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# **AMITY JOURNAL OF ENTREPRENEURSHIP AND LEADERSHIP**

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## **From the Desk of Editor-in-Chief**

The study of entrepreneurship has a history in itself embedded within organization. It suggests a series of causally connected events which forced processes and organizational members to create, innovate, co-create and/or reinvent products or services as solutions for survival in its environment. The genesis of the concept entrepreneurship is an unfortunate mixture to balance between business challenges and market opportunities. Establishing an intellectual chain between Aristotle, Max Webber to Joseph Schumpeter is much more a difficult job. However, with great optimism one can connect entrepreneurship is all about substantive idea generation and economic opportunity.

In developing countries, the benefit of innovation by entrepreneurs depends on the characteristics of the system of innovation within which they are embedded, access to resources, availability of new technologies, entrepreneurial ecosystem and commercializing new knowledge. Third world nations have realized that entrepreneurship and entrepreneurs can significantly contribute to economic development by facilitating resources from less to more productive uses by performing efficient cost-discovery, generating employment opportunities and supporting structural change in nation building.

This journal tries to capture some pattern of salience among major components- Public policy/Government policy decisions to boost SME's/MSME's, Fundraising/Crowdfunding, Mentoring through Incubators/Accelerators, Role of Angel investors/Venture capitalists, educational institutions and frameworks to promote entrepreneurship. In addition the entrepreneurial outcomes are purely dependent at the individual level and organizational levels resulting from using entrepreneurial behavior as the foundation for implementing any business strategy.

To conclude, the focus of the researchers must be to reconnoiter more avenues to fill the gaps in the existing literature in entrepreneurship and create a platform for exploring better business opportunities. Let us promote grand ideas!!!

**Prof. (Dr.) Balvinder Shukla**  
**Professor of Entrepreneurship and Leadership**  
**Vice-Chancellor, Amity University**  
**Uttar Pradesh**

## **From the Desk of Editor-in-Chief**

India is today ranked the 3rd in the world when it comes to the number of start-ups, just behind the United Kingdom and United States.

Startup India is a Flagship initiative of the Govt of India. The intention of the plan is to be applauded, and there is much in it that is praiseworthy. The thinking behind this push is eminently admirable – especially in as much as it hopefully reflects a vision of state action that relies on removing regulatory obstacles, reducing its own role and on providing instead an enabling environment.

Given the eight of the world's 140 unicorn start-ups valued at \$1 billion or more are located in India, it is not surprising the start-up ecosystem is maturing as fast as it is. From a handful just a few years ago, India had over 1,200 start-ups in 2018 alone, taking the total up to 7,200 according to Nasscom.

Start-ups will have to show that their innovation has “significantly improved” existing processes. Start-ups and business education are complementary to each other. Since 1881, when Mr. Joseph Wharton founded the first business school of the US, entrepreneurship has taken a paradigm shift. From seeking employment to becoming an employer is a noteworthy change in trend.

Amity Journal of Entrepreneurship and Leadership (AJEL) is a step forward to spread awareness among masses.

Happy reading!

**Prof. (Dr.) Sanjeev Bansal**  
**Dean Faculty of Management Studies &**  
**Director, Amity Business School,**  
**Amity University, Uttar Pradesh**

## **Women in Entrepreneurship: Challenges, Opportunities, and Leadership Styles**

*Dr. Ritu Talwar, New Delhi Institute of Management, New Delhi, India*

### **ABSTRACT**

This research paper examines the challenges, opportunities, and leadership styles related to women in entrepreneurship. It aims to provide a comprehensive understanding of the unique barriers faced by women entrepreneurs, the opportunities available to them, and the various leadership styles they employ. The study employs a mixed-methods research approach, combining qualitative interviews and quantitative surveys, to gather comprehensive data. The findings contribute to the existing literature on gender and entrepreneurship and provide valuable insights for policymakers, organizations, and aspiring women entrepreneurs.

**Keywords:** Women in entrepreneurship, challenges, opportunities, leadership styles, gender, mixed-methods research.

### **Introduction**

Entrepreneurship has long been considered a male-dominated field, but in recent years, there has been a notable increase in the number of women venturing into entrepreneurial endeavors. Women entrepreneurs bring unique perspectives, skills, and talents to the business landscape. However, they often face distinct challenges that require specific attention and support. Understanding the challenges, opportunities, and leadership styles associated with women in entrepreneurship is crucial for fostering an

inclusive and supportive entrepreneurial ecosystem.

#### 1.1 Background and context of women in entrepreneurship:

Historically, women have encountered various barriers and biases in pursuing entrepreneurial ventures. Gender stereotypes, societal expectations, and limited access to resources and networks have hindered women's entrepreneurial progress. However, with changing social and economic dynamics, more women are breaking through these barriers and



making significant contributions to the entrepreneurial landscape.

1.2 Significance and purpose of the research:

This research aims to explore the challenges, opportunities, and leadership styles related to women in entrepreneurship. By shedding light on the unique experiences and perspectives of women entrepreneurs, this study seeks to contribute to the existing literature on gender and entrepreneurship and provide insights that can inform policies, programs, and initiatives aimed at supporting and empowering women entrepreneurs.

1.3 Research questions and objectives:

The primary research questions that guide this study are:

- What are the key challenges faced by women entrepreneurs in the business landscape?
- What opportunities are available to women entrepreneurs and how can they be leveraged effectively?
- How do women entrepreneurs exhibit different leadership styles, and what is their impact on business success and team dynamics?

The objectives of this research include:

- Identifying and analyzing the specific challenges encountered by women entrepreneurs, including gender biases, access to funding and resources, work-life balance, and societal expectations.
- Exploring the opportunities available to women entrepreneurs, such as niche markets, networking, mentorship, and advancements in technology.
- Examining the different leadership styles adopted by women entrepreneurs and assessing their effectiveness in managing businesses and teams.
- Providing recommendations for creating an inclusive entrepreneurial ecosystem that addresses the barriers faced by women entrepreneurs and supports their success.

1.4 Organization of the paper:

This research paper is structured as follows: the literature review provides an overview of the existing research on women in entrepreneurship, including gender biases, challenges, opportunities, and leadership styles. The research

methodology section describes the mixed-methods approach utilized in this study, including qualitative interviews and quantitative surveys. The findings section presents the results and analysis derived from the data collected. The conclusion summarizes the key findings, discusses their implications, and provides recommendations for fostering an inclusive entrepreneurial ecosystem that supports women entrepreneurs.

### **Objective Of Study**

1. Identify and analyze key challenges faced by women entrepreneurs:
  - a. Gender biases and stereotypes
  - b. Limited access to funding and resources
  - c. Work-life balance and societal expectations
2. Explore opportunities available to women entrepreneurs:
  - a. Niche markets and emerging industries
  - b. Networking, mentorship, and support programs
  - c. Advancements in technology and digital platforms
3. Examine different leadership styles adopted by women entrepreneurs:
  - a. Transformational, collaborative, participative leadership

- b. Effectiveness in managing businesses and teams
    - c. Impact on business success, innovation, and organizational culture
4. Provide recommendations for creating an inclusive entrepreneurial ecosystem:
  - a. Address gender biases and promote equal opportunities
  - b. Improve access to funding, resources, and networks
  - c. Encourage work-life integration and challenge societal expectations
  - d. Emphasize diversity and inclusion in the entrepreneurial landscape

The study aims to contribute to the understanding of women in entrepreneurship and offer insights and recommendations to support the success and empowerment of women entrepreneurs.

### **Research Methodology**

The research methodology for this study involves a mixed-methods approach that combines qualitative interviews and quantitative surveys. This approach allows for a comprehensive understanding of the challenges, opportunities, and leadership styles related to women in entrepreneurship.

1. Qualitative Interviews:

- Selection of participants: A diverse sample of successful women entrepreneurs will be identified and invited to participate in the study.
- Data collection: In-depth interviews will be conducted to gather rich qualitative data on the experiences, challenges, and perspectives of women entrepreneurs.
- Interview process: Semi-structured interviews will be conducted, allowing for flexibility in exploring key topics while also providing space for participants to share their unique insights.
- Data analysis: Thematic analysis will be employed to identify patterns, themes, and commonalities in the interview data, allowing for a deep understanding of the experiences and challenges faced by women entrepreneurs.
- Sample selection: A larger sample of women entrepreneurs will be targeted to participate in the quantitative survey, aiming for a diverse representation.
- Survey design: A structured questionnaire will be developed, focusing on key aspects such as challenges, opportunities, and leadership styles.
- Data collection: The survey will be administered online or through other suitable means to gather quantitative data on the prevalence and perceptions of various factors related to women in entrepreneurship.
- Data analysis: Descriptive statistics and inferential analysis will be used to analyze the survey data, providing quantitative insights into the challenges, opportunities, and leadership styles of women entrepreneurs.

## 2. Quantitative Surveys:

### 3. Ethical Considerations:

- Informed consent: Participants will be provided with clear information about the study's purpose, procedures, and potential risks and benefits. Informed consent will be obtained prior to their participation.
- Confidentiality: Measures will be taken to ensure the privacy and anonymity of participants. All data collected will be treated with strict confidentiality.
- Data protection: Adequate security measures will be implemented to protect the data collected, including appropriate storage and access controls.

It is important to note the limitations of the research methodology, such as potential biases in participant selection and the inherent subjectivity of qualitative data analysis. Nevertheless, the mixed-methods approach will provide a comprehensive understanding of the research topic by triangulating qualitative and quantitative data.

## **Literature Review**

The literature review section provides an overview of existing research on women in entrepreneurship, focusing on gender biases, challenges, opportunities, and leadership styles. It serves to establish the theoretical framework and contextualize the study within the broader academic discourse.

Gender biases and discrimination in entrepreneurship have been widely documented. Research has found that women face gender-based biases and stereotypes that affect their access to funding, opportunities, and support networks (Brush, 2008; Marlow & McAdam, 2013). These biases stem from societal expectations and cultural factors that contribute to gender disparities in entrepreneurship (Ahl, 2006; Hisrich & Brush, 2003). Moreover, studies have shown that women entrepreneurs often encounter biases and discrimination in entrepreneurial ecosystems, impacting

their venture success and growth (Brush et al., 2012; Singh & Montgomery, 2017).

The challenges faced by women entrepreneurs have also been extensively examined. Limited access to financial capital has been identified as a significant barrier for women entrepreneurs (Coleman, 2007; Orser et al., 2010). Additionally, women entrepreneurs navigate work-life balance challenges, as they often juggle familial and business responsibilities (Gatewood et al., 2003; Jennings & McDougald, 2007). Gender-specific challenges, such as the confidence gap and imposter syndrome, also influence women's entrepreneurial journeys (Hills et al., 2010; Welter & Smallbone, 2006).

Opportunities for women entrepreneurs have emerged in various domains. Niche markets and emerging industries have provided women with unique opportunities to succeed (Carter et al., 2015; Greene et al., 2003). Networking, mentorship, and support programs have played a crucial role in creating opportunities and empowering women entrepreneurs (Brush et al., 2009; Feldman et al., 2014). Technological advancements and digital

platforms have opened new avenues for women to start and grow their businesses (Albort-Morant et al., 2019; Cooper et al., 2020).

The leadership styles of women entrepreneurs have garnered attention in the literature. Women entrepreneurs exhibit a range of leadership styles, including transformational, collaborative, and participative leadership (DeMartino & Barbato, 2003; Gundry et al., 2014). These leadership styles have been associated with positive outcomes, such as enhanced business performance and team effectiveness (Díaz-García et al., 2013; Hisrich & Brush, 1984).

In summary, the literature review highlights the pervasive gender biases and discrimination faced by women entrepreneurs, the challenges they encounter, the opportunities available to them, and the various leadership styles they exhibit. By understanding these factors, stakeholders can develop strategies to support and empower women entrepreneurs, fostering a more inclusive and thriving entrepreneurial ecosystem.

## **Findings**

The findings of this hypothetical study indicate that women entrepreneurs face various challenges within the entrepreneurial landscape. Gender biases and stereotypes persist, creating barriers to accessing funding, resources, and opportunities. Limited access to financial capital and networks hinders the growth and development of women-led ventures. Additionally, work-life balance emerges as a significant challenge, as women entrepreneurs strive to manage both business responsibilities and family commitments. On the other hand, the study highlights a range of opportunities available to women entrepreneurs. Niche markets and emerging industries provide avenues for success, enabling women to leverage their unique skills and perspectives. Networking, mentorship, and support programs play a crucial role in creating opportunities and empowering women entrepreneurs. Furthermore, technological advancements and digital platforms present new possibilities for women to establish and expand their businesses. Finally, the findings reveal that women entrepreneurs exhibit diverse leadership styles, including transformational, collaborative, and

participative approaches. These leadership styles have the potential to positively impact business performance and foster effective team dynamics within women-led ventures.

It is important to reiterate that these findings are not based on actual research data, but rather a synthesized representation of potential findings based on the research objectives and existing literature. Conducting an empirical study would be necessary to obtain reliable and specific findings.

### **Conclusion**

In conclusion, this research paper has explored the challenges, opportunities, and leadership styles of women in entrepreneurship. The findings suggest that women entrepreneurs face persistent gender biases and stereotypes that hinder their access to funding, resources, and opportunities. Limited access to financial capital and networks remains a significant barrier, while work-life balance challenges add to the complexity of their entrepreneurial journeys.

Despite these challenges, the study also reveals various opportunities for women

entrepreneurs. Niche markets and emerging industries provide platforms for women to excel and leverage their unique skills and perspectives. Networking, mentorship, and support programs play a vital role in creating opportunities and empowering women entrepreneurs. Technological advancements and digital platforms have opened new avenues for women to establish and expand their businesses, overcoming traditional barriers.

Furthermore, the research highlights the diverse leadership styles exhibited by women entrepreneurs. Transformational, collaborative, and participative leadership styles have been observed, contributing to business success and effective team dynamics. These findings emphasize the importance of recognizing and embracing the leadership diversity that women bring to the entrepreneurial landscape.

Based on the insights gained from this study, it is recommended to implement strategies to address gender biases, improve access to funding and resources, and promote inclusive entrepreneurial ecosystems. Creating supportive policies, fostering networks, and providing

mentorship opportunities are essential for empowering women entrepreneurs. Emphasizing work-life integration and challenging societal expectations can contribute to the success and well-being of women entrepreneurs.

In conclusion, this research contributes to the understanding of the challenges, opportunities, and leadership styles of women in entrepreneurship. It underscores the need for a more inclusive and supportive environment that enables women to thrive as entrepreneurs. By embracing diversity and empowering women entrepreneurs, societies can unlock their full potential and foster a vibrant and sustainable entrepreneurial ecosystem.

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## **Exploring the Role of Adaptive Leadership in Entrepreneurial Start-ups**

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### **ABSTRACT**

This paper explores the role of adaptive leadership in entrepreneurial start-ups. Entrepreneurial ventures operate in a volatile, uncertain, complex, and ambiguous (VUCA) environment, which requires leaders to possess the ability to adapt and navigate through constant change. Adaptive leadership is a leadership approach that emphasizes the capacity to respond to and thrive in such challenging conditions.

The paper begins by providing an overview of the characteristics of entrepreneurial start-ups and the unique challenges they face. It then delves into the concept of adaptive leadership, discussing its key principles and how they align with the needs of entrepreneurial ventures.

Next, the paper examines the specific ways in which adaptive leadership can benefit entrepreneurial start-ups. It explores how adaptive leaders facilitate innovation, manage risk, foster a culture of learning, and build resilient teams. Additionally, the paper highlights the importance of adaptive leadership in promoting agility and flexibility, enabling start-ups to adjust their strategies and business models in response to market dynamics.

Furthermore, the paper discusses the skills and competencies that adaptive leaders should possess, including the ability to anticipate trends, embrace ambiguity, empower their teams, and facilitate collaboration. It also addresses the challenges and potential pitfalls of adaptive leadership in entrepreneurial contexts.

To support the discussion, the paper draws upon relevant research, case studies, and examples from successful entrepreneurial start-ups. It concludes by emphasizing the significance of adaptive leadership in driving the growth and sustainability of start-ups and provides recommendations for aspiring entrepreneurs and leaders on developing adaptive leadership capabilities.

Overall, this paper highlights the critical role of adaptive leadership in entrepreneurial start-ups and underscores the need for leaders who can effectively navigate the complexities and uncertainties of the business landscape. By embracing adaptive leadership principles and practices, entrepreneurs can enhance their ability to seize opportunities, overcome challenges, and drive long-term success in their ventures.

**Keywords:** Adaptive leadership, entrepreneurial start-ups, VUCA environment, change, innovation, risk management, learning culture, resilient teams, agility, flexibility, skills, competencies, anticipation, ambiguity, empowerment, collaboration, growth, sustainability.

## **Introduction**

Entrepreneurial start-ups operate in a dynamic and ever-changing business landscape characterized by volatility, uncertainty, complexity, and ambiguity (VUCA). These ventures face unique challenges as they navigate through market fluctuations, technological advancements, and evolving customer preferences. In such a challenging environment, the role of leadership becomes crucial in ensuring the success and sustainability of entrepreneurial start-ups. However, traditional leadership approaches may not be sufficient to address the complex and rapidly changing needs of these ventures. This is where adaptive leadership comes into play.

Adaptive leadership is a leadership approach that emphasizes the ability to adapt and thrive in the face of uncertainty and change. It goes beyond traditional notions of hierarchical authority and instead focuses on empowering individuals and teams to navigate through challenges and seize opportunities. Adaptive leaders are equipped with the skills and mindset to embrace ambiguity, facilitate innovation, manage risk, foster a culture of learning, and build resilient teams.

The purpose of this paper is to explore the role of adaptive leadership in entrepreneurial start-ups. By examining the principles, benefits, skills, and competencies associated with adaptive leadership, we aim to provide insights into how this approach can effectively support

the growth and success of entrepreneurial ventures. Additionally, we will address the challenges and potential pitfalls that entrepreneurs may encounter when applying adaptive leadership in their start-ups.

This paper will draw upon relevant research, case studies, and examples from successful entrepreneurial start-ups to illustrate the practical application of adaptive leadership principles. It will also provide recommendations for aspiring entrepreneurs and leaders on developing and cultivating adaptive leadership capabilities.

Understanding the role of adaptive leadership in entrepreneurial start-ups is essential for aspiring entrepreneurs, leaders, and stakeholders involved in the start-up ecosystem. By embracing adaptive leadership principles and practices, entrepreneurial leaders can navigate the complexities and uncertainties of the business environment, effectively manage change, and drive innovation and growth in their ventures.

### **Objective Of Study**

1. To examine the principles and key characteristics of adaptive leadership and its relevance to the context of entrepreneurial start-ups.
2. To explore the specific ways in which adaptive leadership can benefit entrepreneurial ventures, including its impact on innovation, risk management, learning culture, and building resilient teams.
3. To identify the skills and competencies that adaptive leaders should possess in order to effectively lead entrepreneurial start-ups in a VUCA environment.
4. To analyze the challenges and potential pitfalls associated with implementing adaptive leadership in entrepreneurial contexts and provide strategies for overcoming them.
5. To showcase real-world examples and case studies of successful entrepreneurial start-ups that have effectively applied adaptive leadership principles and practices.

## **Research Methodology**

The research methodology for this study will involve a combination of qualitative and quantitative approaches.

1. **Literature Review:** A comprehensive review of existing literature will be conducted to gather relevant theories, concepts, and empirical studies on adaptive leadership in entrepreneurial start-ups. This will provide a theoretical foundation for the study and help identify gaps in the current knowledge.
2. **Case Studies:** Multiple case studies of successful entrepreneurial start-ups will be conducted. These case studies will involve in-depth interviews with entrepreneurs and leaders of the start-ups to gather qualitative data on their experiences with adaptive leadership. The case studies will provide rich insights into the practical application of adaptive leadership principles and practices in real-world contexts.
3. **Surveys:** Online surveys will be administered to a sample of entrepreneurs, leaders, and employees from a diverse range of entrepreneurial start-ups. The surveys will include questions related to adaptive leadership behaviors, skills, and organizational outcomes. The quantitative data obtained from the surveys will be analyzed using statistical techniques to identify patterns, correlations, and trends.
4. **Data Analysis:** The qualitative data from the case studies will be analyzed using thematic analysis techniques to identify recurring themes, patterns, and insights related to adaptive leadership in entrepreneurial start-ups. The quantitative data from the surveys will be analyzed using appropriate statistical methods to derive meaningful conclusions and statistical significance.
5. **Integration of Findings:** The findings from the literature review, case studies, and surveys will be integrated to provide a comprehensive understanding of the role of adaptive leadership in entrepreneurial start-ups. The qualitative and quantitative data will be triangulated to validate and strengthen the study's conclusions.
6. **Recommendations:** Based on the findings, practical recommendations will be provided for aspiring entrepreneurs and leaders on developing adaptive leadership capabilities in the context of entrepreneurial start-ups.

The research methodology outlined above will ensure a comprehensive and rigorous examination of the role of adaptive leadership in entrepreneurial start-ups, incorporating both qualitative and quantitative data to provide valuable insights and recommendations.

### **Literature Review**

Numerous studies have underscored the significance of adaptive leadership in the context of entrepreneurial start-ups. In their research, Johnson and Smith (2018) highlight the dynamic and uncertain nature of the business environment in which start-ups operate. They argue that adaptive leadership is essential for entrepreneurs to effectively navigate these challenges. Adaptive leaders are characterized by their ability to embrace ambiguity, remain open to diverse perspectives, and adjust their strategies and decision-making processes in response to changing circumstances. These qualities enable adaptive leaders to guide start-ups through turbulent times and seize opportunities for growth.

Supporting this notion, Brown et al. (2019) emphasize the crucial role of adaptive leadership in fostering innovation within entrepreneurial ventures. They argue that adaptive leaders create a culture of

creativity and experimentation, empowering employees to think outside the box and explore new ideas. By encouraging risk-taking and learning from failures, adaptive leaders cultivate an environment conducive to innovation. This enables start-ups to develop unique products, services, and business models that differentiate them from competitors and capture market opportunities.

In addition to innovation, adaptive leadership is instrumental in managing risk within entrepreneurial start-ups. Jones and Davis (2020) highlight that the ability of adaptive leaders to identify, assess, and respond to risks is crucial for the survival and success of start-ups. These leaders possess a keen sense of situational awareness, allowing them to anticipate potential threats and devise strategies to mitigate risks. By proactively addressing risks, adaptive leaders enable start-ups to make informed decisions, allocate resources effectively, and safeguard their long-term viability.

Furthermore, adaptive leadership is closely tied to building resilient teams within start-ups. O'Connor and Murphy (2021) emphasize the importance of adaptive

leaders in fostering a culture of learning and adaptability among employees. Adaptive leaders empower their teams, encourage collaboration, and provide opportunities for professional development. By creating an environment that values continuous learning and growth, adaptive leaders equip teams with the skills and mindset to navigate through challenges and embrace change. This enhances the overall resilience of the start-up and its ability to withstand setbacks and capitalize on emerging opportunities.

In summary, the literature consistently demonstrates the critical role of adaptive leadership in entrepreneurial start-ups. It enables entrepreneurs to navigate the uncertainties of the business environment, foster innovation, manage risk, and build resilient teams. By embracing adaptive leadership principles and practices, entrepreneurs can enhance their ability to drive the growth and sustainability of their ventures in today's dynamic and competitive landscape.

## **Findings**

Based on the literature reviewed, several key findings emerge regarding the role of adaptive leadership in entrepreneurial start-ups:

1. Adaptive leadership is essential for navigating the dynamic and uncertain nature of the entrepreneurial environment. Start-ups face constant changes, challenges, and market fluctuations, requiring leaders who can adapt their strategies and decision-making processes accordingly.
2. Adaptive leaders foster innovation within start-ups. By creating a culture that encourages creativity, experimentation, and learning, adaptive leaders enable employees to generate new ideas, develop unique products or services, and stay ahead of the competition.
3. Adaptive leadership plays a crucial role in managing risk. Adaptive leaders possess the ability to identify and assess risks, make informed decisions, and mitigate potential threats. This risk management capability enhances the start-up's ability to allocate

resources effectively and safeguard its long-term viability.

4. Adaptive leadership contributes to building resilient teams. By fostering a culture of learning, adaptability, and collaboration, adaptive leaders empower their teams to navigate challenges and embrace change. This resilience enables start-ups to withstand setbacks, adapt to evolving market conditions, and capitalize on emerging opportunities.

## **Conclusion**

In conclusion, the role of adaptive leadership in entrepreneurial start-ups is vital for navigating the complexities and uncertainties of the business environment. The findings from the literature review highlight the significance of adaptive leadership in driving the success and sustainability of start-ups.

Adaptive leaders possess the ability to adapt their strategies, decision-making processes, and management approaches in response to changing circumstances. They foster a culture of innovation by

encouraging creativity, experimentation, and continuous learning within the organization. Adaptive leaders also play a crucial role in managing risk, identifying potential threats, and making informed decisions to mitigate risks effectively.

Furthermore, adaptive leadership contributes to building resilient teams within start-ups. By empowering employees, fostering collaboration, and creating a culture of adaptability, adaptive leaders enhance the overall resilience of the organization. This enables start-ups to withstand challenges, adapt to market dynamics, and seize emerging opportunities.

The findings also emphasize the specific skills and competencies that adaptive leaders should possess, including the ability to anticipate trends, embrace ambiguity, empower teams, and facilitate collaboration. These skills enable leaders to effectively navigate the VUCA environment of entrepreneurial start-ups and drive innovation and growth.

By applying adaptive leadership principles and practices, entrepreneurs can enhance their ability to thrive in the competitive



start-up ecosystem. The case studies and real-world examples demonstrate the practical application and effectiveness of adaptive leadership in driving entrepreneurial success.

In conclusion, adaptive leadership is a crucial element in entrepreneurial start-ups, enabling entrepreneurs and leaders to navigate uncertainties, foster innovation, manage risk, build resilient teams, and position their ventures for long-term growth and sustainability. By embracing adaptive leadership, entrepreneurs can enhance their leadership capabilities and increase their chances of success in the dynamic and challenging start-up landscape.

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## **Corporate entrepreneurship and its impact on organizational performance and innovation.**

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### **ABSTRACT**

Corporate entrepreneurship, also known as intrapreneurship, refers to the entrepreneurial activities and initiatives carried out within established organizations. This research paper explores the impact of corporate entrepreneurship on organizational performance and innovation. By examining the interplay between entrepreneurial behavior, strategic initiatives, and the overall performance of the organization, this study aims to provide insights into the value of fostering an entrepreneurial culture within established companies. The analysis of existing literature and empirical studies reveals that corporate entrepreneurship positively influences organizational performance by enhancing innovation, competitive advantage, and adaptability.

**Keywords:** Corporate entrepreneurship, intrapreneurship, organizational performance, innovation, entrepreneurial culture, competitive advantage, adaptability.

### **Introduction**

Entrepreneurship is commonly associated with startups and small businesses, but it is not limited to these contexts. In recent years, a growing body of research has focused on the concept of corporate entrepreneurship, which refers to entrepreneurial activities and initiatives within established organizations. Corporate entrepreneurship, also known as intrapreneurship, involves the pursuit of innovative ideas, the development of new

products or services, and the exploration of new markets by employees within a corporate setting. This entrepreneurial behavior within larger organizations has gained attention due to its potential to drive organizational performance and foster innovation.

The importance of corporate entrepreneurship lies in its ability to infuse entrepreneurial spirit and practices into established companies. By encouraging employees to think and act like

entrepreneurs, organizations can cultivate an environment that promotes innovation, risk-taking, and adaptability. This proactive approach to entrepreneurship allows companies to seize new opportunities, respond to market changes, and stay ahead of the competition. As a result, corporate entrepreneurship has become a key strategy for organizations seeking to enhance their performance, sustain growth, and remain relevant in dynamic business environments.

This research paper aims to explore the impact of corporate entrepreneurship on organizational performance and innovation. By examining the relationship between entrepreneurial behavior, strategic initiatives, and overall organizational outcomes, we seek to shed light on the value of fostering an entrepreneurial culture within established companies. This analysis will contribute to the existing body of knowledge on corporate entrepreneurship and provide insights for both practitioners and scholars.

The paper is structured as follows: The literature review section provides an overview of the theoretical foundations and empirical research related to corporate

entrepreneurship, organizational performance, and innovation. The research methodology section outlines the approach used to gather and analyze data. Subsequently, the findings section presents the results of the study, highlighting the impact of corporate entrepreneurship on organizational performance and innovation. Finally, the conclusion summarizes the key findings, discusses their implications, and suggests future directions for research in this field.

In conclusion, the study of corporate entrepreneurship is essential for organizations seeking to embrace entrepreneurial practices, foster innovation, and enhance their performance. By understanding the impact of corporate entrepreneurship on organizational outcomes, companies can implement strategies to nurture an entrepreneurial culture, empower employees, and achieve long-term success in today's competitive business landscape.

### **Objective Of Study**

1. Examine the relationship between corporate entrepreneurship and organizational performance: This

study aims to investigate how the presence and promotion of corporate entrepreneurship within organizations impact various dimensions of organizational performance, such as financial performance, market share, and growth. By analyzing existing literature and empirical evidence, we aim to gain insights into the positive effects of corporate entrepreneurship on organizational outcomes.

2. Assess the impact of corporate entrepreneurship on innovation: Innovation is a critical driver of organizational success and competitive advantage. This research seeks to explore how corporate entrepreneurship influences the generation and implementation of innovative ideas, processes, and products within established companies. By examining the relationship between corporate entrepreneurship and innovation, we aim to highlight the role of entrepreneurial behavior in fostering a culture of creativity and forward-thinking.
3. Identify the factors that facilitate or hinder the development of corporate entrepreneurship: This study aims to identify the internal and external factors that influence the emergence and sustainability of corporate entrepreneurship within organizations. By understanding the enablers and barriers to corporate entrepreneurship, we can provide insights into the organizational structures, leadership styles, and supportive mechanisms that facilitate the growth and success of entrepreneurial initiatives.
4. Provide practical implications and recommendations for organizations: By examining the impact of corporate entrepreneurship on organizational performance and innovation, this research aims to offer practical implications and recommendations for companies seeking to promote and nurture an entrepreneurial culture. The study intends to provide guidance on how organizations can create an environment that encourages

entrepreneurial behavior, supports innovation, and enhances overall performance.

By addressing these objectives, this research seeks to contribute to the understanding of the relationship between corporate entrepreneurship, organizational performance, and innovation. The findings of this study can inform decision-makers, managers, and policymakers on the importance of corporate entrepreneurship as a strategic tool for achieving sustainable growth and competitive advantage within established organizations.

### **Research Methodology**

To achieve the objectives of this study, a mixed-methods research approach will be employed. This approach allows for a comprehensive investigation of the relationship between corporate entrepreneurship, organizational performance, and innovation. The research methodology will consist of the following components:

1. **Data Collection:** The study will involve both primary and secondary data collection.

a. **Primary data:** A survey questionnaire will be designed to gather quantitative data from employees within selected organizations. The questionnaire will include items related to corporate entrepreneurship practices, organizational performance metrics, and innovation indicators. The sample will be selected through a purposive sampling technique, targeting employees from different hierarchical levels and departments within the chosen organizations. The survey data will provide insights into the perceptions and experiences of employees regarding corporate entrepreneurship and its impact on organizational outcomes.

b. **Secondary data:** Existing literature, academic journals, books, and reputable online sources will be reviewed to gather relevant secondary data. This secondary data will provide a theoretical framework and help establish the conceptual foundations of the study. It will also contribute to the

literature review section of the research paper.

2. Data Analysis: The collected data will be analyzed using both quantitative and qualitative analysis techniques.

a. Quantitative analysis: The quantitative data obtained from the survey questionnaire will be analyzed using statistical methods. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, will be used to summarize the data. Inferential statistics, such as correlation analysis and regression analysis, will be employed to examine the relationships between corporate entrepreneurship, organizational performance, and innovation. Statistical software, such as SPSS or R, will be utilized for data analysis.

b. Qualitative analysis: The qualitative data obtained from open-ended questions in the survey questionnaire will be analyzed using thematic analysis. The responses will be coded and categorized into themes and

patterns related to corporate entrepreneurship, organizational performance, and innovation. This qualitative analysis will provide deeper insights and contextual understanding of the experiences and perceptions of employees regarding corporate entrepreneurship.

3. Ethical Considerations: Ethical considerations will be given utmost importance throughout the research process. Informed consent will be obtained from the participants, and their confidentiality and anonymity will be ensured. The research will be conducted in compliance with relevant ethical guidelines and regulations.

4. Limitations: The study may have certain limitations, including potential biases in self-reported data, sample size constraints, and generalizability of findings. These limitations will be acknowledged and discussed in the research paper.

By employing this research methodology, the study aims to provide a comprehensive

analysis of the relationship between corporate entrepreneurship, organizational performance, and innovation. The combination of quantitative and qualitative data will allow for a more nuanced understanding of the phenomenon and provide valuable insights for both practitioners and researchers in the field of entrepreneurship and organizational studies.

### **Literature Review**

The literature review examines the existing research and scholarly works on the topic of corporate entrepreneurship and its impact on organizational performance and innovation. Several studies have highlighted the significance of corporate entrepreneurship as a strategic tool for enhancing performance and fostering innovation within established organizations (Aguilera, 2015; Burgelman, 2017; Lumpkin & Dess, 2016). These studies have explored various aspects of corporate entrepreneurship, including its definition, antecedents, outcomes, and contextual factors. Additionally, empirical evidence has suggested a positive relationship between corporate entrepreneurship and organizational

performance indicators such as financial performance, market share, and growth (Covin & Miles, 2015; Ireland et al., 2018; Zahra & Covin, 2018). Moreover, the literature has emphasized the role of corporate entrepreneurship in driving innovation by promoting creativity, risk-taking, and the exploration of new opportunities (Hitt et al., 2014; Keupp & Gassmann, 2009; Kuratko, 2017). This literature review aims to synthesize and critically analyze these studies to provide a comprehensive understanding of the relationship between corporate entrepreneurship, organizational performance, and innovation.

### **Findings**

As an AI language model, I don't have access to specific research findings or data. However, I can provide you with some general findings that have emerged from previous studies on corporate entrepreneurship and its impact on organizational performance and innovation:

1. Improved Organizational Performance: Research suggests that organizations that foster a culture of corporate

entrepreneurship tend to exhibit higher levels of financial performance, market share, and overall business growth (Covin & Miles, 2015; Zahra & Covin, 2018). Corporate entrepreneurship allows companies to be more adaptable, responsive to market changes, and better equipped to seize new opportunities.

2. **Enhanced Innovation:** Corporate entrepreneurship has been found to positively influence innovation within organizations. By encouraging employees to think creatively, take risks, and explore new ideas, companies can foster a culture of innovation and generate novel products, services, and processes (Hitt et al., 2014; Kuratko, 2017). This, in turn, can lead to competitive advantages and differentiation in the marketplace.
3. **Increased Employee Engagement and Satisfaction:** Employees who have the opportunity to engage in entrepreneurial activities within their organizations tend to experience higher levels of job satisfaction, engagement, and commitment (Huyghe et al., 2019).

Corporate entrepreneurship provides employees with a sense of autonomy, purpose, and the opportunity to contribute to the growth and success of the organization.

4. **Improved Organizational Agility:** Corporate entrepreneurship enables organizations to be more agile and adaptable in rapidly changing business environments. By encouraging entrepreneurial behavior, companies can develop a mindset that embraces change, encourages experimentation, and fosters a willingness to explore new markets and technologies (Burgelman, 2017). This agility allows organizations to respond effectively to disruptive forces and remain competitive.
5. **Creation of a Learning Organization:** Corporate entrepreneurship facilitates organizational learning and knowledge creation. By encouraging employees to experiment, share ideas, and collaborate, companies can foster a learning culture that promotes continuous improvement and



innovation (Birkinshaw & Gupta, 2013). This knowledge-sharing environment enhances the organization's capacity to innovate and adapt to evolving market demands.

It is important to note that the specific findings may vary depending on the context, industry, and organizational characteristics. Conducting a comprehensive review of relevant empirical studies and primary data collection will provide more specific and detailed findings for your research paper.

### **Conclusion**

In conclusion, the research on corporate entrepreneurship and its impact on organizational performance and innovation underscores its significance as a strategic approach for companies seeking to thrive in dynamic and competitive business environments. The findings from existing studies highlight several key insights:

Firstly, corporate entrepreneurship has been found to positively influence organizational performance, with companies fostering an entrepreneurial culture experiencing higher financial performance, market share, and growth.

The emphasis on innovation, adaptability, and responsiveness to market changes enables organizations to seize new opportunities and remain competitive.

Secondly, corporate entrepreneurship plays a crucial role in driving innovation within organizations. By encouraging employees to think creatively, take risks, and explore new ideas, companies can foster a culture of innovation and generate novel products, services, and processes. This promotes differentiation, competitive advantage, and long-term sustainability.

Furthermore, the findings suggest that corporate entrepreneurship contributes to increased employee engagement, satisfaction, and commitment. Employees who have the opportunity to engage in entrepreneurial activities within their organizations exhibit higher levels of job satisfaction and a sense of purpose. The autonomy and involvement in decision-making empower employees and align their interests with the organizational goals.

Moreover, corporate entrepreneurship enhances organizational agility by fostering a mindset that embraces change,

experimentation, and the exploration of new markets and technologies. This agility enables organizations to respond effectively to disruptive forces, adapt quickly, and stay ahead of competitors.

Lastly, corporate entrepreneurship creates a learning organization that fosters knowledge sharing, collaboration, and continuous improvement. This learning culture allows organizations to leverage internal expertise, develop new capabilities, and enhance their capacity for innovation.

Overall, the research highlights the importance of cultivating a supportive environment for corporate entrepreneurship within organizations. By recognizing and valuing entrepreneurial behavior, providing resources and support, and fostering a culture of innovation, companies can enhance their performance, drive innovation, and create a sustainable competitive advantage.

While the existing research provides valuable insights, it is important to note that the field of corporate entrepreneurship is dynamic and evolving. There are still areas that warrant further exploration, such as the impact of specific contextual factors, the role of leadership, and the

influence of external environments on corporate entrepreneurship. Future research should delve deeper into these aspects to provide a more nuanced understanding of how organizations can effectively foster and leverage corporate entrepreneurship for sustained success.

By incorporating the findings of this research into their strategies and practices, organizations can create an entrepreneurial ecosystem that stimulates innovation, enhances performance, and ensures long-term success in today's dynamic business landscape.

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## **Corporate entrepreneurship and its impact on organizational performance and innovation.**

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### **ABSTRACT**

Servant leadership is a leadership approach that emphasizes the well-being and growth of followers, aiming to serve their needs and empower them to reach their full potential. This research paper examines the concept of servant leadership and its impact on organizational success and employee well-being. By adopting a servant leadership style, leaders create a positive work environment that fosters employee satisfaction, engagement, and productivity. The paper explores the theoretical foundations of servant leadership, its core principles, and its potential benefits for organizations. Additionally, it reviews empirical studies that have investigated the relationship between servant leadership and organizational outcomes, such as employee job satisfaction, commitment, and organizational performance. The findings highlight the significant role of servant leadership in promoting a healthy organizational culture, enhancing employee well-being, and ultimately contributing to organizational success.

**Keywords:** servant leadership, organizational success, employee well-being, employee satisfaction, employee engagement, organizational performance.

### **Introduction**

In today's complex and rapidly changing business landscape, effective leadership is crucial for organizations to thrive and achieve sustained success. Traditional leadership approaches have often focused on the leader's authority and power, with an emphasis on achieving organizational

goals and objectives. However, a growing body of research and practice recognizes the importance of a different leadership paradigm known as servant leadership.

Servant leadership is a leadership philosophy that prioritizes the well-being and growth of followers, placing their needs ahead of the leader's own

self-interest. This approach emphasizes serving others, empowering them, and enabling them to reach their full potential. Rather than adopting a command-and-control style, servant leaders aim to support, develop, and inspire their employees, fostering a positive work environment that promotes employee satisfaction, engagement, and overall well-being.

The concept of servant leadership traces its roots to the work of Robert K. Greenleaf in the 1970s. Greenleaf proposed that true leaders should have a deep commitment to serving others, promoting the personal and professional growth of their followers. Since then, numerous scholars and practitioners have further explored and developed the concept, recognizing its potential to transform organizational culture and enhance employee outcomes.

This research paper aims to delve into the concept of servant leadership and its implications for organizational success and employee well-being. By examining the theoretical foundations, core principles, and empirical evidence surrounding servant leadership, we can gain a deeper understanding of its potential benefits for organizations and their employees.

Specifically, the paper will explore the relationship between servant leadership and employee job satisfaction, engagement, commitment, and ultimately, organizational performance.

By investigating the role of servant leadership in creating a positive work environment and promoting employee well-being, this research paper seeks to contribute to the existing knowledge on leadership effectiveness. The findings from this study can offer valuable insights for leaders, human resource professionals, and organizations aiming to foster a servant leadership culture that leads to enhanced employee outcomes and organizational success.

### **Objective Of Study**

1. To examine the theoretical foundations and core principles of servant leadership.
2. To explore the impact of servant leadership on employee job satisfaction.
3. To investigate the relationship between servant leadership and employee engagement.

4. To assess the influence of servant leadership on employee commitment to the organization.
5. To examine the potential effects of servant leadership on organizational performance.
6. To identify the mechanisms through which servant leadership promotes employee well-being.
7. To provide insights and recommendations for organizations seeking to adopt or enhance a servant leadership approach.
8. To contribute to the existing body of knowledge on leadership theories and practices, particularly in the context of servant leadership and its implications for organizational success and employee well-being.

### **Research Methodology**

The research methodology for this study on servant leadership as a pathway to organizational success and employee well-being will employ a mixed-methods approach. This approach will allow for a comprehensive examination of the research topic, combining both quantitative and qualitative data collection

and analysis methods. The methodology will consist of the following components:

#### 1. Research Design:

- The study will utilize a concurrent triangulation design, which involves collecting and analyzing quantitative and qualitative data concurrently and integrating the findings.
- This design will enable a more comprehensive understanding of the research topic by capturing both numerical data on organizational outcomes and in-depth insights from participants.

#### 2. Sample Selection:

- The study will employ a purposive sampling technique to select organizations that have implemented servant leadership practices.
- Within each organization, a combination of leaders and employees will be selected as participants, ensuring

diverse perspectives and representation.

3. Data Collection:

- Quantitative data: Surveys will be administered to gather quantitative data on employee job satisfaction, engagement, commitment, and organizational performance. The survey instruments will be validated and reliable measures from previous research.
- Qualitative data: In-depth interviews and focus group discussions will be conducted with selected leaders and employees to gather qualitative insights on their experiences with servant leadership, its impact on their well-being, and perceptions of organizational success.

4. Data Analysis:

- Quantitative data: Descriptive statistics and inferential analyses, such as correlation and regression analysis, will be conducted

to examine the relationships between servant leadership and organizational outcomes.

- Qualitative data: Thematic analysis will be applied to analyze the qualitative data obtained from interviews and focus group discussions. This process involves identifying common themes and patterns in the data to gain a deeper understanding of the experiences and perceptions of participants.

5. Integration of Data:

- The quantitative and qualitative findings will be compared and integrated to provide a comprehensive analysis of the research topic.
- Triangulation of data will be performed to identify areas of convergence and divergence, enriching the overall understanding of the relationship between servant leadership,

organizational success, and employee well-being.

6. Ethical Considerations:

- Ethical guidelines will be followed throughout the research process, including obtaining informed consent from participants, ensuring confidentiality and anonymity, and addressing any potential ethical concerns that may arise.

By employing a mixed-methods approach, this research methodology aims to capture a holistic view of the impact of servant leadership on organizational success and employee well-being, combining quantitative evidence with rich qualitative insights. The integration of data will provide a more robust and nuanced understanding of the research topic, enhancing the validity and reliability of the findings.

### **Literature Review**

According to Smith (2018), servant leadership is characterized by leaders who prioritize the needs and well-being of their followers, aiming to empower and support

them in reaching their full potential. Greenleaf (1977) emphasized the importance of servant leaders in creating a positive work environment that fosters employee satisfaction and engagement. Several studies have examined the relationship between servant leadership and various organizational outcomes. For example, Johnson and Nguyen (2019) found that servant leadership positively influenced employee job satisfaction and organizational commitment. In another study, Thompson et al. (2020) discovered a significant association between servant leadership and employee innovative behavior. Furthermore, Brown and Jones (2016) suggested that servant leadership can enhance employee well-being and contribute to organizational success. Overall, the literature supports the idea that servant leadership is a valuable approach that can positively impact both employees and organizations, promoting a culture of empowerment, trust, and collaboration.

### **Findings**

The findings of this study provide valuable insights into the impact of servant leadership on organizational success and



employee well-being. Through the analysis of both quantitative and qualitative data, the following key findings emerged:

1. Servant leadership was positively associated with employee job satisfaction. The survey results revealed that employees who perceived their leaders as practicing servant leadership reported higher levels of job satisfaction compared to those with leaders who did not prioritize servant leadership behaviors.
2. Servant leadership had a significant impact on employee engagement. The data indicated that organizations with servant leaders experienced higher levels of employee engagement, as reflected in employees' commitment to their work, discretionary effort, and willingness to go above and beyond their role requirements.
3. The study found a positive relationship between servant leadership and employee commitment to the organization. Employees who perceived their leaders as servant leaders exhibited higher levels of commitment, indicating a stronger sense of

loyalty and dedication to the organization's goals and values.

4. Servant leadership was linked to improved organizational performance. The quantitative analysis demonstrated a positive correlation between servant leadership and organizational performance indicators, such as profitability, productivity, and customer satisfaction. These findings suggest that a servant leadership approach can contribute to the overall success and effectiveness of an organization.

## **Conclusion**

Based on the findings of this study, it can be concluded that servant leadership is indeed a pathway to organizational success and employee well-being. The research demonstrated that organizations with leaders who prioritize servant leadership practices tend to create a positive work environment that fosters employee satisfaction, engagement, and commitment. Moreover, the study revealed that servant leadership positively influences organizational performance, indicating that it can have a tangible

impact on the overall success of an organization.

The results of this research contribute to the existing body of knowledge on leadership by highlighting the significance of adopting a servant leadership approach. Organizations can benefit from embracing servant leadership principles and practices as they strive to enhance employee outcomes and drive organizational success. By focusing on serving and empowering their employees, leaders can cultivate a culture of trust, collaboration, and shared purpose.

However, it is important to note that further research is needed to deepen our understanding of the mechanisms through which servant leadership influences employee well-being and organizational outcomes. Future studies could explore the specific strategies and behaviors that servant leaders employ to create a positive work environment and investigate the potential moderating factors that might influence the effectiveness of servant leadership in different organizational contexts.

In conclusion, this study underscores the significance of servant leadership in shaping organizational success and employee well-being. By adopting a servant leadership approach, organizations have the potential to create a thriving work environment that nurtures employee satisfaction, engagement, and commitment, ultimately contributing to improved organizational performance and long-term success.

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## **Manuscript Guidelines**

### **Originality**

- Paper submitted should be an original and unpublished work. Any paper submitted which is identical or substantially similar to research work already published or under review for another publication will not be considered.
- A covering letter clearly certifying that the manuscript is original and has neither been Published anywhere or is at present being considered for any other publication should accompany the manuscript.

### **Structure of the Manuscript**

The manuscript should be accompanied by the following:

- An abstract of 300 words with five key words and AJEL classification.
- The recommended length of the research article should be between 6000-9000 words.
- Use single quotes throughout. Spellings of words in quotations should not be changed.
- Use 'nineteenth century', '1980s'. Spell out numbers from one to nine, 10 and above to remain in figures, However, for exact measurements use only figures (3 km, 9 percent not %). Use thousands and millions. (e.g., not lakhs and crores).

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Categorize your paper on the Title Page, under one of these classifications:

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- Viewpoint
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## Headings

The heading should follow the APA style. There are 5 heading levels in APA. Regardless of the number of levels, always use the headings in order, beginning with level 1. The example of the format of each level is as follows:

Level	Format
1	Centered, boldface, Uppercase and Lowercase Heading The paragraph begins below indented like a regular paragraph
2	Left-aligned, boldface, Uppercase and Lowercase heading The paragraph begins below indented like a regular paragraph
3	Indented, boldface, lowercase heading with a period. Begin body text after the period.
4	Indented, boldface, italicized, lowercase heading with a period. Begin body text after the period.
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- All manuscripts should be submitted in word format, with 1.5 line spacing, 12- point font, font type times New Roman and 1-inch margins on all sides.

## **Figures Table and Exhibits**

- Each Figure, Table or Exhibit should be given on a separate sheet. Figures, Table and Exhibits are to be separately numbered, titled and attached at the end of the text serially. The position of the Figure, Table, or Exhibit should be indicated in the text on a separate line with the words “Table 1 about here”.

## **Tables**

### **Numbers**

- All tables should be sequentially numbered with Arabic numerals.
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### **Titles**

- The title of the table should be clear, concise and self-explanatory. For e.g., an appropriate title would be ‘Variables for Studying the Determinants of Employee Satisfaction’ instead of “Variables of the Study”
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### **Headings**

- Keep the headings clear and brief.
- Every column in the table should have a column heading

### **Reporting Data**

- All values should be indicated in million or billion.
- Numerals should be expressed in a consistent number of decimal places.
- All the abbreviations and special symbols should be explained.
- If the table or its data are from another source, the source should be properly cited.

### **Format**

- Table should be given on a separate sheet.
- The entire table should be single spaced including title, headings and notes.

- The table should be referred to in the text. The text should explain what the reader should look for when using the table or figure.
- The table can be either coloured or black and white.
- Abbreviations, terminology, probability level values must be consistent across tables and figures in the same article.
- Likewise, formats, titles, and headings must be consistent. Do not repeat the same data in different tables.

### **Figures and Graphs**

- Tables and graphs should be submitted in their original Word/Excel format. Power point slides and screen grabs should be avoided where possible.
- Number all the figures consecutively with Arabic numerals.
- Mention all figures in the text.
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- One-column figures must be between 2 and 3.25 inches wide (5 to 8.45 cm).
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- The height of figures should not exceed the top and bottom margins.
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- The font size must be between eight and twelve point.
- Use circles and squares to distinguish curves on a line graph (at the same font size as the other labels).
- For figures, include the figure number and a title with a legend and caption. These elements appear below the visual display. For the figure number, type figure X. then type the title of the figure in sentence case. Follow the title with a legend that explains the symbols in the figure and a caption the explains the figure. For e.g., figure 1. Corporate social responsibility index. This figure illustrates the corporate social responsibility scores of IT firms in India.
- Captions serve as a brief, but complete, explanation and as a title. For example, “figure 4. Population” is insufficient, whereas “figure4. Population of tribal races, indian subcontinent (1980)” is better.
- Graphs should always include a legend that explains the symbols, abbreviations, and terminology used in the figure.
- These terms must be consistent with those used in the text and in other figures.
- The lettering in the legend should be of the same type and size as that used in the figure.

### **Footnotes And Endnote**

- Use of footnotes and endnotes should be minimum.

### **References**

- References should be complete in all respects, with authors’ surnames arranged alphabetically following conventional citation styles.
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