


## Chapter 3

# Corporate Leadership and Corporate Culture in Start-Up Companies

**Dimitrios Belias**

 <https://orcid.org/0000-0003-3409-6875>  
*University of Thessaly, Greece*

**Ioannis Rossidis**

*University of Peloponnese, Greece*

### **ABSTRACT**

*A vital point of success for many companies is to develop a leadership that matches the culture of the employees to generate a high level of performance on startups. Currently, it is important to note that the startups have a very distinctive culture and way of working. Most of the employees are young and ambitious persons, something that affects their mentality and way of work. The aim of this research is to further investigate this issue and to draw conclusions on how leadership can create a culture that will boost the performance of startups. From the existing literature it seems that there is not clear evidence as to which leadership style fits best with the culture of startups, though the millennial employees require a flexible and loose culture. For this reason, this chapter concludes with a proposal for future research.*

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## **INTRODUCTION**

The concept of startups is something new for the PR actioners but also for the academia. There is a growing number of publications and papers which help us to better understand the notion of startups and what are the factors which seem to affect their success. One of the key issues which will be examined in this chapter is the case of culture and how it is affected from leadership so to determine the successful development of startups. For this reason this chapter will investigate the relationship between culture and leadership and the effect of this relationship to the performance of startups. This is examined through an extended literature review, which means that it will investigate the current literature, with a focus on the latest papers, but also it will rely on the existing theories. The aim is to produce a number of guidelines for future research which will help the academia and practitioners to better understand the examined issues

## **BACKGROUND**

The aim of this chapter is to investigate the relationship between leadership and how it interacts with corporate culture. Indeed, there is evidence that culture and leadership have a strong interaction. A special case is the one of the startup companies. Those are companies which are characterized from some special features such as high levels of non-typical communication, a family-culture, flexibility on the conditions of work and focus on results (Dhir, 2019). As a matter of fact the startup companies seem to have their own distinctive culture and leadership style, which needs further exploration (Men et al, 2018). From the above it is understood that there is a gap in the existing literature which needs to be filled in. Since the startups are something new, there is a need to refer on how this new business concept can match with the existing models of culture and leadership, as it is noticed on this chapter.

## **MAIN FOCUS OF THE CHAPTER**

There are many different views in terms of whether culture affects leadership and how or vice versa. For some authors, like Patimah (2017) argue that it is the culture which shapes leadership, while other researches are indicating the fact that leadership is a key factor which shapes culture and performance (Frolova & Mahmood, 2019). Indeed, the case of culture and leadership is a concept which has been investigated from many and different perspectives and on different situations. For example Belias et al (2019) have investigated this relationship on the case of front desk employees

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