Objective of the research project

To investigate the dynamics between leadership profiles and cultural perspectives within Maltese small enterprises and the effect that these two elements have on the trajectory of such organizations

Leadership

Small
Enterprise
Development

Culture

Purpose Statement

Through this exploratory project based on Small Enterprises in Malta, an emerging theoretical proposal based on grounded data will be formulated to explain the role that both leadership and culture play in the prosperity or decline of an organization.

Research question and aims

How do Leader's behaviour within small organizations in Malta influence organizational culture and its ramifications?

- ***RO1****: To obtain a deeper understanding of leadership behaviour and style in small organizations in Malta*

- ***RO2****: To explore the main influencers and components of organizational culture within these organizations*

- ***RO3****: To seek and establish clear patterns of the interplay between leadership styles and organizational culture*
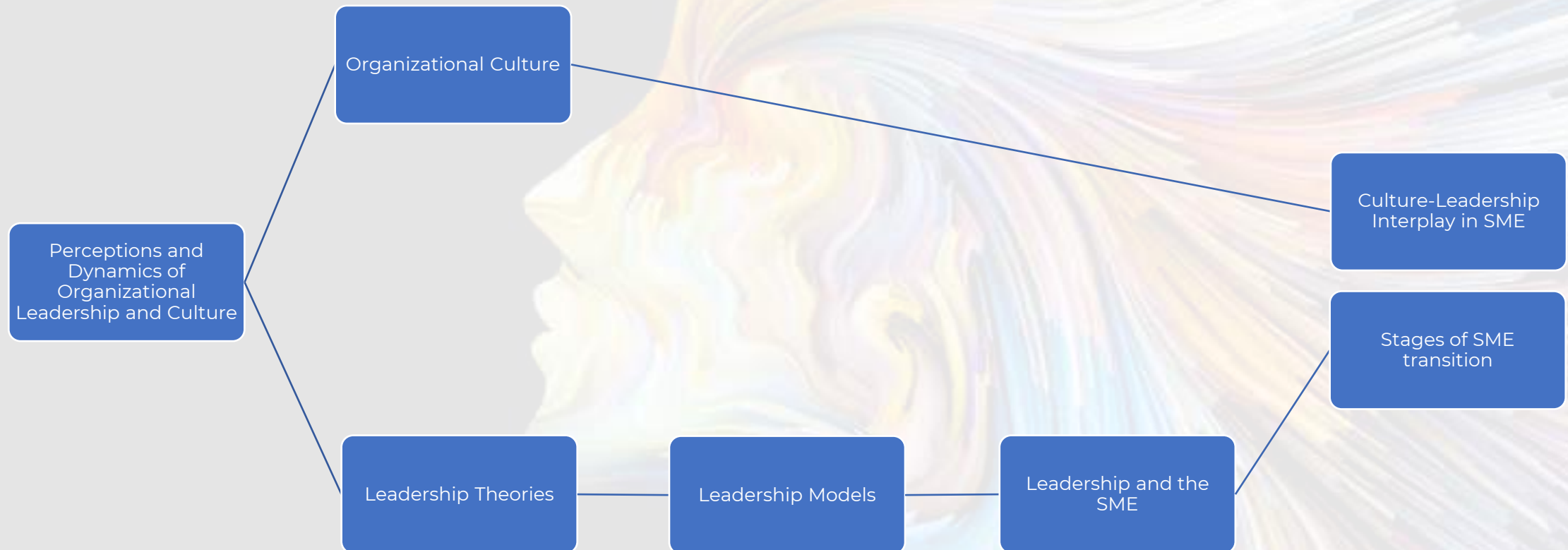
Methodology

The approach to research in an owner-managed Small Enterprise needs to reflect the unique characteristics of the context and individuals, active within the enterprise

Through *an interpretive/constructivist* philosophical lens, the researcher has initially applied inductive logic and eventually added abductive inference to develop an emerging theory emanating from qualitative data through the application of GT research strategies in a cross -sectional study utilizing interviews as a source of primary data *gathering*

Theory Development
Abductive Reasoning

Philosophical Position
Interpretive / Constructive

Theory *Development*
Inductive approach

Methodological Choice
Mono Method Qualitative

Research Strategy
Grounded Theory

Data Collection Method
Interviews

Time Frame
Cross-Sectional
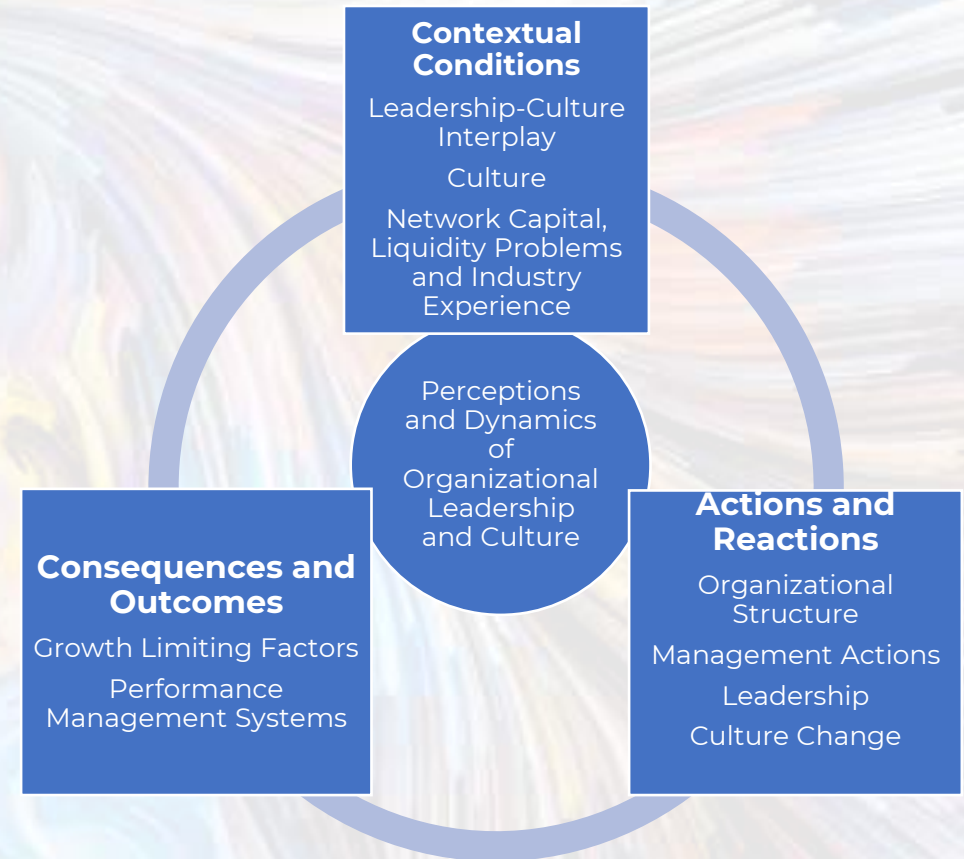
Data Gathering, Analysis and Coding

- Intensive unstructured interviewing with three participants through which qualitative data was concurrently gathered and analyzed.

- Transcription of interviews via MS Word dictating facility enabling the researcher to thoroughly review and obtain a deeper understanding of each interview whilst reflecting and developing thoughts that are recorded in the form of memos

- Fragmentation of initial transcribed interviews into relevant *INVIVO* segments to derive codes directly from data

Data Gathering

Data Analysis

Data Gathering and Analyses driven by emerging concepts
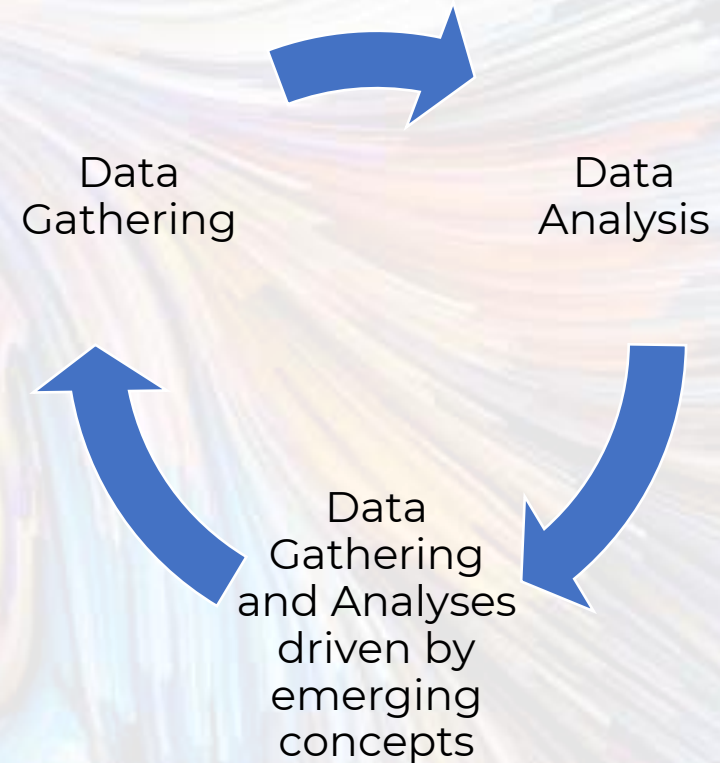
Data Gathering, Analysis and Coding

Conceptualization of codes into themes and categories some of which started showing extended properties and dimensions

Generation of additional reflexive and analytical memos

Corbin and Strauss 2015

Contextual Conditions
Leadership-Culture Interplay
Culture
Network Capital, Liquidity Problems and Industry Experience

Perceptions and Dynamics of Organizational Leadership and Culture

Actions and Reactions
Organizational Structure
Management Actions
Leadership
Culture Change

Consequences and Outcomes
Growth Limiting Factors
Performance Management Systems

A Model Emanating from Data

The researcher's aim is to present an emerging theoretical model that is grounded in the data gathered during the three interviews, which model possesses explanatory capacity of the phenomenon being studied.

A Grounded Theory is not simply a set of categories that are connected together into a theory (Glaser and Strauss 1967), proper theoretical integration is the result of high-level analytical thinking and advanced conceptualization techniques.

Methodological process

- The researcher applied analytical thinking at the early stages of the data-gathering process by extrapolating elements of the data to which the researcher was theoretically sensitive and which were also relevant to the developing theory

- Theoretical sensitivity to these emerging elements was augmented by a preliminary literature review and the researcher's professional experience in the field of study

Methodological process

The analytical description of these extracts is recorded in the memos which were disseminated throughout the coding phases

Theory development determined the sampling trajectory and as more data was being populated, analysed, and contrasted, early relationships started forming and concepts developing

The researcher finally connected the developing concepts into a *preliminary* theoretical framework built on the foundation of the core category

Key Concepts

Organizational culture in small enterprises plays an important role in organizational performance, it influences leadership effectiveness and connects the various dimensions of organizational behavior

Leaders in established small enterprises adopt various leadership styles according to the size of the structure, the characteristics of the employees and the objectives of the organization.

Management competencies are necessary for leaders to effectively formulate an architecture of systems and ensure that mechanisms are in place to manage performance at the various stages of enterprise development.

The Leadership-Culture Model

The key concepts may be summarized into an *emerging* substantive theory which proposes, that leaders in established small organizations within a small state like Malta, shape their enterprise culture to support their organizational goals, whilst the evolution of an internal culture has a direct effect on the effectiveness of leaders. Leadership and Culture are closely intertwined and are dynamic elements in the context of a business environment dominated by constant change.

Research Contribution

Provides an initial understanding of a concept within an area where research is still very limited

Offers leaders of Small Enterprises an applied case on how an abstract concept such as culture may be transformed into a tool that supports organizational development

This study demonstrates the potential for the application of a Grounded Theory approach within the management field, an area in which knowledge development is immensely required.

Thank You