



A Study On Compassionate Leadership Practices With Respect To Start-Ups In Bengaluru

Aysha Bathool^{1*}, Dr P V Raveendra², Dr Vijaya Kumar G³

^{1*}Research Scholar, University of Mysore, Bangalore

²Professor, Department of Management Studies, M S Ramaiah Institute of Technology, Bengaluru, Karnataka, India

³Assistant Professor, Department of Management Studies, M S Ramaiah Institute of Technology, Bengaluru, Karnataka, India

Citation: Aysha Bathool et al. (2024), A Study On Compassionate Leadership Practices With Respect To Start-Ups In Bengaluru, *Educational Administration: Theory And Practice*, 30(4), 2707-2713, Doi: 10.53555/kuey.v30i4.1928

ARTICLE INFO

ABSTRACT

Compassionate leadership has emerged as a crucial aspect of organizational success, particularly in the context of start-ups where nurturing a supportive and empathetic work environment is essential for fostering innovation and creativity. This research paper aims to explore the compassionate leadership practices prevalent among start-ups in Bengaluru, India. Through survey research method, the study investigates how start-up leaders demonstrate compassion towards their employees and the impact of such practices on start up outcomes. The findings of this study contribute to a deeper understanding of compassionate leadership in the start-up ecosystem and provide insights for start-up founders and leaders on fostering compassionate workplaces. The findings of this study suggests that there is a significant impact of compassionate leadership on start – ups.

Keyword: Compassionate leadership, practice, start-up, leader,

Introduction

Leadership characterized by empathy is quickly becoming an essential component of success in Bengaluru's thriving start-up scene. In order to create a welcoming and inclusive workplace where everyone feels appreciated, inspired, and able to contribute their unique ideas, compassionate leadership—defined as empathy, kindness, and understanding—is essential. With Bengaluru's start-up scene as a backdrop, this study delves into the importance of compassionate leadership techniques and how they affect organizational performance. The start-ups based in Bengaluru are well-known for being quick to adapt, creative, and potentially game-changing. But it takes more than technical know-how or commercial savvy to navigate the unknowns of a start-up's journey; it calls for a leadership style grounded on empathy and compassion. (Sosik & Jung, 2018) The start-up community in Bengaluru is home to caring CEOs that put their employees' happiness and development first, encouraging a spirit of teamwork, perseverance, and innovation.

Start-up CEOs show empathy by hearing out their staff on issues, criticisms, and suggestions. They communicate with empathy, taking the time to understand and value their colleagues' points of view and life experiences. In order to establish an atmosphere where workers feel appreciated, heard, and supported, start-up leaders promote open and transparent communication channels. (Kang et al., 2015) Leaders with compassion put their workers' physical, mental, and emotional wellbeing first by fostering a positive work environment. In an effort to improve workers' health and happiness, they launch programs like wellness initiatives, provide more flexible work options, and provide tools for stress management. Leadership at start-ups shows compassion and concern for workers' well-being by making wellness a top priority. Leaders with compassion acknowledge and value the work, successes, and contributions of their people. They provide encouragement and recognition for efforts put in by celebrating achievements, milestones, and triumphs. (Men et al., 2021)

Leaders at start-ups can do wonders for morale and motivation by showing appreciation and acknowledging employees' efforts. By allowing employees more leeway in terms of when and how they work, as well as more time off, start-up executives encourage a healthy work-life balance. (Freeman & Siegfried, 2015) They understand the significance of a good work-life balance and urge their staff to prioritize their personal and family obligations. Caring leaders show they get their employees by allowing them some leeway in how and when they get their jobs done. By building a trusting and empowering atmosphere, giving team member's authority, and delegating tasks, compassionate leaders empower their team members. By fostering an environment that values initiative, creativity, and innovation, they empower workers to own their job and have

a significant impact on the firm. Leaders at start-ups foster an atmosphere of trust and empowerment by putting their employees in charge and providing them with the resources they need to do their jobs well. **(Y. M. Satish, 2021)**

Compassionate leadership is a management approach characterized by empathy, kindness, and understanding towards employees. In today's dynamic and fast-paced business environment, compassionate leadership has garnered increasing attention for its ability to cultivate supportive work cultures and enhance employee well-being and performance. This paper explores the role of compassionate leadership within the context of start-ups in Bengaluru, often referred to as India's Silicon Valley. Start-ups, by their nature, operate in highly competitive and uncertain environments where the ability to adapt quickly and foster innovation is critical to success. In such settings, compassionate leadership plays a pivotal role in nurturing a culture of trust, collaboration, and resilience. Understanding the importance of compassionate leadership in start-ups is essential for founders, leaders, and stakeholders to build sustainable organizations that thrive amidst challenges and uncertainties. **(Benevene et al., 2022)**

Examining the effects of compassionate leadership techniques on Bengaluru start-ups' organizational culture, employee morale, and business outcomes is the main goal of this research. The goal of this research is to shed light on how to create nurturing workplaces that encourage innovation, creativity, and development by investigating the compassionate leadership practices of start-up CEOs. This research aims to provide a meaningful contribution to the literature on leadership and organizational behavior while also providing start-up owners and leaders with practical ideas for creating compassionate workplaces that foster long-term success.

Objectives of the study

- To study the Compassionate Leadership Practices with Respect to Start-ups.
- To find effect of key drivers of Compassionate Leadership on start – ups.

Literature review

(Cox, 2023) It is crucial to lead with compassion, as the recent epidemic highlighted. Leaders that are compassionate have empathy and knowledge for their followers. To define compassionate leadership and identify the qualities and abilities that leaders need to succeed in today's dynamic workplace, the author draws on personal leadership experiences, research on the topic of compassionate leadership in recent years, and an examination of relevant literature.

(Ramachandran et al., 2023) It is widely believed that compassionate leadership is urgently required in organizations in light of recent catastrophic occurrences like the COVID-19 epidemic. The concept of compassionate leadership is not well-defined, and what little is known about it is dispersed among several sources, even if compassion is ageless. This comprehensive analysis of 41 studies published between 2002 and 2021 identifies six essential characteristics of compassionate leadership: empathy, transparency and open dialogue, physical and mental health, inclusivity, honesty, and respect and dignity. These findings shed light on how leaders in organizations might successfully embody the qualities of compassionate leadership. Reviewing the literature on the topic, this article offers a definition of compassionate leadership and analyses its many interpretations. After that, we point out where the literature is lacking, which will hopefully lead to future studies, and we discuss the consequences for theory, practice, and research.

(Pomerol, 2018) Our central argument in this study is that businesses experience an increase in uncertainty due to transformative entrepreneurs. We must not overstate the significance of this uncertainty; it is little for established businesses, but it is growing and should be taken into account. To cope with this non-probabilistic uncertainty, one strategy is to establish a good policy for making decisions on start-ups, such as following them until they acquire you or fostering innovation in-house and making swarming easier. We look at what may happen as a result: startup bubbling ending or continuing.

(Hakanen & Pessi, 2018) When looking at servant leadership through the lenses of compassion and compassionate leadership in businesses, Hakanen and Pessi present a thoughtful discussion in this chapter. In this chapter, we will learn about the fundamentals of servant leadership and how managers, both as leaders and as servants, may show and practice compassion. This chapter presents three intervention and research initiatives in Finland that are centered around compassion and servant leadership. The projects are from the commercial and public sectors, and they are examined along with the key lessons they have taught. It has been proposed that compassionate servant leadership may play a significant role in enhancing organizational and employee outcomes including engagement, commitment, and job performance.

(Dutton et al., 2014) To be compassionate is to engage in an interpersonal process that includes being aware of, experiencing, making sense of, and taking action to alleviate another person's suffering. Researchers and practitioners in the field of organizational science have recently paid a lot of attention to this process. This article summarizes the present state of knowledge about compassion in the workplace and how it manifests in dyadic interactions. Our first step is to take stock of what is known about the ways in which compassion helps those in need, those who offer it, and by extension, anybody who observes or hears about compassion in the workplace. At its core, the essay is devoted to the findings of research that provide light on how to incorporate

compassion into various personal, relational, and organizational settings. Finally, we wrap off by talking about what this crucial interpersonal process means for practice and where future study should go.

(Lilius et al., 2012) this study take a look at the research of individuals who have answered Frost's (1999) request for studies that include compassion and suffering in the workplace. We contribute to this area of study by analyzing the literature on compassion in organizations produced in the last ten years and drawing linkages to previous studies on related topics. Specifically, we go into the present state of knowledge about the characteristics and effects of compassion in the workplace, the factors that promote compassion inside businesses, and initiatives aimed at establishing compassion as a core value. By outlining potential avenues for further study, we hope to encourage more academics to consider pain and empathy as integral parts of any organization's daily operations.

Research Methodology

Ethical considerations, data gathering, and analysis are covered in this chapter along with the study's methodologies and measures. Academically speaking, research is an endeavor in the realm of scholarship. Researchers claim that the research process begins with issue formulation and re-definition, moves on to hypothesis generation on possible solutions, data collection, and conclusion drawing. Finally, the results are tested to determine if they align with the hypotheses.

Research Design

A study design helps in figuring out the best way to tackle a set of research goals and considerations. A well-organized strategy for gathering and analyzing data may be developed from the research questions stated at the outset of the enterprise. Studying Compassionate Leadership Practices as They Relate to Bengaluru Start-ups is the Overarching Goal of This Descriptive Research Product. Numerous methods exist for carrying out descriptive studies, encompassing both qualitative and quantitative approaches. Within this study, researchers employed a mix of quantitative and qualitative approaches. Such a strategy makes use of a combination of methods. Research requires defining the aims of the study, collecting data from participants, and analyzing the results. Start-ups in Bengaluru are the center of attention here as we investigate the benefits of compassionate leadership practices.

Research Approach

Research methodology is the backbone of every academic endeavor. The goals of the survey research methods used in A Study on Compassionate Leadership Practices with Respect to Start-ups in Bengaluru will determine the selection of the most appropriate research approach. The information will be gathered via administering pre-existing surveys. Respondents to the poll have the option to select between free-form and structured questions.

Sample and sampling technique

Sampling is a way to get a better idea of Compassionate Leadership Practices with Regard to Start-ups by picking a smaller group out of a bigger one. There are two main approaches to sampling: probability sampling and non-probability sampling. The name "probability sampling" comes from the fact that it is a completely random process that draws a subset of the target population with regard to start-ups. When choosing a representative sample group, this sampling method depends less on chance. To conduct a qualitative study on Bengaluru's compassionate leadership practices as they pertain to start-ups, deliberate sampling was necessary.

Methods and Tools used

The information was gathered by means of a survey. One of the several ways to get information from Bengaluru's Respect to Start-ups is through surveys. The respect to start-ups is characterized or explained by all polls that employ a sample to do so. Researchers in Bengaluru used a checklist to evaluate a study on compassionate leadership practices as they pertain to start-ups. In this case, we surveyed a large number of offices and gathered responses from 110 people.

Area of study

The study would be conducted in start-ups in the Bengaluru.

Statistical Analysis

Data Analysis

I used SPSS 22.0, a statistical software application, to analyze the data in this study. Statistical methods including analysis of variance and percentage techniques were employed to examine the data that was assessed as very significant. Percentage analysis was employed to have a better grasp of the study's key components. The

use of percentages in data analysis and comparison is a potent tool. To get your message over to your intended audience, this is a simple yet effective strategy.

Table 1.1: Regression test (compassionate leadership and start – ups)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.703	.700	4.58994
a. Predictors: (Constant), Compassionate Leadership				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5390.301	1	5390.301	255.858	.000 ^b
	Residual	2275.299	108	21.068		
	Total	7665.600	109			
a. Dependent Variable: start - ups						
b. Predictors: (Constant), Compassionate Leadership						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.669	1.631		1.636	.105
	Compassionate Leadership	.804	.050	.839	15.996	.000
a. Dependent Variable: start - ups						

Regression analysis utilizes ANOVA to assess variability levels within a regression model and establish the basis for a significance test. The table indicates that the factors in the study are statistically significant. Compassionate leadership has an 83% influence on start-ups according to a regression analysis, leaving the remaining variance unexplained. The R value of 0.70 indicates a considerable influence of compassionate leadership on start-ups, as shown by the Anova table with F=255.85 and a significance value of 0.00. The values suggest that compassionate leadership significantly impacts start-ups, as seen in the coefficients table above. B-coefficients are usually positive and statistically significant. Because all indicators have the same dimensions, it is better to translate the B-coefficients instead of the beta coefficients. The significance value suggests that compassionate leadership has a substantial impact on start-ups.

Table 1.2: Regression test (Attending and start – ups)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.277 ^a	.077	.068	8.09605
a. Predictors: (Constant), Attending				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	586.634	1	586.634	8.950	.003 ^b
	Residual	7078.966	108	65.546		
	Total	7665.600	109			
a. Dependent Variable: start - ups						
b. Predictors: (Constant), Attending						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.117	2.682		7.502	.000
	Attending	.820	.274	.277	2.992	.003
a. Dependent Variable: start - ups						

Regression analysis utilizes ANOVA to assess variability levels within the model and establish the basis for a significance test. The table provided indicates that the variables in the study are statistically significant. Based on a regression study of participation in events and the establishment of new businesses. Team members' attendance affects start-ups by 27%, with the rest of the variability not accounted for. The Anova table shows a strong impact of attending on start-ups, with a R value of 0.07 and a F value of 8.95 (significance value = 0.00).

The values suggest that the variable "attending" has a notable impact on start-ups as seen in the coefficients table above. B-coefficients are usually both positive and statistically significant. Because all indicators have the same dimensions, it is better to translate the B-coefficients rather than the beta coefficients. The significance value suggests that attending has a substantial impact on start-ups.

Table 1.3: Regression test (Understanding and start – ups)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.414 ^a	.172	.164	7.66715
a. Predictors: (Constant), Understanding				

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1316.803	1	1316.803	22.400	.000 ^b
	Residual	6348.797	108	58.785		
	Total	7665.600	109			
a. Dependent Variable: start - ups						
b. Predictors: (Constant), Understanding						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.123	2.371		7.221	.000
	Understanding	1.142	.241	.414	4.733	.000
a. Dependent Variable: start - ups						

Regression analysis utilizes ANOVA to assess variability levels within a model and establish the basis for a significance test. The table indicates that the factors in the study are statistically significant. Based on a regression analysis of comprehension and entrepreneurial ventures. Comprehending requirements impacts start-ups by 41%, with the rest of the variation unaccounted for. The Anova table shows a strong impact of understanding on start-ups with a R value of 0.17 and F value of 22.40 (significance value = 0.00). The values suggest that the variable "Understanding" has a notable impact on start-ups as seen in the coefficient table above. B-coefficients are commonly positive and statistically significant. Because all indicators have the same dimensions, it is better to translate the B-coefficients rather than the beta coefficients. The significance value suggests that understanding has significant effect on start-ups.

Table 1.4: Regression test (Understanding and start – ups)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.277 ^a	.077	.068	8.09535
a. Predictors: (Constant), Empathizing				

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	587.850	1	587.850	8.970	.003 ^b
	Residual	7077.750	108	65.535		
	Total	7665.600	109			
a. Dependent Variable: start - ups						
b. Predictors: (Constant), Empathizing						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.013	2.394		8.777	.000
	Empathizing	.737	.246	.277	2.995	.003
a. Dependent Variable: start - ups						

Regression analysis utilizes ANOVA to assess variability levels within a model and establish the basis for a significance test. The table indicates that the factors in the study are statistically significant. A regression study was conducted on empathizing and start-ups. Empathy impacts start-ups by 27%, with the rest of the variability

not accounted for. The Anova table shows a substantial influence of Empathizing on start-ups with a R value of 0.07 ($F=8.97$, $p=0.00$). The values suggest that the variable "Empathizing" has a notable impact on start-ups as seen in the coefficients table. B-coefficients are commonly positive and statistically significant. Because all indicators have the same dimensions, it is better to translate the B-coefficients rather than the beta coefficients. The significance value suggests that empathizing has a notable impact on start-ups.

Table 1.5: Regression test (Helping and start – ups)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.489 ^a	.239	.232	7.35026
a. Predictors: (Constant), Helping				

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1830.764	1	1830.764	33.887	.000 ^b
	Residual	5834.836	108	54.026		
	Total	7665.600	109			
a. Dependent Variable: start - ups						
b. Predictors: (Constant), Helping						

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	15.701	2.193		.000
	Helping	1.237	.212	.489	.000
a. Dependent Variable: start - ups					

To determine the levels of variability within a regression model and to create the framework for a test of significance, regression analysis uses ANOVA. The aforementioned table clearly shows that the factors in the research are statistically significant. According to a regression analysis of Helping and start - ups. Helping nature influences start - ups by 48%, with the remaining variance unexplained. As indicated by the R value (0.23), there is a significant impact of Empathizing on start - ups ($F=33.88$, sign. value = 0.00) according to Anova table. These values indicate that " Helping has a significant effect on start - ups." variable in the above table of coefficients. B-coefficients are typically positive and significant. Since the dimensions of all indicators are identical, it is preferable to translate the B-coefficients rather than the beta coefficients. Significance value indicates " Helping has significant impact on start - ups ".

Conclusion

The study shows the significance of compassionate leadership within start-up cultures. It emphasizes that leaders who show compassion towards their employees and stakeholders can create a great work environment, improve employee happiness, and ultimately help the start-up company succeed. The study highlights attending, understanding, empathizing, and aiding as key components of compassionate leadership. Leaders who actively address their team members' needs, show understanding of their issues, empathize with their experiences, and offer suitable support are more likely to build good rapport and trust within the start-up ecosystem. The study indicates that implementing compassionate leadership practices has a favorable impact on different areas of start-up performance. This encompasses enhanced employee morale, increased engagement and motivation, improved cooperation and collaboration, and heightened problem-solving skills—all of which are crucial for the overall success and longevity of the start-up. Compassionate leadership is advantageous in both the short and long term for the sustainability of start-ups. Leaders may promote loyalty among employees, establish strong relationships with stakeholders, and develop a resilient company culture by encouraging empathy, support, and understanding. The study emphasizes the crucial role of compassionate leadership in start-ups and the significant influence of key factors including attending, understanding, empathizing, and helping. By adopting these techniques, leaders of start-up companies can improve organizational performance and cultivate a culture of empathy, collaboration, and resilience, which are crucial for long-term success.

References

1. Benevene, P., Buonomo, I., & West, M. (2022). Editorial: Compassion and compassionate leadership in the workplace. In *Frontiers in Psychology*. <https://doi.org/10.3389/fpsyg.2022.1074068>
2. Cox, C. (2023). Compassionate Leadership: An Essential Approach Post-COVID. *Journal of Library*

- Administration*. <https://doi.org/10.1080/01930826.2023.2201721>
3. Dutton, J. E., Workman, K. M., & Hardin, A. E. (2014). Compassion at Work. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 277–304.
 4. Freeman, D., & Siegfried, R. L. (2015). Entrepreneurial leadership in the context of company start-up and growth. *Journal of Leadership Studies*. <https://doi.org/10.1002/jls.21351>
 5. Hakanen, J. J., & Pessi, A. B. (2018). Practising compassionate leadership and building spirals of inspiration in business and in public sector. In *Practicing Servant Leadership: Developments in Implementation*. https://doi.org/10.1007/978-3-319-75644-8_8
 6. Kang, J. H., Solomon, G. T., & Choi, D. Y. (2015). CEOs' Leadership styles and managers' Innovative behaviour: Investigation of intervening effects in an entrepreneurial context. *Journal of Management Studies*. <https://doi.org/10.1111/joms.12125>
 7. Lilius, J. M., Kanov, J., Dutton, J. E., Worline, M. C., & Maitlis, S. (2012). Compassion Revealed: What We Know About Compassion at Work (and Where We Need to Know More). In *The Oxford Handbook of Positive Organizational Scholarship*. <https://doi.org/10.1093/oxfordhb/9780199734610.013.0021>
 8. Men, L. R., Chen, Z. F., & Ji, Y. G. (2021). Cultivating Relationships with Startup Employees: The Role of Entrepreneurs' Leadership Communication. *Management Communication Quarterly*. <https://doi.org/10.1177/08933189211017918>
 9. Pomeroy, J. C. (2018). Business uncertainty, corporate decision and startups. *Journal of Decision Systems*. <https://doi.org/10.1080/12460125.2018.1460162>
 10. Ramachandran, S., Balasubramanian, S., James, W. F., & Al Masaeid, T. (2023). Whither compassionate leadership? A systematic review. *Management Review Quarterly*. <https://doi.org/10.1007/s11301-023-00340-w>
 11. Sosik, J. J., & Jung, D. (2018). *Full Range Leadership Development*. Routledge. <https://doi.org/10.4324/9781315167206>
 12. Y. M. Satish, Y. M. S. (2021). Compassionate Leadership as a Turnaround Strategy in times of Covid19. *Nat. Volatiles & Essent. Oils*, 8(4), 9235–9242.