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An Insight to the Work Culture of Indian Start-ups and the Incidence of their Modus Operandi on Work-Culture.

(A special study on the blooming start-up ecosystem of North east India)

Name of the Author- Grahadish Sarma,

Designation- Guest Faculty, Deptt. Of Humanities/Commerce, Directorate of Technical Education, Assam *Qualification-* Bachelor of Technology (Mechanical Engineering), Master of Business Administration in Human Resource Management (NIT Silchar); UGC- NET Qualified (2020-21)

Professional Experience- Cumulative experience of more than 3 years in Industry & Teaching

ABSTRACT:

The surge of venturing into independent business set-up has climbed a notch higher in the last decade. The numbers are telling—from 3,100 startups in 2014 to a projection of more than 11,500 by 2022, this is certainly not a passing trend. It's a revolution. And it's going to change the way the markets are working today in India. India, thereby inevitably proves to be a popular eco-system for any start-up to find its prominence. Although the success rate of startups has always dimmed low in India. Reasons' being plenty, the most commonly repeated mistake is the unapologetic nature of Indian young entrepreneurs trying to adopt or rather imitate the business culture or corporate culture prevalent in the western nations. Now the failure rate of the startups has much to do with the strategy and decisions incorporated by the founder or the CEOs of the company.

There are many organizational theories as to what a start-up should refer before starting its operations. **80% of its compliance depends upon its founder**, which can be supposedly established among its first 20 employees. But things start getting diverse when there are more than 50 employees in a start-up.

CHAPTER 1

Introduction

1. Introduction:

The trend of startups and entrepreneurial ventures has surged in the last two decades at a startling rate. In India, various studies have proposed that most of the startups in India act like copy cats to the globally successful companies and try to imitate which is no suitable approach in the long run.

What is a Start-up?

A start-up company or a start-up is said to be an entrepreneurial venture that is expected to grow typically as an emerging business in a rapid pace that aims to meet a market place need by developing a viable business model around an innovative product, service, process or a platform.

A report by Autopsy.io in 2016, many start-up ventures in India such as **Backfence, Kiko, Meetro, Blurt, Poliana**, etc cited various issues internal to the organizations that jeopardized their setup. Many of the employees working there could not find any standardized work corporate culture and entirely blamed the respective founders and their inability to inculcate a healthy organizational model. On the contrary, the success stories of startup companies such as **Paytm, Zivame, Housing.com**, etc anatomically characterize employee retention, employee engagement, OCB, work culture as the driving forces for employees as well as the employers.

For the employees' criterion perception for an effective founder in a start-up, they tend to observe some of the major decisions or strategies committed to by a founder in the course of running the organization [1].

1. Collaboration with employees
2. Selection of incumbents
3. Employee Training and On-boarding
4. Founder's propensity to preserve a definite work-culture
5. Growth and opportunities
6. Realizing competition and leveraging talent

1.1 Global and Indian Start-up Landscape:

Indian start-up scene appears to be extremely energetic as seen by the quantity of organizations established. In a portion of the parts, the quantity of organizations established in India is near the quantity of organizations established comprehensively. The normal venture per round in a start-up is higher all inclusive, yet the distinction isn't extensive. A noteworthy concern would be the low extent of new businesses that get financed in India. For instance, the level of worldwide new companies that can effectively bring capital up in the staple tech, human services and shopper medicinal services, and keen home and home change are 41 percent, 52 percent, and 36 percent individually [2,5]. The comparing rates for Indian new companies are 5 percent, 10 percent, and 11 percent [5]. There is a period slack in the setting up and subsidizing amongst worldwide and Indian new businesses.

The development and the financing of the Indian new businesses in various areas happen later than what is seen for worldwide new businesses. In this report, we investigate the key patterns in new businesses and start-up biological community in India. Comprehensively, the report incorporates the accompanying segments: brooding, quickening agents, holy messenger financial specialists and heavenly attendant systems, and wander stores. A vital element of this report is an investigation of the pool of new businesses that get established and not only the new companies that get financed. A relative examination of new companies that have been supported and those that have not been financed gives fascinating bits of knowledge.

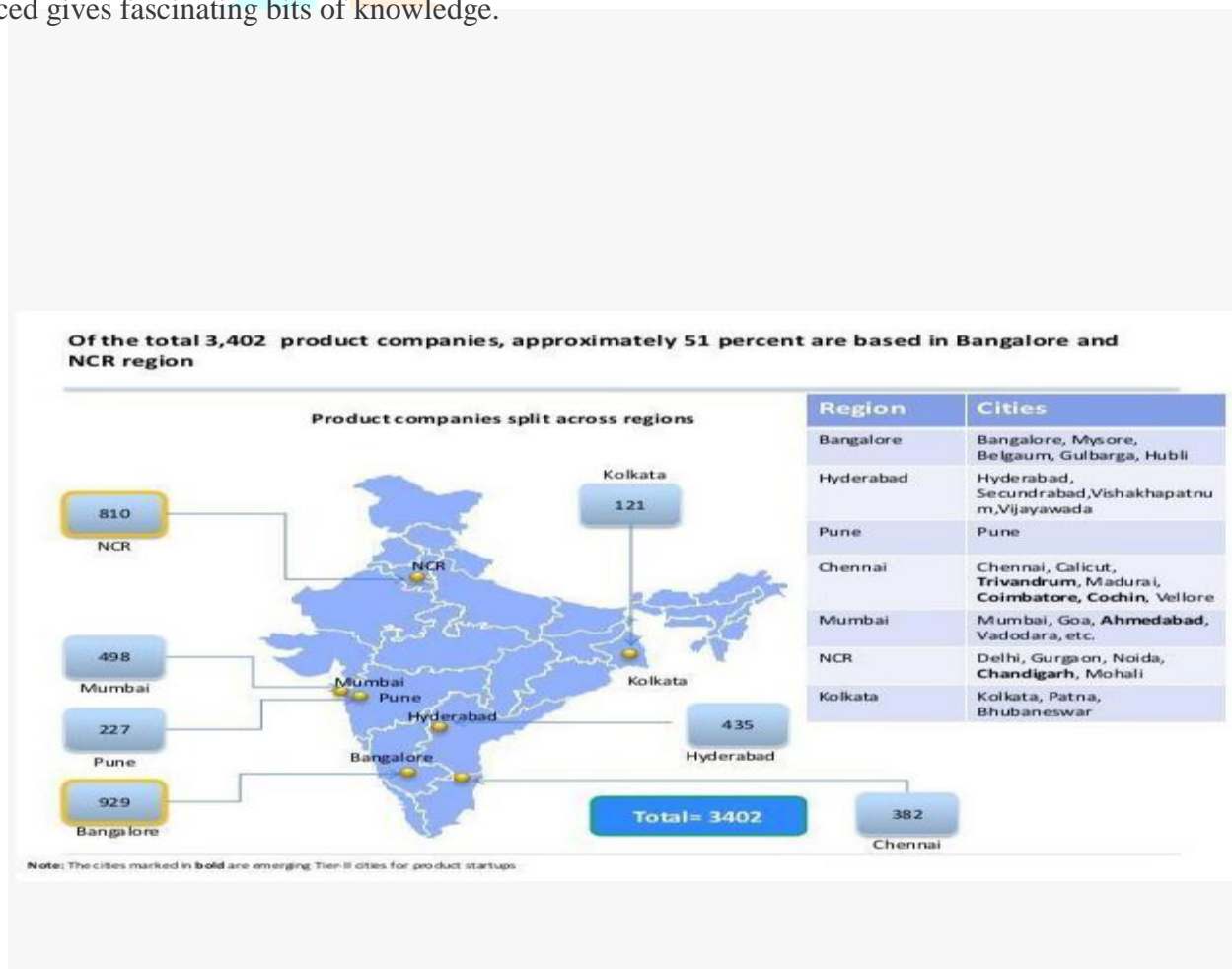


Figure 1: Current Scenario of start-ups in India

Image Courtesy: Zinnov product landscape startups

1.2 Objective of this Study:

This study is purported

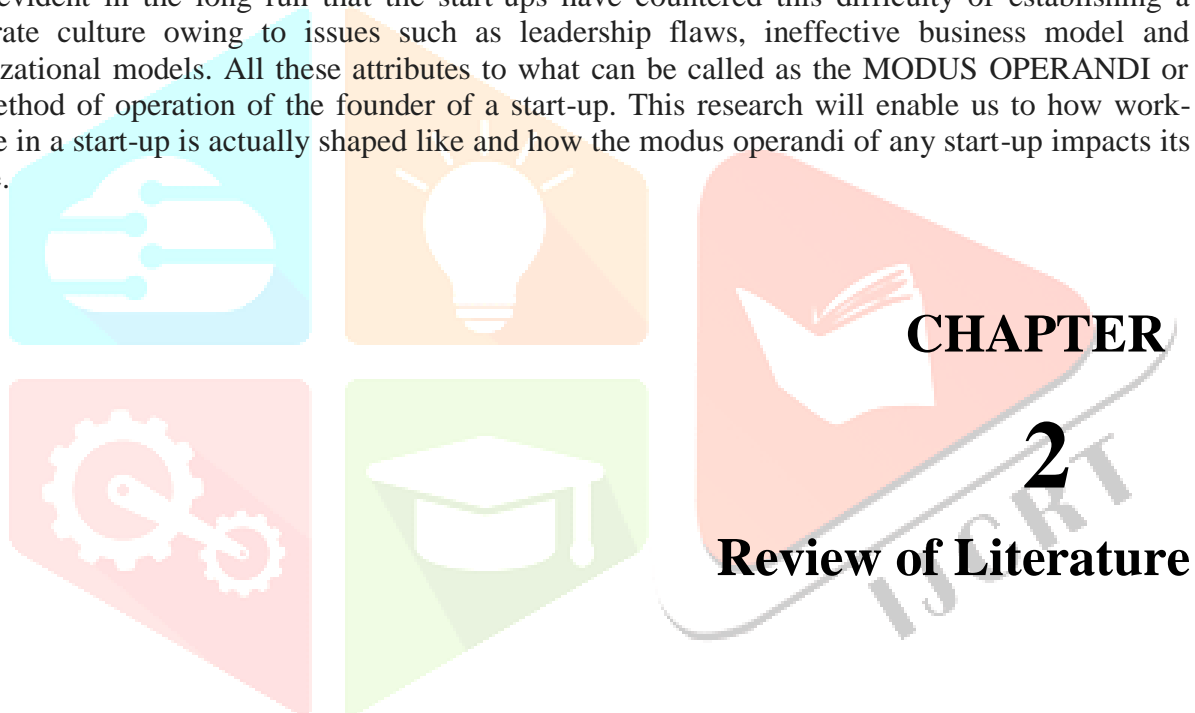
- To present a deep insight on the work culture of Indian start-ups i.e. to find the factors Indian start-ups consider important for implementing work culture of a well-established organization.
- To study the incidence of founders' modus operandi to work culture.

WORK CULTURE or organizational culture can be defined as the social and psychological environment of an organization attributed by the values and behaviors of the organizational members.

According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of factors such as history, product, market, technology, and strategy, type of employees, management style and national culture.

MODUS OPERANDI is a Latin phrase, which is approximately the translation of method or mode of operation.

Work culture for any established organization is a deep rooted asset which is very much incident to the success of that organization. No start-up for that matter denies the importance of work culture within organizational premises. The founder of a start-up acts as the resource person so as to preserve a healthy organizational culture among his employees or business partners. It has been quite evident in the long run that the start-ups have countered this difficulty of establishing a corporate culture owing to issues such as leadership flaws, ineffective business model and organizational models. All these attributes to what can be called as the MODUS OPERANDI or the method of operation of the founder of a start-up. This research will enable us to how work-culture in a start-up is actually shaped like and how the modus operandi of any start-up impacts its course.



2. Literature Review:

An examination distributed in the California Management Review has evaluated 5 unique models of hierarchical culture viz. Star, Engineering, Autocratic, Commitment, and Bureaucratic. Cutting edge new companies anyplace on the planet can discover importance in these models.

A report via Autopsy.io in 2016, numerous start-up wanders in India, for example, Backfence, Kiko, Meetro, Blurt, Poliana, and so on referred to different issues interior to the associations that imperiled their setup. A considerable lot of the representatives working there couldn't locate any institutionalized work corporate culture and completely faulted the individual authors and their powerlessness to instill a solid hierarchical model. On the opposite, the examples of overcoming adversity of new businesses, for example, Paytm, Zivame, Housing.com, and so forth anatomically portray worker maintenance, representative engagement, OCB, work culture as the main impetuses for workers and in addition the businesses.

Different examinations that have been completed in the field of building a hierarchical culture in a Start-up propose a few precursors that add to an association's adherence to advertise noticeable quality. These are the accompanying:

1. Choice model of Start-ups.
2. Background of the founder.
3. Leveraging HR in new companies.
5. Success and traps of work models.
6. Transitioning to another authoritative model
7. Employee demography

Foundation of the originator and determination of a fitting hierarchical model are straightforwardly identified with the identity clique that, workers of an association can get emphatically impacted of. "Each startup is extraordinary, so don't do yourself the injury of sitting around idly on something that isn't boosting your potential" [2].

Get Big Fast

Amid the late 90s organizations were controlled by a solitary mantra "Get Big Fast". It takes after a straightforward rationale: organize development over productivity, rule the market before contenders, and clients and benefit will normally come.

It doesn't take a virtuoso to see the advantages of this system. It vigorously depends upon the accessibility heuristic where enormous occasions will probably remain in a client's brain and thus should be talked about. What's more, the AIDA [11] demonstrate, the essential promoting equation of bringing issues to light, to create intrigue, which at that point prompts want, lastly prompts activity.

A portion of the variables that have been distinguished from ponders in the past impact the development of undertakings and add to the hierarchical culture of any business equip.

1. Author's Intuition.
2. Staffing and Recruitment Decisions.
3. Plan of action.
4. Corporate Strategy.

2.1 Difference between a Business Enterprise and a Start-up:

Startup originators confront diverse difficulties relying upon their gathering of people. This is what you have to know whether you are thinking about a keep running with an undertaking startup instead of the conventional customer path. The way you take to advertise with your startup will be characterized and formed by a progression of decisions you'll make for your organization en route.

The main choice you'll make, intentionally or subliminally, is whether you need to focus on the purchaser advertise or the endeavor.

While commonly containing instruments and administrations that work off camera, the endeavor is at the front line of the worldwide startup discussion. Regardless of whether you've made a play at a buyer startup previously, or you're astoundingly green, there are some particular qualifications you should know about on the off chance that you intend to set out to establish the following awesome endeavor startup.

Here are the best five contrasts originators looks in establishing an undertaking centered startup rather than a buyer organization.

1. Reception

One key distinction amongst shopper and venture new businesses is the manner by which each approaches procuring clients and expanding selection of its item. For shopper new businesses, Y Combinator's Aaron Harris said that the fundamental way an item spreads is essentially by overhearing people's conversations associations [7].

This sort of development is frequently propagated by viral promoting procedures, depending vigorously via web-based networking media. For big business organizations, who are frequently really offering a paid item, they should center on driving reception through deals.

"One key distinction is that a CEO of a buyer organization truly needs to comprehend client.

Procurement through showcasing channels versus the CEO of an endeavor organization who truly needs to see how secure clients through an undertaking deals drive," said Todd Chaffee, a general accomplice at Institutional Venture Partners [7].

For a first-time endeavor startup originator it helps in the event that you have encounter offering, especially offering contracts as it will better position you to fabricate a solid deals technique.

Progressively, in any case, verbal exchange is assuming a greater part in big business organizations too, Harris said [8]. A prime case would be the means by which the informing application Slack is spreading so rapidly among big business clients without a huge deals nearness.

2. Security

While strong security is an essential element of any effective startup, an endeavor startup needs to take a more thorough and point by point way to deal with its security procedure. Endeavor clients need to know, without question, that their information is protected inside your application.

Doug Dooley, of Venrock [8], contrasted the distributed storage item Box and Dropbox. Dropbox is a shopper item and Box is venture centered. While both offer superb security highlights, Box offers more granular security highlights to engage organizations.

Furthermore, there are controls and consistence issues that you should thoroughly consider before you even start to assemble your item. Charge card data and therapeutic records are only two cases of information that requires isolate consistence with outside associations.

3. Development

Shopper new businesses are known for hazardous, viral development.

Be that as it may, as per Chaffee [8], they are regularly on less steady ground than big business centered new companies. For new companies that are building a B2B item, you are more than likely going to charge individuals for it. All in all, in the event that you are charging for your item you'll develop more gradually than something that is free. Be that as it may, the venture purchasing cycle can likewise moderate your development [3].

"Endeavor deals and execution cycles can likewise drastically change how a business is run," said Alex Oppenheimer of New Enterprise Associates [2]. "Ventures regularly experience broad assessments previously picking an item arrangement, which here and there can take over a year."

4. Upkeep

Single word that all venture new companies should endeavor to be known as may be "solid." Maintaining your item needs to wind up your main core interest. As a venture originator, Harris said that you need to consider things like downtime uniquely in contrast to you would as the author of a shopper startup [2].

"Buyers will be alright if Twitter crashes 10 times each day like they used to," Harris said. "On the off chance that you have a mission basic bit of big business programming, that thing can't go down."

Buyer clients merit a quality affair too, yet undertaking new businesses need to pride themselves on their security. You're beginning to see that in promoting duplicate and how organizations are discussing themselves — they're discussing their uptime.

5. Group

When constructing your group, as an undertaking organizer, it's a smart thought to have somebody on your group with encounter fabricating a venture startup or working for a heritage endeavor organization. While not a prerequisite, by any methods, it can give you more extensive knowledge into big business patterns.

"You beyond any doubt will have the capacity to tackle a great deal of issues, a ton speedier, on the off chance that you have some setting of what's been attempted and what doesn't work," Dooley said [5].

BUSINESS ENTERPRISE	START-UP
1. Customers are acquired by the sales force	1. Customer base is formed by marketing strategies.
2. Multiple decision makers.	2. Decision making is on the founder(s).
3. Rate of growth is linear.	3. Rate of growth is exponential, if successful.
4. Conflicts are more on authority.	4. Conflicts are more on ideas, innovation.

Table 1: Business Enterprise vs Start-up [6]

2.2 Identification of gap:

A bunch of hopes and aspirations encompasses since the inception of a start-up. Although the fate of a start-up majorly depends on how the founder catapults it to growth in terms of scale of operations and business possibilities. Various studies in the past have analyzed how an enterprise grows and also tries to understand the contributing factors. But as far as start-ups in India are concerned, these are the recent additions to the economic and business scenario of the country.

This decade has witnessed the surge of entrepreneurship ventures in diverse industries such as IT, E commerce, Retail, Entertainment, Infotainment, Education, etc and their pledge to grow exponentially defying the norms of a conventional business. But having said that, the ratio of failure of start-ups to that of the successful ones has notched higher and the survival has become tougher and tougher. This also establishes the fact that a proper business model or raising healthy capital funds for your business is not the equation to market sustenance. Other elements such as work culture, corporate strategy, Modus Operandi have been overlooked or not taken proper cognizance of; thanks to lack of emphasis and convenient way of adopting business along with corporate models of western start-ups [8].

2.3 Problem Statement:

How important is work culture in the course of establishing a start-up's identity as a successful business entity and how does the MODUS OPERANDI at the disposal of the founder differ and is incident to work culture?

What startup strategy should founders of the startups should adopt?

A thorough report is a pre essential before touching base at any conclusion; the examination that will include an informative way to deal with the CEOs and originators of the organization. That is a perfect method for unfurling the mantra or theory that fills in as the reason for a development culture. Representatives' impression and affection for their individual CEOs are likewise determinants for mapping a startup's development with the key adequacy of the organizer.

CHAPTER

3

Research Methodology

3. Introduction to research:

Research technique is the methodical strategy/process managing recognizing issue, gathering realities or information, dissecting this information and coming to at certain conclusion either as arrangements towards the issue concerned or certain speculation for some hypothetical definition. In addition, look into system depicts the strategies used to gather the information and dissected it by following the examination configuration, testing method, estimation and instrumentation, information accumulation.

3.1 Type of research:

Research configuration is an earth shattering system showing the procedures and methods overseeing researcher to assemble their data and examination for their investigation. The most surely understood research diagrams that the pro reliably uses are exploratory, explaining and causal. In the present examination, exploratory and expressive examination is used as an inspiration driving the examination to get and separate the data. Enlightening examination is typically more formal and sorted out than exploratory research. It relies upon broad operator tests and the data gained is subjected to quantitative examination. The revelations from this investigation are used as commitment to authoritative fundamental initiative. In this examination, Quantitative Research is attempted keeping in mind the end goal to learn and depict the attributes of the factors of the respondents' discernments about the administration quality gave by composed primary stake holders of the company and prompting respondents' steadfastness.

3.2 Population and Sampling:

The population included various start-ups in India which has been operating since last 3-4 years. Be that as it may, in the greater part of the inquiry about investigations, it turned out to be relatively difficult to look at the whole universe; the main elective along these lines is to fall back on examining. The present investigation is likewise of a similar sort.

A sample is taken from the objective populace being looked into. A sample is a piece of the populace which is examined so as to make inductions about the entire populace. On the off chance that the example is sufficient it will have similar qualities of the populace and the discoveries are normally used to make decisions about the populace.

3.3 Sampling Techniques:

Sampling techniques are used to choose an example from the population by diminishing it to a more reasonable size (Saunders, Lewis and Thornhill, 2007). As per De Leeuw, Hox and Dillman (2008) these examining methods are utilized when derivations are made about the objective population. In the present study, Convenient Sampling has been used for the election of respondents.

3.4 Sources of Data:

The Study is based on the primary data received from founders of various start-ups contacted through LinkedIn and other networks.

1. LinkedIn
2. Gmail
3. Personal Interactions.
4. College Mail
5. Alumni Contacts
6. Google Doc.

3.5 Variables used in the Study:

Any study entails the scope of various dependent variables which are responsive to the consequences of any research and also incident to the independent variable. The dependent variable identified in this study is Work Culture and the independent variables are Informal Office Gatherings, Team Meetings, and Adherence to Office Timings, Pro-Activeness, Selling of Company's Share, Grooming Talent and Organization's Viability.

3.6 Questionnaire Design:

Questionnaire is an accumulation of composed questions, which is masterminded putting all the fundamental factors for the examination and can be finished by the respondents in nearness, in nonattendance, straightforwardly or in a roundabout way. The inquiries in a poll are the way to the review look into. Accordingly, they should be created with alert and be fundamental to the study. Additionally, the poll needs to keep short or else it would alarm the respondents. The questionnaire used in this study comprised of six items consisting a total of 25 questions. One dependent variable (Work Culture) was chosen and other five were founder's ethics, intuitions, recruitment decisions, trap of family culture, leadership style.

The designed questionnaire has also been attached as an Annexure I.

For independent items, the diagrammatic rating scale used in the questionnaire is as follows:

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

CHAPTER

4

Data Analysis and Results

4.Data Analysis and Interpretation:

4.1 Factory Analysis:

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.676
Bartlett's Test of Sphericity	Approx. Chi-Square	3.593E3
	Df	780
	Sig.	.000

Interpretation: Here, the KMO Value measures the sampling adequacy which should be 0.6 or higher than 0.6 for a satisfactory factor analysis to proceed. From the above table it is found that KMO value is 0.676 which is higher than 0.6. So, we are in a position to do factor analysis.

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.322	28.814	28.814	3.436	22.905	22.905
2	2.414	16.096	44.911	2.296	15.309	38.214
3	2.118	14.119	59.030	2.288	15.254	53.468
4	1.545	10.299	69.329	2.109	14.060	67.528
5	1.173	7.819	77.148	1.443	9.620	77.148
6	.767	5.113	82.261			
7	.643	4.288	86.549			
8	.489	3.263	89.812			
9	.432	2.877	92.689			
10	.323	2.152	94.841			
11	.266	1.771	96.613			
12	.225	1.499	98.112			
13	.172	1.149	99.261			
14	.111	.739	100.000			
15	2.398E-17	1.598E-16	100.000			

Extraction Method: Principal Component Analysis.

Interpretation: From the above table, we can easily find the cumulative percentage of variation explained by the extracted components. It is mentioned in the Rotation Sum of Squared Loadings column. Here, 77.148% of variation is explained by the extracted components.

Table 4: Rotated Component Matrix					
	Component				
	1	2	3	4	5
Hard drinks can be served in an office party	0.136	0.334	-0.443	-0.026	-0.606
A team meeting should be conducted every week	0.62	0.225	0.185	-0.178	-0.23
I make sure that everyone comes on time; keeping myself as an example	0.873	0.033	0.065	-0.288	-0.044
Proactiveness is my virtue in running a start up	0.862	-0.062	0.094	-0.055	0.115
I, at times feel motivated from my employees	-0.048	0.978	-0.079	0.033	-0.036
I can expect my employees to act upon every decision of mine	-0.048	0.978	-0.079	0.033	-0.036
I constantly empower my employees in a team	0.603	-0.063	0.478	-0.179	0.29
I get a feeling of winding up when a contemporary start-up fails	-0.176	0.298	0.001	0.78	0.299
I am open to selling of shares so that employees stick to my company	-0.076	-0.063	-0.147	0.872	-0.003
I have launched a product successfully at a short notice	-0.036	-0.086	0.443	0.649	-0.151
Family support is a real incentive for growth of a start-up	0.243	-0.179	0.728	0.233	-0.001
Team meetings should be on regular basis	0.191	0.014	0.85	-0.22	-0.167
Employees consider me as a team-leader than just their employer	0.595	0.038	0.475	0.221	-0.164
An organization always considers work-culture as an intangible asset	0.818	-0.272	0.028	0.096	-0.052
Recruitment should be free of any bias	0.028	0.063	-0.326	0.073	0.867

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 Rotation converged in 6 iterations.

Interpretation: Rotated Component Matrix is generally used to reduce the number factors on which the items have highest loadings. From the above table, Factor 1 shows **adherence to office timings** has highest loading of 0.873. In the next factor i.e. Factor 2 shows **organization viability** in terms of motivation from employees and employees' decisions have highest loadings of 0.980 respectively. Then, in Factor 3 **excessive team meetings** has highest loading of 0.850. Factor 4 shows founder's **selling of shares** has the highest loading of 0.872 and Factor 5 shows **recruitment decisions** has the highest loading of 0.867.

So, the important factors Indian start-ups consider important for implementing work culture of well-established organizations are- **accurate office timings, organization viability in terms of motivation from employees and employees' decision, excessive team meetings, founder's selling of shares and talent acquisition.**

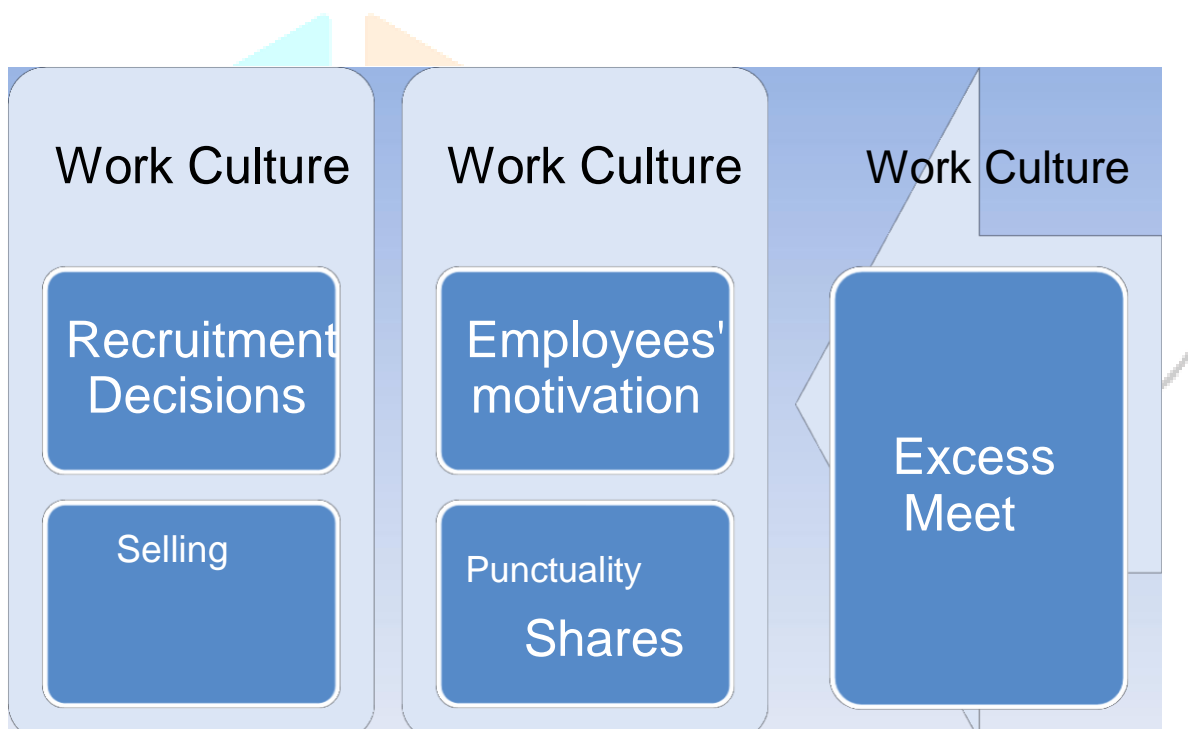


Figure 2: Established dimensions of work culture in start-ups

4.2CORRELATIONS

Table 5:

		Correlations							
		Avg_adherenc eofficety	Avg_informal meeting	Avg_teamme eting	Avg_proactive	Avg_sellingsh are	Avg_groomin gtalent	Avg_organizat ionvaibility	Avg_workcultu re
Avg_adherenceofficety	Pearson Correlation	1	.163	.216	.070	.197	.001	.327	.008
	Sig. (2-tailed)		.031	.004	.358	.009	.992	.000	.919
	N	176	176	176	176	176	176	176	176
Avg_informalmeeting	Pearson Correlation	.163	1	.664	-.010	.075	-.132	.162	-.011
	Sig. (2-tailed)	.031		.000	.897	.321	.081	.032	.887
	N	176	176	176	176	176	176	176	176
Avg_teammeeting	Pearson Correlation	.216	.664	1	-.267	.073	-.148	.201	-.078
	Sig. (2-tailed)	.004	.000		.000	.337	.051	.007	.304
	N	176	176	176	176	176	176	176	176
Avg_proactive	Pearson Correlation	.070	-.010	-.267	1	-.090	.418	.138	.124
	Sig. (2-tailed)	.358	.897	.000		.233	.000	.067	.102
	N	176	176	176	176	176	176	176	176
Avg_sellingshare	Pearson Correlation	.197	.075	.073	-.090	1	-.068	.037	.030
	Sig. (2-tailed)	.009	.321	.337	.233		.373	.628	.689
	N	176	176	176	176	176	176	176	176
Avg_groomingtalent	Pearson Correlation	.001	-.132	-.148	.418	-.068	1	.149	.171
	Sig. (2-tailed)	.992	.081	.051	.000	.373		.049	.023
	N	176	176	176	176	176	176	176	176
Avg_organizati onvaibility	Pearson Correlation	.327	.162	.201	.138	.037	.149	1	.044
	Sig. (2-tailed)	.000	.032	.007	.067	.628	.049		.565
	N	176	176	176	176	176	176	176	176
Avg_workculture	Pearson Correlation	.008	-.011	-.078	.124	.030	.171	.044	1
	Sig. (2-tailed)	.919	.887	.304	.102	.689	.023	.565	
	N	176	176	176	176	176	176	176	176

*. Correlation is significant at the 0.05 level (2-tailed).

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

Interpretation: From the above table we find that work culture is positively correlated with selling of shares, organization viability in terms of employee motivation and transformation, accurate office timings, pro-activeness, grooming talent and negatively correlated with excessive team meetings and frequent informal gatherings.

And it is noteworthy that work culture has a positive yet weak correlation with grooming talent having a statistical significance of value 0.023 which is lower than the significant value of 0.05.

CHAPTER

5

Limitations and Future Scope

5 Limitations and Future Scope of the study:

5.1 Limitations of this study:

Any study in social sciences is a fusion of behavioral sciences and material inputs. Vis-à-vis interaction and observation is the most fundamental approach to any study which requires primary data to be encrypted and decoded through various analyses. The quest of a researcher is always hindered by time and space. This work is no exception at all. Some of the limitations mostly encountered during the course of this research work have been cited under the following heads.

➤ Population of start-ups in India is accounted to be above 3500 and filtering them as per the sampling frame with respect to employee count and years of operation was a daunting task.

➤ The credibility, novelty and honesty of the responses are expected to be very ideal and not actual as founders will never give a foul or downplaying impression of their company.

➤ Cities such as Bengluru, Kolkata, Chennai have been identified as start-up hubs. Questionnaires were mostly for start-ups in these cities; though India as a whole now emerges to be an inspiring eco-system for start-ups.

➤ Unwillingness of the founders to divulge some of their experiences or strategic nuances led some of the responses unattended or biased.

➤ The study is purported to find some empirical evidence of what exactly start-ups adapt to and how the execution is facilitated by leveraging some of the organizational precursory entities.

➤ Financial implications are not considered; trade secrets or commercial rationales are not a concern of this research work.

5.2 Scope of the study:

The abolishment wave for start-ups is a growing avenue of worries for start-up founders and they therefore need real incubation in terms of finance and survival strategies. These companies in a constant urge of thriving to success miss some of the very elementary corporal dosage of work meet purpose scenario. This study delves into the conception of a visible work culture by an actual start-up founder and how this influences in shaping a healthy corporate horizon for start-ups operating in various industries.

This study can be further capitalized to establish an equation to survival and sustenance for these companies which in turn will mitigate various organizational issues such as employee turnover, attrition etc. Growth rate of any start-ups can be scaled by ratio method, weight-age method and cost-benefit ratio where factors or primary data used in the study can supposedly act as antecedents to the former.

CHAPTER

6

Conclusion

6. Conclusion:

Gone are those days when establishment of a company required man-power and physical involvement and exposure. The new age companies and firms rely heavily on innovations and value added services and mark their global presence through penetration of internet and other market acquisition stunts. A start-up culture will bring much repute and appeal to prospective employees who think challenges are real incentives to be associated with an organization.

Industries such as E-commerce, IT consultancy have now and then revived from doom of uncertainty to dome of prospects.

Resolution of founders for adherence to ethics and formal business codes is a much needed pre-requisite to the foundation of any start-up irrespective of any industry. Employees who are inducted to an organization must enter through a proven recruitment model that promises to cater to the job as well as employment needs of the organization. Leadership is one other aspect which drives even a meager possibility to reap substantial dividends in the long run. Sectors such as education, service, infotainment etc demand sheen in leadership as these sectors come under the umbrella of individual cult-based business.

Start-ups are the current drivers of any economy. Various initiatives and government assistance are directed to bolster their growth and sustenance. Start-up campaigns and incubation centers need to be installed more in number which can harbor their potentials and ratify any territorial, financial complicacy and resistance.

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6. Understanding The Difference Between Enterprise Startups And Consumer Startups by Lioness Staff.
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10. 5 Different styles of Leadership by Mark Johnson .
11. The AIDA Model by Annmarie Hanlon. `

QUESTIONNAIRE

The questionnaire below is purported to facilitate the findings of an academic research paper titled “An Insight to work culture of Indian Start-ups and the incidence of their Modus Operandi on work-culture”, conducted by me, Grahadish Sarma. The responses to these questions will not be published or used for any other purpose other than the one mentioned above whatsoever in public domain. The questionnaire does not subject to give information to any market survey or competition analysis. I would be more than willing to share the findings of this research with you which may hint you and your organization to a somewhat benign disclosure.

Name of the Company:

Type of Industry:

Area of operation:

Years of operation:

Please indicate the extent to which you agree with the following statements by putting (✓) mark.

STRONGLY AGREE-A	AGREE-B	NEUTRAL-C	DISAGREE-D	STRONGLY DISAGREE-E
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1. An organization always considers work-culture as an intangible asset.
2. It is wiser to follow the organizational culture of a well established organization.
3. Hard drinks can be served in an office party.
4. A team meeting should be conducted every week
5. I make sure that everyone comes on time in office; strictly keeping myself as an example.
6. Pro-activeness is always my virtue in running a start-up.
7. I, at times feel motivated from my employees.
8. I can expect my employees to agree upon every decision of mine.
A. B. C. D. E.
9. I constantly empower my employees in the belief that we are a team.
A. B. C. D. E.
10. I get a feeling of winding up when a contemporary start-up fails.
A. B. C. D. E.
11. I have regretted after making a strategic or tactical change in the company.

- A. B. C. D. E.
12. I have launched a product successfully at a short notice.
- A. B. C. D. E.
13. Family support is a real incentive for a start ups' establishment and growth.
- A. B. C. D. E.
14. I love the fact that someone from my family is an associate to the organization.
- A. B. C. D. E.
15. How many individuals from your family are engaged within the organization?

0

1-5

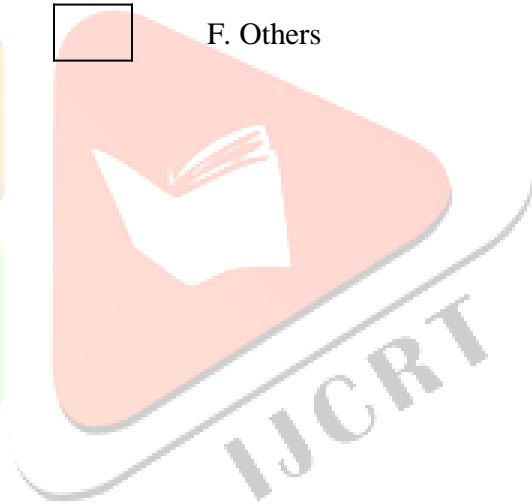
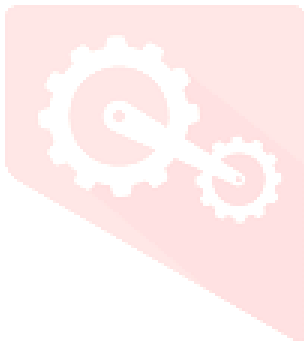
More than 5

16. Recruitment should be:
- A. On-boarding B. on Recommendations C. Formal and merit based
- D. Others (specify_ _____)

17. How did you recruit your first lot of employees?
- A. On-boarding B. Recommendations C. Voluntary engagement
- D. Walk-in E. Personal interview F. Others

18. How many of them are still there? Ans

If there are any, what do you think the reason is?



19. I am open to the idea of selling shares to employees so that they stick to my company.

- A.
- B.
- C.
- D.
- E.

20. Grooming talent is a much better option than hiring experts from outside.

- A.
- B.
- C.
- D.
- E.

21. (A)Most of our products have fared successfully without much of my involvement.

- A.
 - B.
 - C.
 - D.
 - E.
- (B)If yes, whom do you credit this for?

Ans:

22. Employees consider me as a team-leader than just their employer.

- A.
- B.
- C.
- D.
- E.

23. Lateral-vertical communication is a time-consuming exercise

- A.
- B.
- C.
- D.
- E.

24. An organization’s viability is measured only by its returns.

- A.
- B.
- C.
- D.
- E.

25. According to you, effective leadership is incident to

- A. Market leadership
- B. Conglomerate
- C. Customer Appeal
- D. Elite class
- E.
- F. Others (specify)

