi structured interviews was exceptionally thought-provoking and noteworthy since it demonstrates how multiple styles of leadership may exist within the entrepreneurial ecosystem. These kinds of observations have bolstered the decision to implement qualitative research with semi structured interviews over surveys with scaled responses.

6 Discussion

6.1 Introduction

The results of this study can be observed to be four pronged in nature. This chapter will facilitate a means to link themes and sub-themes identified through the primary method of data collection with the secondary data that was gathered by reviewing the existing literature on the topic of leadership affecting the outcome of a startup. Each research objective that has been previously defined in Chapter 3 will be examined to check for possible resemblance or difference of opinion in ideology with respect to the findings in Chapter 5 and the reviewed literature that is recognised.

6.2 Relationship between Management and Start-up Outcome

The primary objective of research during the course of this study was to establish a cause effect relationship between the management ideology and the outcome of a startup. The findings, post analysis of the semi structured interviews, have led to the indication that the three main ways the cause effect relationship between the management ideology and the outcome of a startup is influenced are, the daily tasks carried out by the leaders, passion shown towards the success of the organisation, and leadership development programs. This is in line with the findings of Bass M. (1990), who observed that leadership might not have been just a result of the leadership's impact on his or her subordinates, but also a process of interaction that could potentially interact with everyone engaged.

The findings of Bass M. (1990) are supported by Interviewee 2, when she stated that since there was no rigid hierarchy of leadership in an entrepreneurial ecosystem, each individual of her team was adept at taking ownership in any task that was assigned to them. Chintallo Mahadeo (2013) state in their work that motivation is providing an individual with the driving force that produces work enthusiasm so that he is ready to collaborate together efficiently and integrated with all of the organisation's resources to

obtain fulfillment of goals and objectives. The opinion established by the Chintallo Mahadeo (2013) concurred with the opinions of all 4 respondents. Interviewee 2 shared how the passion of a leader can be infectious by saying, “This further motivates everyone to put in more effort and passion into working towards reaching the goals of the organisation.”

Interviewees 1, 2, and 3 all went on to share their support for leadership development programs, citing great results in terms of the startups outcome. Prommer, et al (2020), elucidates that only a minority of young startup ventures actively engage in leadership development activities, this opinion was shared by all respondents on the topic of leadership development programs. However, a difference of opinion from Interviewee 4 must be noted, where he says, “Leadership is a trait that cannot be thought. I believe that you are either born to lead or you are born to manage.” One must note the findings contributed by Prommer, et al (2020) to the largely unexplored field of research on the intersection of startups and leadership development as it addresses an under researched success factor.

6.3 Leadership Style and Employee Engagement Relationship

One of the secondary objectives of research during the course of this study was to establish and interpret the relationship between a manager’s leadership style and its effect on employee engagement by empirically examining the influence of the leadership styles and leadership qualities on the performance and attitude of their employees.

The findings, post analysis of the semi structured interviews, have led to the indication that the three main factors influencing the relationship between a manager’s leadership style and its effect on employee engagement are a managers philosophy behind leadership, engagement, and leadership styles employed at a place of business. Datta, P. P. (2018), pointed out that the manufacturing industry in recent years requires a new breed

of workforce that can think critically, solve problems, respond to customers' needs and he goes on to state that to achieve competitiveness in manufacturing, the first priority of a startup is to change the mindset of manufacturing leaders. The respondents all shared leadership philosophies that mirrored the finding of Datta, P. P. (2018). Interviewee 3 shared experiences on how even though he had no formal training to be a leader at his place of work, due to the sheer requirement, he was able to trust his instincts and draw lessons from experiences in the past and changed his mindset, which has now allowed him to be able to think critically and problem solve.

Interviewee 2 drew experiences from her previous role to adapt to changes and meet deadlines. These views were found to be in accordance with the review of the existing literature and hence one can infer that the right leadership philosophy will only improve employee engagement. (Karp and Helg, 2009), defined management as "the activity of giving meaningful direction to collective activities and encouraging others to pursue a shared objective," Interviewee 4 concurs with the finding of Karp and Helg (2009), when he stated that the level of effort that a leader displays is the bar that has been set for his or her employees to realize, "It's a different feeling when you put in a lot of effort and it pays off and helps the company make a profit but more importantly it's even better to see the growth of everyone around you and your company from ground zero." Mohammed et al. (2018) in their study goes into great detail to illustrate the difference between two modern relationship styles, transactional and transformational leadership styles. The opinions expressed by these authors were almost identical in nature to the findings gathered through the interview process. All the respondents shared strong notions that transactional leadership style was more suited for a place of work with a rigid leadership hierarchy, however, in the setting of an entrepreneurial ecosystem it was the transformational style of leadership that would affect the most efficient outcomes.

Interviewee 1 for instance, chooses to motivate his employees to get the work done rather than giving them orders to fulfill. He says that, "Compassionate leadership which builds

integrity, Intellectual stimulation which helps in problem solving, Motivation which keeps the organisation,” are the most critical aspects of a good leadership style. Mohammed et al. (2018) do address the fact that whilst transformational leadership has its perks, one of the disadvantages is no restriction in communication with subordinates. Interviewee 3 makes a conscious effort to overcome this by maintaining a boundary of limits with these employees.

6.4 Empowering Employees

One of the other secondary objectives of research during the course of this study was to establish and analyze the effect managers in a startup environment have in empowering their subordinates. By analyzing the primary data that was collected and comparing this with the secondary data gathered by reviewing current literature, the study will also attempt to understand how entrepreneurs apply the qualities of a competent leader to empower his or her employees. Kellerman (2004) from her study bolsters the importance of the employee at a startup enterprise, these finds were along the same lines as Interviewee 3 who stressed the need to gain the trust of your employees when he said, “I make sure that my teammates see me in their same level so as to keep the existing trust. I also try to connect with them on a personal level in order to let them know that I am here to support you in any way.” Kalyanasundaram, G. (2018) estimates a failure rate of startups in entrepreneurial ecosystems to be extraordinarily high, around 90 percent end in failure and are just neglected. However, Interviewee 4 stated that failure was simply part of the process and had adopted the ideology of “Failing Forward” which allows his employees space to learn from failures. Interviewee 1 admits that if there is clearly defined organisational culture that has been based on intelligent business acumen, “the organization emerges successful when backed against the wall.” Kalyanasundaram, G. (2018) in their findings observed that successful startup entrepreneurs are not emotionally attached to their startup, and they are ready to explore the exit options. At her place of work, Interviewee 2 stated this was routine, “Leaders emphasize taking responsibility and

fixing problems by sitting in meetings to identify reasons for any failure, and discuss how these could be avoided in the future.” Rather than letting failure demotivate the team, leaders are able to separate the emotion from reality and work with their team to assess shortcoming and course correct.

7 Conclusion

7.1 Introduction

It cannot be overstated that leadership is critical to our success in the 21st century since leaders are essential throughout all spheres of our lives, but especially in the workplace where diverse groups of workers perform numerous tasks to achieve organizational goals. Therefore, companies should strive to engage their employees to achieve organisational goals as high levels of engagement result in achieving them efficiently and effectively (Soebbing, Wicker, and Weimar, 2015).

The idea of employee engagement becomes increasingly important in organisational studies as engaged employees are more engaged and more productive, as well as more emotionally attached to the organization, so that they are more likely to use their cognitive and behavioral power to accomplish the goals of the organization (Petermode, 2012). In order to accomplish organizational goals and meet deadlines, leaders need to ensure that employees are motivated and have the right drive to pursue specific goals. Employee engagement, or the level of commitment to an organization of employees, has been a result of the need for productivity workers who can achieve goals.

7.2 Final conclusion

Literature on leadership is enriched by this research. The findings indicate a lack of leadership development activities in startup culture. Due to its focus on managers themselves and their perceptions, it fills a significant gap in previous studies. The study set out to answer three research objectives. By comparing the primary data and the secondary data in chapter 5 and drawing conclusions from these in chapter 6, the author perceives that the research objectives have been met. In thematically analysing how a start-up's success depends on its management, sub-themes of daily tasks carried out by the managers also supported by the works of Bass M. (1990), need for leadership development

programs supported by the work of Prommer, et al (2020), and passion as presented by Chintallo Mahadeo (2013), is what drives leaders to make their startup successful emerged. On analysis of the influence of the leadership styles and leadership qualities on the performance and attitude of their employees, sub-themes of leadership philosophy also presented in the works of Datta (2018), engagement supported by the findings of Karp and Helg (2009), and leadership style as found in the results of Mohammed et al. (2018), came to light. An interesting point to make note of was how all respondents agreed that a transformational style of leadership was more suitable for an entrepreneurial ecosystem, which in turn supported what the relevant existing literature had to say about this topic. Finally on discussing the effect managers in a startup environment have in empowering their subordinates, sub-themes of trust also presented in the works of Kellerman (2004), and overcoming failure through organisational culture as found in the results of Kalyanasundaram (2018), were visible across responses from all interviewees and was in line with the literature reviewed.

A successful startup is founded on the right leadership philosophy and style. This research outlines why this is so essential. Leadership qualities and leadership styles result in the performance and attitude of employees based upon employees' commitment to the job and their passion for it. Furthermore, trust and establishing the right organizational culture are fundamental to overcoming any setback.

7.3 Limitations

During the research period of this study, 2021 was hit with Covid-19 and its impact materially affected the way the study was conducted. Initially, the researcher selected focus groups or a larger sample size. However, the influenza pandemic limited the researcher's ability to interact with candidates. To ensure public safety, a lockdown was implemented and social distancing took effect. In total, 4 people were interviewed via phone through the monomethod approach. Due to the Coronavirus, conducting the research this way

was the most appropriate and safest method for all parties involved.

7.4 Recommendations

The above reasons illustrate and indicate empirically that a startup's success is dependent upon its leadership. The leaders provide motivation, benefits, incentives, and a positive working environment that will maintain employee engagement. Organizations will not achieve better worker engagement and productivity without transformative leadership, where leaders put measures to make sure that employees view their work as their own, and not the organization's responsibility. Consequently, it is the responsibility of supervisors to ensure that employees have an enjoyable working environment, offer them career growth and skill development opportunities, and to enhance their sense of value in the organisation. As a result, leaders will have the ability to create meaningful work environments that will cause employees to be engaged, productive, and a benefit to the organization as a whole.

7.5 Scope for Future Research

Due to the fact that it was possible to gather rich information through the semi structured interview process, where it was suggested by one of the respondents that they based no belief in leadership development programs, the use of a personal interactive tool would be advised. To broaden the scope of this research, I would recommend conducting focus groups in companies in which employees and managers are interviewed separately at the beginning and then interviewed together in a second focus group. The focus group interview would be a great way to evaluate a variety of leadership themes and provide a dynamic response as stated in Saunders et al. (2009).

References

- Acocella, I. (2012). The focus groups in social research: advantages and disadvantages, *Quality & Quantity* **46**(4): 1125–1136.
- Adams, D. (2020). Authentic leadership: A value-laden leader, *International Online Journal of Educational Leadership* **4**(1): 1–3.
- Asrar-ul Haq, M. and Anwar, S. (2018). The many faces of leadership: Proposing research agenda through a review of literature, *Future Business Journal* **4**(2): 179–188.
- Avolio, B. J. and Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership, *The leadership quarterly* **16**(3): 315–338.
- Badran, N. and Khalifa, G. (2016). Diversity management: Is it an important issue in hotel industry in egypt, *Intlernational J. Heritage, Tour. Hosp* **7**(2): 275–286.
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision, *Organizational dynamics* **18**(3): 19–31.
- Battiste, M. (2016). Research ethics for chapter protecting indigenous knowledge and heritage, *Ethical futures in qualitative research: Decolonizing the politics of knowledge* **111**.
- Beach, D. and Pedersen, R. B. (2016). *Causal case study methods: Foundations and guidelines for comparing, matching, and tracing*, University of Michigan Press.
- Bedeian, A. G. and Hunt, J. G. (2006). Academic amnesia and vestigial assumptions of our forefathers, *The leadership quarterly* **17**(2): 190–205.
- Bolt, P. (1999). *The Whole Manager: Achieving Success Without Selling Your Soul*, Oak Tree.
- Breznitz, D. and Taylor, M. (2014). The communal roots of entrepreneurial–technological growth–social fragmentation and stagnation: reflection on atlanta’s technology cluster, *Entrepreneurship & Regional Development* **26**(3-4): 375–396.
- Browning, C. (2020). Here’s why your internet speeds might have slowed down lately.
URL: <https://www.rte.ie/brainstorm/2020/0415/1130703-internet-speeds-slow-coronavirus/>
- Chammas, C. B. and da Costa Hernandez, J. M. (2019). Comparing transformational and instrumental leadership: The influence of different leadership styles on individual employee and financial performance in brazilian startups, *Innovation & Management Review* .
- Chintaloo, S. and Mahadeo, J. (2013). Effect of motivation on employees’ work performance at ireland blyth limited, *Proceedings of 8th Annual London Business Research Conference Imperial College, London, UK*, Vol. 8, p. 9.
- Cooper-Thomas, H. D., Xu, J. and Saks, A. M. (2018). The differential value of resources in predicting employee engagement, *Journal of Managerial Psychology* .

- Creswell, J. W. and Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*, Sage publications.
- Crossan, F. (2003). Research philosophy: towards an understanding, *Nurse Researcher (through 2013)* **11**(1): 46.
- Datta, Y. (2018). The us shredded/grated cheese market: A competitive profile, *China-USA Business Review* **17**(8): 385–401.
- DIRIK, D. (2020). Chapter two leadership versus management, *A Handbook of Leadership Styles* **35**.
- Dumitrescu, A. et al. (2020). Improving the engineering students' entrepreneurial self-efficacy through a specialised course—a way to improve startup management, *Management and Economics Review* **5**(1): 78–90.
- Easterby-Smith, M., Thorpe, R. and Lowe, A. (2001). *Management Research: An Introduction*, 2nd edn, Sage.
- Edwards, G., Schedlitzki, D., Turnbull, S. and Gill, R. (2015). Exploring power assumptions in the leadership and management debate, *Leadership & Organization Development Journal* .
- Ganta, V. C. and Manukonda, J. K. (2014). Leadership during change and uncertainty in organizations, *International Journal of Organizational Behaviour & Management Perspectives* **3**(3): 1183.
- Goffee, R. and Jones, G. (2004). What makes a leader?, *Available at SSRN 551170* .
- Goswami, A., Nair, P., Beehr, T. and Grossenbacher, M. (2016). The relationship of leaders' humor and employees' work engagement mediated by positive emotions: Moderating effect of leaders' transformational leadership style, *Leadership & Organization Development Journal* .
- Gupta, R. K. and Awasthy, R. (2015). Qualitative research in management : methods and experiences.
- Harms, P. D. and Credé, M. (2010). Emotional intelligence and transformational and transactional leadership: A meta-analysis, *Journal of Leadership & Organizational Studies* **17**(1): 5–17.
- Jain, S. (2016). Growth of startup ecosystems in india, *International Journal of Applied Research* **2**(12): 152–154.
- Jiang, W., gu, Q. and Tang, T. (2019). Do victims of supervisor bullying suffer from poor creativity? social cognitive and social comparison perspectives, *Journal of Business Ethics* **157**.
- Kalyanasundaram, G. (2018). Why do startups fail? a case study based empirical analysis in bangalore, *Asian Journal of Innovation and Policy* **7**(1): 79–102.
- Karp, T. and Helgø, T. I. T. (2009). Reality revisited: leading people in chaotic change, *Journal of Management Development* .

- Kelemen, M. and Papasolomou, I. (2007). Internal marketing: A qualitative study of culture change in the uk banking sector, *Journal of Marketing Management* **23**: 746–768.
- Kellerman, B. (2004). *Bad leadership: What it is, how it happens, why it matters*, Harvard Business Press.
- Lowry, R., Kann, L., Collins, J. L. and Kolbe, L. J. (1996). The effect of socioeconomic status on chronic disease risk behaviors among us adolescents, *Jama* **276**(10): 792–797.
- McNabb, D. E. (2014). *Case research in public management*, Routledge.
- Mohammed, R., Nusari, M., Ameen, A. and Alrajawy, I. (2018). Leadership in the organization: A conceptual review, **2**: 52–59.
- Mossop, L., Dennick, R., Hammond, R. and Robbé, I. (2013). Analysing the hidden curriculum: use of a cultural web, *Medical education* **47**(2): 134–143.
- Naguib, H. and Naem, A. (2018). The impact of transformational leadership on the organizational innovation, *The International Journal of Social Sciences and Humanities Invention* **5**: 4337–4343.
- Ngozwana, N. (2018). Ethical dilemmas in qualitative research methodology: Researcher’s reflections., *International Journal of Educational Methodology* **4**(1): 19–28.
- O’Connor, P. (2018). Introduction to special issue on gender and leadership and a future research agenda.
- Prommer, L., Tiberius, V. and Kraus, S. (2020). Exploring the future of startup leadership development, *Journal of Business Venturing Insights* **14**: e00200.
- Quinlan, C. (2011). *Business Research Methods*.
- Roundy, P. T. (2021). Leadership in startup communities: how incubator leaders develop a regional entrepreneurial ecosystem, *Journal of Management Development* .
- Sambasivan, M., Abdul, M. and Yusop, Y. (2009). Impact of personal qualities and management skills of entrepreneurs on venture performance in malaysia: Opportunity recognition skills as a mediating factor, *Technovation* **29**(11): 798–805.
- Sambrook, S. A., Jones, N. and Doloriert, C. (2014). Employee engagement and auto-ethnography: being and studying self, *Journal of Workplace Learning* .
- Saunders, M., Lewis, P. and Thornhill, A. (2009). *Research methods for business students*, Pearson education.
- Scott Campbell, J. (2020). *An investigation of the relationship between leadership styles and employee job satisfaction in the Irish thoroughbred breeding and racing industry*, PhD thesis, Dublin, National College of Ireland.
- Singh, S., Chauhan, A. and Dhir, S. (2019). Analyzing the startup ecosystem of india: a twitter analytics perspective, *Journal of Advances in Management Research* .

- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines, *Journal of business research* **104**: 333–339.
- Testa, M. R., Sipe, L. J. et al. (2013). The organizational culture audit: Countering cultural ambiguity in the service context, *Open Journal of Leadership* **2**(02): 36.
- Uysal, H. T. (2019). The mediation role of toxic leadership in the effect of job stress on job satisfaction, *International Journal of Business* **24**(1): 55–73.
- Wallace, E. and de Chernatony, L. (2011). The influence of culture and market orientation on services brands: insights from irish banking and retail firms, *Journal of Services Marketing* .
- Walle, A. H. (2015). Qualitative research in business: A practical overview.
- Yang, J., Pu, B. and Guan, Z. (2019). Entrepreneurial leadership and turnover intention in startups: Mediating roles of employees' job embeddedness, job satisfaction and affective commitment, *Sustainability* **11**(4): 1101.
- Zaleznik, A. (1977). Managers and leaders: Are they different.

Appendices

Appendix One: Consent Form

Consent Form

“ANALYSIS OF HOW A START-UP'S SUCCESS DEPENDS ON ITS MANAGEMENT”

Consent to take part in research

- I..... voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me and I have had the opportunity to ask questions about the study.
- I understand that participation involves an examination at how how a start-up's success depends on its management
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that disguised extracts from my interview may be quoted in the researcher's dissertation which will be submitted to the National College of Ireland.
- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.

- I understand that signed consent forms and original audio recordings will be retained in a password protected laptop, specifically in a password protected folder until the exam board issues the results of the researcher’s dissertation, at which point they will be deleted.
- I understand that a transcript of my interview in which all identifying information has been removed will be retained until the exam board issues the results of the researcher’s dissertation, at which point they will be deleted.
- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Richard Victor, Master’s in Management, National College of Ireland,
 Telephone Contact - 0899429974, Email – x19192479@student.ncirl.ie

Signature of research participant

 Signature of participant Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study,

 Signature of researcher Date

Appendix Two: Semi Structured Interview Questions

List of Interview Questions

- Q.1. What did you study in college and when did you graduate? Why did you join your current organisation?
- Q.2. What is your current job role and explain what you do on a day to day basis? Did you always want to work in a startup?
- Q.3. Are you passionate about helping your organisation succeed? Why?
- Q.4. What has your path to leadership been like? What positives do you recall? What difficulties have you overcome?
- Q.5. Does your job challenge you sufficiently? Do you believe that you are engaged in your work? Why?
- Q.6. How would you describe your leadership style? What traits do you feel are most valuable according to your leadership style? (transactional & transformational)
- Q.7. How do you maintain trust with existing employees? Is it easy to build trust with new employees? (opportunity recognition)
- Q.8. What is your approach to overcoming failure? Do you feel that organisational culture has a part to play in overcoming failure?
- Q.9. Have you found that having a flexible leadership style is imperative? How do you deal with situations in which an employee is stressed/upset in the workplace?
- Q.10. Have you received any leadership development programs from your organisation? If not, do you feel that you could benefit from these programs?
- Q.11. Any information that you would like to add to the debate - “leadership v/s management”

Appendix Three: Sample of Interview

Interview 1

1. What did you study in college and when did you graduate? Why did you join your current organisation?

Interviewee 1: I have a Bachelors in Science. I majored in Physics, Chemistry and Mathematics. The organisation that I am currently working for was established by four members which includes me and three of my friends and the organisation offers various educational services. The four of us have always been academically successful. Since we have a knack for it, we realised that the current education system fails to impart the necessary skills to be academically successful and it does not consider the fact that every individual is different. The way everyone understands concepts is different, this fact is almost completely ignored. So we took it upon us to bring about a change, no matter how small, to help students understand better and receive the education that they deserve.

2. What is your current job role and explain what you do on a day to day basis? Did you always want to work in a startup?

Interviewee 1: Currently, I have been assigned to take care of the technical requirements of the organisation, the customer services and the necessary research and development that will help the organisation grow. On a day to day basis, I tend to the necessary technical aspects of the members of the organisation, I interact with the customers and the most important job of all is doing a lot of research and brainstorming on how to work more efficiently and come up with new ideas. I then pitch these in the team meetings and then we decide on how to move further. I also structure how our new ideas will be implemented.

Yes, I've always wanted to work in a startup. Though it has that high risk factor of losing, you can never succeed if you will never try. Startups give you freedom to try new things which would not be possible in our everyday menial 9-5 jobs.

3. Are you passionate about helping your organisation succeed? Why?

Interviewee 1: If I said I am immensely passionate in helping my organisation succeed, it would be an understatement. As mentioned in the answer to the first question, the reason we started this organisation is to help students understand better and be more academically successful. For example, if you pick a high schooler at random and ask him if he likes mathematics, he would most probably say he hates it. Is that so? Is math a boring subject? That is the most absurd thing I've ever heard in my life. Mathematics is the language of the universe. It is one of the most beautiful subjects to ever exist. Then why would a high schooler say that he hates it? I strongly believe it is because the way the subject is being taught to him. Similarly, this is the case for our entire education system. It just feels like the entire thing is out of whack. Something is

fundamentally wrong. So in order for me to help bring about a change, The success of my organisation would be the first step.

4. What has your path to leadership been like? What positives do you recall? What difficulties have you overcome?

Interviewee 1: I believe I still am on the path to achieve leadership. It seemed like it would be easy to lead, turns out it is one of the hardest skills to develop. To develop leadership, a lot of other skills such as patience, communication and etcetera are required. So the path to leadership is a one filled with a lot of difficulties, but in the end it is a rewarding skill as in the end you possess a lot of other qualities that are crucial for smooth functioning of your organisation.

This path is teaching me how to be more patient. It is helping me deal with situations that push me out of my comfort zone which is necessary for personal development. It constantly challenges me and keeps me on my toes. It gives me the opportunity to think out of the box. It helps me gain all the other necessary skills to help smooth functioning of the organisation.

The most difficult challenge that I am currently facing is the fact that everybody works with different pace and different understanding of how the same thing works. This can be overcome by effective communication. This way I am able to put across my ideas clearly in a way everybody can understand and them to me.

5. Does your job challenge you sufficiently? Do you believe that you are engaged in your work? Why?

Interviewee 1: Since my job consists of versatile tasks that expect me to make the most efficient decisions considering a lot of important factors, I believe my job challenges me sufficiently. I am a very versatile person and love challenges. Since my job expects these qualities from me, I feel like I am intellectually challenged at every step.

I strongly believe I am engaged in my work. As discussed in the prior questions, I am motivated by my ultimate goal. In addition to that, this job gives me opportunities to learn new things which helps me widen the boundary of my knowledge. The overall experience is fruitful and rewarding.

6. How would you describe your leadership style? What traits do you feel are most valuable according to your leadership style? (translational & transformational)

Interviewee 1: I believe I lean towards the Transformational leadership style. Though the task and outcome oriented mentality is necessary, my approach is future oriented. I strongly believe in motivating the members of the organization with a vision of the future. I believe this way we can stay driven. There is always a reason to work hard when we feel like slacking off. Through this approach we can also stay prepared for any problems that may arise in the future. As humans we know the importance of evolution, we cannot evolve without a transformation.

The most valuable traits in my opinion are Compassionate leadership which builds integrity, Intellectual stimulation which helps in problem solving, Motivation which keeps the organisation driven and Idealized influence.

7. How do you maintain trust with existing employees? Is it easy to build trust with new employees? (opportunity recognition)

Interviewee 1: In my opinion, open communication with the employees can help build and maintain trust. Not just hearing them, but also listening to what they have to say. Assessing the circumstances and providing them with opportunities helps build and maintain the bond. It is not easy to build trust with new employees as everybody is different. We need to understand them through consistent communication, we need to value their opinions. Even through these approaches, it takes time to build trust. We need to learn to trust them in order to gain their trust which is achieved only through experiences.

8. What is your approach to overcoming failure? Do you feel that organisational culture has a part to play in overcoming failure?

Interviewee 1: Failure is inevitable when you have to succeed. Given that a startup equips you with the freedom to try new things, failure is expected. I use failure as an opportunity to grow stronger. When I fail, I initially tend to my emotions as I am human. But then once I've grieved over it, I disconnect all emotions and speculate. Analyse the entire thing in my head by playing it over and over again. Then I note down the important points and find exactly where what went wrong. This method provides me with the mistakes that I shouldn't make again and with an experience that will help me remain calm and composed when I have to try again.

I strongly believe that organizational culture plays a vital role in overcoming failure. When the culture is based on beliefs that are backed by strategy, the organization emerges successful when backed against the wall. This culture shapes the perspective of the members of the organisation and every member will respond to a situation in a similar manner as they would know what is being expected of them. Thus we can say that organizational culture sets context for the entire organisation. This way the organisation as a whole will be on the same page while dealing with failure which would make the entire process very efficient.

9. How are you able to remain a flexible leader? How do you deal with situations in which an employee is stressed/upset in the workplace?

Interviewee 1: In my opinion, it is very essential to remain flexible even as an employee of the organisation. Thus, as a leader it is very crucial that I remain flexible. Things do not work out the way we want them to, there is always a random error factor. To stay flexible, I always try to remain calm and composed. I try to assess the situation from a logical perspective keeping all emotions aside.

If an employee is stressed or upset, I try talking to them. Figure out what is going on with them and give them space if necessary. Give them some time off to figure things out if needed. In my

experience it's mostly because of the workload, in these kinds of situations, I just reduce their workload and find alternatives to finish that work.

10. Have you received any leadership development programs from your organisation? If not, do you feel that you could benefit from these programs?

Interviewee 1: No, I haven't received any leadership development programs from my organisation. I believe that I would be able to benefit from these programs. No knowledge is useless, It is all in the way we perceive it. I always have an open mind, so I feel like I would benefit from these programs.

11. Any information that you would like to add to the debate - "leadership v/s management"?

Interviewee 1: Management deals with handling a group of people and managing them to achieve a certain goal. Leadership deals with leading a group of people and inspiring them to achieve a certain vision. Management can help achieve a goal just fine, while leadership will help your team bring out their 120% to achieve the same goal because they are driven to do it. Leadership makes the members of the organisation to be engaged in their work. They feel like there is meaning in what they do.