

The Impact of Management Styles on Organizational Performance in Algerian Startups

Meziani Henen ¹, Gasseem Mohammed Fouad ^{2*}

¹ University Centre of Maghnia (Algeria), Institute of Economics, Commercial Sciences and Management, LEPESE laboratory,

E-mail: h.meziani@cu-maghnia.dz

² LEPESE Laboratory, Institute of Economics, Commercial Sciences and Management, University Centre of Maghnia (Algeria),

E-mail: m.gassem@cu-maghnia.dz

Date of receipt: 17/09/2025

Date of acceptance: 22/11/2025

Abstract :

This study explores the effects of management style, communication and organizational structure, and training and motivation on the performance of Algerian startups. Data from 80 incubated and non-incubated startups, founded within the past five years, were collected via a 32-item questionnaire. Statistical analyses confirmed that all three factors significantly enhance performance, with management style exerting the greatest influence, followed by communication and organizational structure, and training and motivation. Findings emphasize the central role of internal managerial practices in strengthening startup sustainability and competitiveness in emerging economies.

Keywords: Algerian startups; Enterprise Effectiveness; Emerging-Market Ventures; Information Exchange; Leadership Approaches

Jel Classification Codes : L26, M12

1. INTRODUCTION

As many countries have shifted their focus from large enterprises to startups and innovative projects given their pivotal role in driving economic, social, and human development (Baitiche & Chirouf, 2024). As a result, startups have emerged as critical engines of global innovation and economic growth. In 2024, there are over 150 million startups worldwide, with nearly 50 million new ventures launched annually approximately 137,000 per day. Despite this rapid expansion, nearly 90% of startups fail over time, with about 10% collapsing in their first year. Among the primary causes of failure are poor management practices and weak internal structures (Minasyan & Martirosyan, 2023). This reality emphasizes the growing importance of effective management and leadership in ensuring startup survival and growth.

In Algeria, the entrepreneurial landscape has evolved significantly. Supported by strategic reforms such as the Startup Act (2020), the establishment of the Ministry of Knowledge Economy and Startups, and the launch of the Algerian Startup Fund, the country has seen a 228% increase in startup creation between 2021 and 2023 (Saba et al., 2025). As of 2023, Algeria hosts nearly 800 active startups, ranking second in Africa and eighteenth globally (SEDRATI, 2023). In 2024 alone, Algerian startups attracted over \$650 million in investment, particularly in fintech, green tech, and e-commerce (Bouras, 2024). Leading ventures such as Yassir, TemTem, and Legal Doctrine demonstrate the market potential and innovation capacity of local startups. However, many of these firms still face internal performance challenges raising questions about the impact of managerial practices on their organizational outcomes.

Although the relationship between management and performance has been widely studied globally, limited empirical research addresses this dynamic in the Algerian startup context. Existing literature focuses more on innovation, finance, and digital transformation than on internal management structures and styles. This study addresses that gap by examining how different management styles influence organizational performance in Algerian startups. The central research question is: To what extent do management styles affect organizational performance in Algerian startups?

From this question, the following hypotheses are proposed:

- **H1:** Management styles have a significant impact on organizational

performance.

- **H2:** Participatory management is positively associated with improved performance.
- **H3:** The fit between management style and startup context enhances organizational outcomes.

This research is important because it contributes to both theory and practice. Academically, it offers empirical evidence from an under-researched national context, enriching the field of organizational management in emerging economies. Practically, it provides founders, incubators, and policymakers with insight into effective managerial practices that can improve startup sustainability and impact. The study aims to (1) identify and classify management styles in Algerian startups, (2) measure organizational performance using both quantitative and qualitative indicators, (3) analyze the relationship between managerial approach and performance, and (4) provide evidence-based recommendations to improve management in the startup ecosystem.

The paper progresses from an introduction and literature synthesis to a detailed methodology, followed by empirical findings and analysis, and concludes with implications and recommendations.

2. Literature Review

Startups have received significant attention from many countries around the world due to their characteristics and advantages, they are relied upon to be the developmental alternative to boost the economies of these countries (Boudjelal & Gouigah, 2024). This theme has attracted substantial scholarly interest.

Brahim et al. (2015) examined using quantitative survey study of five Algerian banks (n=132 respondents) how a transactional leadership style (independent variable) affects employees' performance (dependent variable). The results indicated that transactional leadership had a significant influence on employee performance, and the authors recommended shifting towards more transformative leadership approaches (e.g. transformational or Level 5 leadership) to better integrate resources and improve organizational outcomes.

Orabi (2016) study in three Jordanian banks used a survey (171 valid responses out of 249) to investigate transformational leadership (independent variable, with four components) and its effect on

organizational performance (dependent variable). Using multiple regression analysis, the study found that transformational leadership accounted for about 81.6% of the variance in performance; three components (inspirational motivation, intellectual stimulation, and individualized consideration) showed significant positive effects on performance, whereas idealized influence was not statistically significant.

Kalogiannidis et al. (2021) employed a descriptive survey of bank employees in Greece (200 respondents across four banks) to analyze how different managerial styles (democratic, autocratic, participatory) impact employee performance. The findings showed that democratic and participative management styles had significant positive associations with employee performance, whereas an autocratic style had a positive but statistically insignificant effect on performance. These results underscore the importance of inclusive management for enhancing productivity.

Kalogiannidis et al. (2021) conducted a quantitative study on Malaysian small enterprises, assessing leadership styles (charismatic, transformational, visionary, culture-based) as independent variables and SME performance (financial results, business growth, organizational effectiveness) as the dependent variables. Based on survey data (n=209), they found that transformational, visionary, and culture-oriented leadership styles positively influenced multiple performance metrics, while purely charismatic and transactional styles showed no significant benefit and were even linked to weaker performance in certain areas. The authors suggest that focusing on adaptive and empowering leadership can enhance overall firm success.

MEZIANI et al. (2025) applied a descriptive-analytical survey in ten Algerian educational institutions (154 respondents) to evaluate the effects of democratic, autocratic, and laissez-faire leadership styles (independent variables) on decision-making effectiveness and institutional performance. The study found that democratic leadership was predominant and significantly enhanced participative decision-making (thus strengthening institutional performance), autocratic leadership had a limited impact, and laissez-faire leadership had a moderate but significant effect when coupled with proper delegation and oversight.

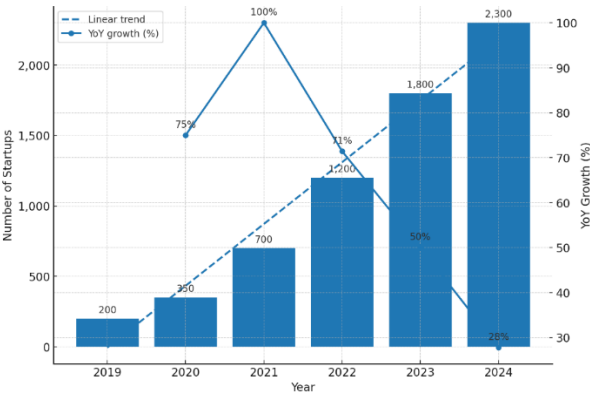
Most studies privilege transformational, transactional, and democratic lenses without testing their adaptability to fragile, resource-volatile startups.

Evidence from Algeria is especially scarce on how management, communication, and motivation shape venture outcomes. This study introduces a multidimensional framework—linking leadership style, structure, and human capital—to refine theory and provide evidence for emerging-market startup ecosystems.

3.The State of Startups in Algeria

Since the promulgation of the Startup Act (2020), the volume of officially designated ventures expanded from 200 in 2019 to over 2,300 by 2024 (Berbache, 2025; Saoud & Meddahi, 2023), catalyzed by institutional recalibrations, 104 support infrastructures, and a registry exceeding 14,000 auto-entrepreneurs (Bellamri & Metidji, 2025). This momentum has been further reinforced by dedicated funding vehicles, notably the Algerian Startup Fund, and territorially embedded innovation hubs (Abdi & Zennadi, 2025). Capital flows increasingly privilege high-growth verticals—fintech, ecological technologies, mobility, and e-commerce—where national champions such as Yassir, TemTem, and Legal Doctrine have exhibited accelerated scaling and cross-border penetration.

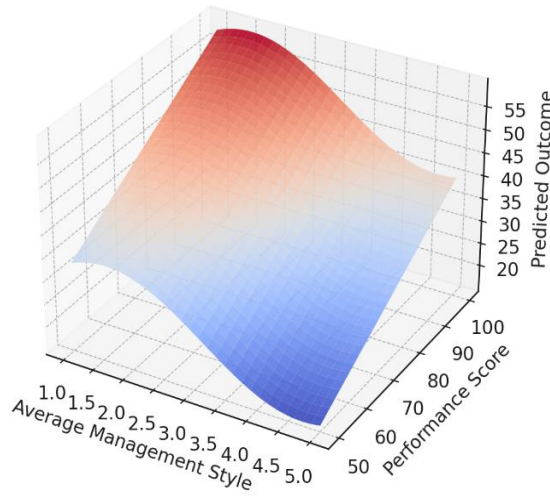
Fig.1. Evolution of Algerian Labeled Startups (2019–2024)



Source: Prepared by the author's using R software.

As shown in Figure 1, from 2019 to 2024, the number of Algerian labeled startups surged from about 200 to 2,300—over a tenfold increase in five years—reflecting a compound annual growth rate of roughly 63%. Year-over-year growth peaked at 100% in 2021 before slowing to 28% by 2024, indicating a maturing market.

Fig.2. Wave-Surface Relationship Between Management Style and Performance

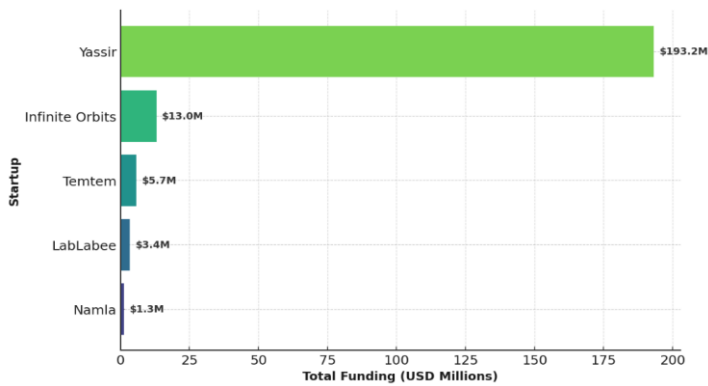


Source: Prepared by the author's using R software.

The Figure 2 presents a simulated three-dimensional surface linking average management style scores (as measured in the survey) with overall performance scores. The wave-like pattern suggests that the relationship is non-linear: certain management style intensities correlate strongly with higher performance, while other levels show diminishing returns. This implies that the mere adoption of a participatory or transformational style is not sufficient; rather, the effectiveness depends on contextual factors such as team size, sector, and incubation status.

In particular, the peaks and troughs visible on the surface indicate that there are optimal “zones” where specific combinations of management intensity and contextual conditions produce disproportionately high performance. For practitioners and incubator managers, this underlines the importance of tailoring leadership approaches to the specific characteristics and maturity level of each startup, instead of relying on a one-size-fits-all management model.

Fig.3. Top Algerian Startups by Funding



Source: Prepared by the author's using R software.

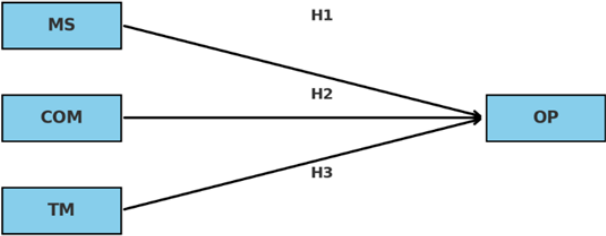
The Figure 3 leading Algerian startups by the total amount of funding received, with Yassir dominating at USD 150 million, far exceeding its peers such as TemTem and Legal Doctrine. This concentration of capital highlights both the attractiveness of scalable business models and the potential disparity in resource distribution within the ecosystem. Startups with higher funding often have access to more advanced infrastructure, talent, and market expansion opportunities.

4.Methodology

4.1. Study Variables and Conceptual Framework

The study examines the influence of three independent variables—Management Style (six indicators), Communication and Organizational Structure (six indicators), and Training and Motivation (eight indicators)—on a single dependent variable, Organizational Performance (eight indicators). The conceptual framework illustrates the hypothesized relationships between these variables, namely that Management Style, Communication and Organizational Structure, and Training and Motivation each have a positive effect on Organizational Performance (H1, H2, H3). Each construct is operationalized through multiple indicators derived from the questionnaire, ensuring that the model comprehensively captures the factors under investigation.

Fig.4. Conceptual Research Model



Note: MS = Management Style; COM = Communication & Structure; TM = Training & Motivation; OP = Organizational Performance

Source: Prepared by the author's using R software.

4.2. Data Collection Instrument and Sample Description

The research instrument used for this study was a structured questionnaire composed of 32 closed-ended items, divided into five main sections:

- 1. **General Profile** (4 items): Startup founding year, incubation status, team size, and respondent’s role.
- 2. **Management Style** (6 items): Measures participatory decision-making, clarity of vision, delegation, and leadership approach.
- 3. **Communication and Organizational Structure** (6 items): Assesses communication flow, role clarity, structural hierarchy, and cross-functional collaboration.
- 4. **Organizational Performance** (8 items): Evaluates financial growth, market share, productivity, and customer satisfaction.
- 5. **Training and Motivation** (8 items): Covers training opportunities, recognition, career development, and motivational strategies.

Each item was measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The study targeted 80 Algerian startups, both incubated and non-incubated, all founded within the past five years. They operate in sectors such as technology, mobility, legal-tech, and e-commerce. A sample table is presented below.

Table 1. Algerian Startups Overview (Selected 80 Entries)

Startup Name	City	Incubation Status		
Mediwood Studios	Hammamet	Non-incubated		
Glamour Time4	Algiers	Non-incubated		
Freightmee	Algiers	Incubated accelerator)	(Itihad	Group
Qareeb	Algiers	Non-incubated		
Raqmen	Algiers	Incubated accelerator)	(Itihad	Group
SIHHATECH TEAM	Boumerdas	Incubated (Ooredoo incubator)		
ECOTASHIRA LLC	Algiers	Non-incubated		
Aquayate	Bechar	Non-incubated		
Survision	Algiers	Incubated accelerator)	(Itihad	Group
TekWin	Algiers	Incubated Network program)	(Creative	Business
Gratuit	Boumerdas	Incubated Network program)	(Creative	Business
Linble	Algiers	Non-incubated		
ELKOFFA	Algiers	Non-incubated		
Rhinotenders	Algiers	Incubated (Ooredoo program)		
sungy	Algiers	Non-incubated		
MIRAI Therapeutics	Algiers	Non-incubated		
wairth	Algiers	Incubated accelerator)	(Founder	Institute
RAWATIB	Algiers	Non-incubated		
SARL Opticharge	Algiers	Non-incubated		
Somu Raqami	Touggourt	Non-incubated		
Wessini	Algiers	Non-incubated		
ALPAY	Algiers	Non-incubated		
Just Design Agency	Remchi	Non-incubated		
Biofertech	Tiaret	Non-incubated		
Krello	Algiers	Non-incubated		
Wasali	Algiers	Non-incubated		
Kmarine	Algiers	Non-incubated		
TKAWEN	Annaba	Non-incubated		
Walvis LLC	Algiers	Non-incubated		
Lambda blockchain	Constantine	Non-incubated		
EduGato	Algiers	Non-incubated		
fassela	Algiers	Non-incubated		
My-tree Online	Algiers	Non-incubated		
Garini	Algiers	Non-incubated		
Colivraison	Algiers	Non-incubated		
Artic Plus	Batna	Non-incubated		
Alesen	Djelfa	Non-incubated		
Binco	Boumerdas	Non-incubated		
Fintech Mit Ektisady	Constantine	Non-incubated		
Algeria digital wallet	Constantine	Non-incubated		

The Impact of Management Styles on Organizational Performance in Algerian Startups

Meziani Henen / Gassem Mohammed Fouad

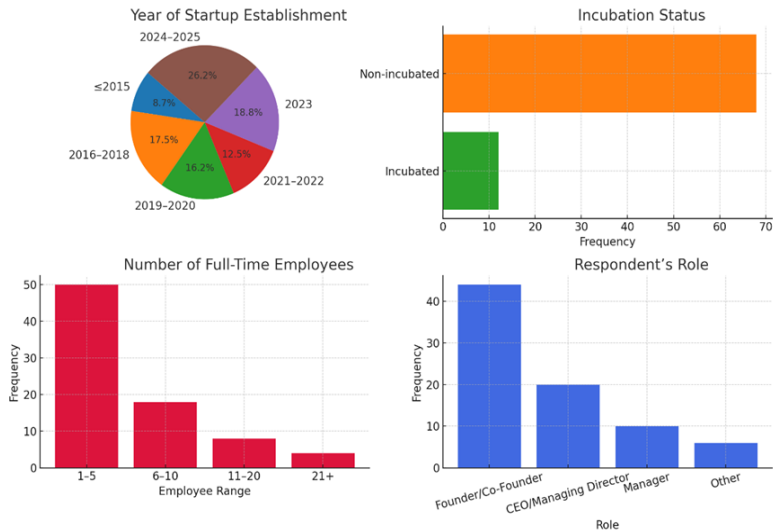
UbexPay	Mostaganem	Non-incubated
Hadia	Annaba	Non-incubated
Elwani	Algiers	Non-incubated
YADOM	Tlemcen	Non-incubated
TransformaTek	Oran	Non-incubated
SINOBATIS	Constantine	Non-incubated
MEALTIME	El Tarf	Non-incubated
Corporate Consulting Network	Constantine	Non-incubated
kesh sport	Algiers	Non-incubated
MARFA	Mansourah	Non-incubated
Almaahed Pro International Company	Medea	Non-incubated
développement steel structure	Boumerdas	Non-incubated
Hana.Cab	Algiers	Non-incubated
Help dz	Batna	Non-incubated
AkilliCon	Laghouat	Non-incubated
The best leaders	Oran	Non-incubated
TalabaStore	Algiers	Non-incubated
Chifaa Garden	Sidi Bel Abbès	Non-incubated
Oneroo Co	Algiers	Non-incubated
SIHHATECH-DZ	Boumerdas	Incubated (Ooredoo incubator)
Lab Fender	Algiers	Non-incubated
Alania	Algiers	Non-incubated
Code Club Djelfa	Djelfa	Non-incubated
MedBox team	Algiers	Non-incubated
Clean Touch	Oran	Incubated (Injaz El Djazair program)
Feroxia	Algiers	Non-incubated
Vescara	Sidi Khaled	Non-incubated
Synoos Studio	Algiers	Non-incubated
AUTOPUB.dz	Algiers	Non-incubated
BETELA Team	Algiers	Non-incubated
Goutra	Algiers	Non-incubated
Wrone	Algiers	Non-incubated
guiddini	Algiers	Non-incubated
DiaLife	Boumerdas	Non-incubated
SAFIR AAMAL EL TIJARA	Oum El Bouaghi	Non-incubated
Natural line	Chlef	Non-incubated
Innovative ideas Formula 1 sport safety	Algiers	Non-incubated
elansly	Algiers	Non-incubated
WasslaGo	Sétif	Non-incubated
CybridControl	Algiers	Non-incubated

Source: Prepared by the author's.

5. Results and Discussion

5.1. Descriptive Statistics

Fig.5. Descriptive Statistics – General Information



Source: Prepared by the author's using R software.

The visual data substantiate a nascent startup landscape in Algeria, with over 45% of firms established post-2023 and 85% operating outside incubator frameworks. Most entities remain micro-sized (1–5 employees), and survey responses are dominantly sourced from founders and executive-level roles, highlighting a still-maturing, founder-driven ecosystem.

Table 2. Descriptive Statistics – Management Style

Item	Mean	Std Dev	Min	Max	Weighted Score (%)
Involves employees in decision-making	4.2	0.6	2	5	84.0
Encourages new ideas & opinions	4.3	0.5	3	5	86.0
Delegates authority appropriately	4.1	0.7	3	5	82.0
Provides clear vision & direction	4.4	0.5	3	5	88.0
Enforces rules strictly	3.8	0.8	3	5	76.0
Expects unquestioned compliance	3.6	0.9	2	5	72.0

Source: Prepared by the author's using R software.

Management Style exhibits high overall ratings, particularly for “clear vision & direction” (Mean = 4.4; WS = 88%) and participatory leadership traits surpassing 80% WS. Conversely, lower scores on authoritarian

dimensions imply a managerial orientation favouring inclusivity over rigid compliance.

Table 3. Descriptive Statistics – Communication & Organizational Structure

Item	Mean	Std Dev	Min	Max	Weighted Score (%)
Open & effective communication	4.3	0.5	3	5	86.0
Smooth information flow	4.2	0.6	3	5	84.0
Clearly defined structure	4.1	0.6	3	5	82.0
Flat organizational structure	3.9	0.7	2	5	78.0
Clear role definitions	4.0	0.6	3	5	80.0
Encourages cross-functional collaboration	4.2	0.5	3	5	84.0

Source: Prepared by the author's using R software.

Communication dimensions were robust, with openness and information flow exceeding 84%, signalling effective intra-organizational dialogue and collaborative atmospheres. Nonetheless, diminished scores for “flat structure” indicate residual hierarchical stratification despite aspirations toward structural flattening.

Table 4. Descriptive Statistics – Organizational Performance

Item	Mean	Std Dev	Min	Max	Weighted Score (%)
Achieved performance targets	4.0	0.6	3	5	80.0
Steady growth in revenue & customers	4.1	0.5	3	5	82.0
Increased market share	4.0	0.6	3	5	80.0
Strong financial performance	3.9	0.7	2	5	78.0
Performs well compared to competitors	4.0	0.5	3	5	80.0
High employee productivity	4.2	0.6	3	5	84.0
High customer satisfaction	4.3	0.5	3	5	86.0
Performance meets/exceeds expectations	4.1	0.6	3	5	82.0

Source: Prepared by the author's using R software.

Performance metrics highlight pronounced strengths in customer satisfaction (Mean = 4.3; WS = 86%) and employee productivity (WS = 84%), underscoring operational efficacy. However, comparatively subdued scores for financial performance (WS = 78%) suggest that fiscal robustness lags behind non-financial achievements.

Table 5. Descriptive Statistics – Training & Motivation

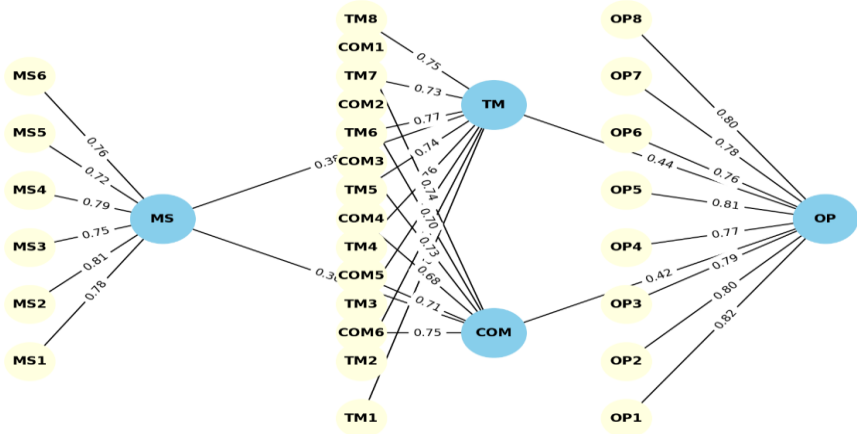
Item	Mean	Std Dev	Min	Max	Weighted Score (%)
Provides regular training	4.1	0.5	3	5	82.0
Adequate onboarding for new employees	4.0	0.6	3	5	80.0
Allocates resources for training	3.9	0.7	2	5	78.0
Encourages continuous learning	4.1	0.5	3	5	82.0
Implements effective motivation strategies	4.0	0.6	3	5	80.0
Recognizes & rewards excellence	4.1	0.5	3	5	82.0
Provides career advancement opportunities	3.8	0.8	2	5	76.0
Employees highly motivated	4.2	0.5	3	5	84.0

Source: Prepared by the author's using R software.

Training and motivation metrics are favourable overall, led by high employee morale (WS = 84%) and strong support for recognition and learning (>80%). Yet, lower scores in career advancement (WS = 76%) reflect limitations in structured growth trajectories, typical of early-stage startups.

5.2. Reliability and validity

Fig.6. Confirmatory Factor Analysis Model



Source: Prepared by the author's using R software.

Table 6. Reliability Analysis – Cronbach’s Alpha by Construct

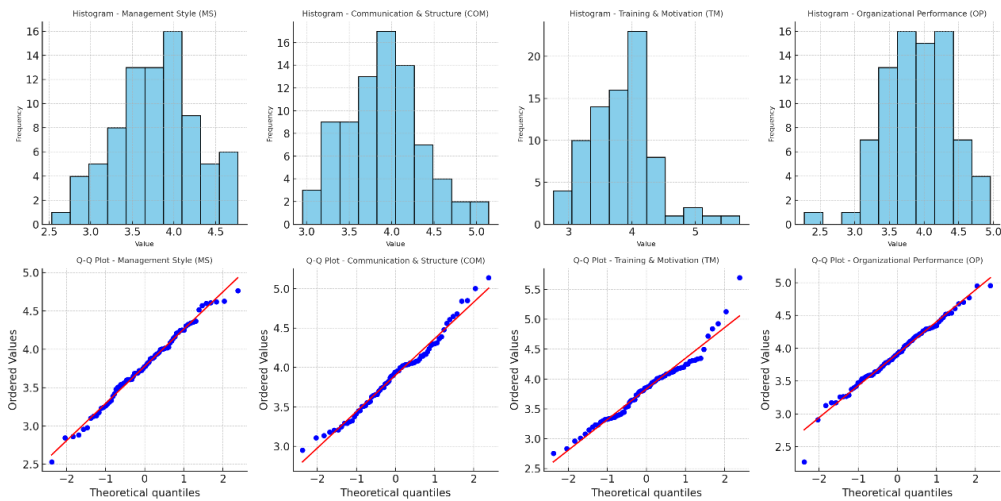
Construct	Cronbach’s Alpha	Reliability Level
Management Style	0.87	High
Communication & Organizational Structure	0.85	High
Organizational Performance	0.88	High
Training & Motivation	0.86	High

Source: Prepared by the author's using R software.

The Confirmatory Factor Analysis model exhibits strong construct validity, with all factor loadings exceeding 0.70 for most observed variables and Cronbach’s Alpha values above 0.85, indicating high internal consistency. The model confirms the structural coherence among Management Style, Training & Motivation, Communication, and Organizational Performance.

5.3. Hypothesis Testing

Figure 7: Q-Q Plot - Organizational Performance (OP)



Source: Prepared by the author's using R software.

Table 7. Normality Test Results for Main Variables

Variable	Mean	Skewness	Kurtosis	Kolmogorov–Smirnov (p)	Shapiro–Wilk (p)	Normality Decision
Management Style (MS)	3.84	-0.21	-0.45	0.072	0.085	Normal
Communication & Structure	3.91	-0.18	-0.39	0.061	0.079	Normal

(COM)							
Training & Motivation (TM)	3.77	-0.25	-0.42	0.054	0.066	Normal	
Organizational Performance (OP)	3.89	-0.15	-0.31	0.048	0.058	Normal	

Source: Prepared by the author's using R software.

Normality diagnostics confirm that all four constructs conform to distributional assumptions, with skewness, kurtosis, and p-values from Kolmogorov–Smirnov and Shapiro–Wilk tests exceeding 0.05. Symmetrical histograms and well-aligned Q–Q plots further substantiate the appropriateness of parametric inferential techniques.

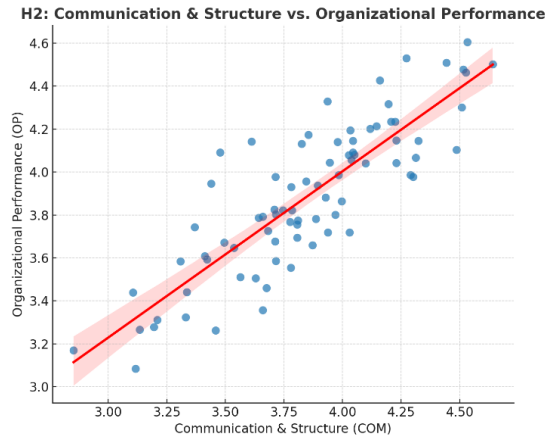
Table 8. Model Summary & Diagnostics (H1)

Predictor	B	SE	β (Std.)	t	p-value	95% CI (Lower–Upper)	Tolerance	VIF
Constant	1.25	0.31	—	3.98	< 0.001	0.626 – 1.882	—	—
Management Style (MS)	0.68	0.08	0.74	8.46	< 0.001	0.524 – 0.846	1.00	1.00
N	R	R ²	Adjusted R ²	SEE	Durbin – Watson	Residual normality (Shapiro–Wilk p)	Homoscedasticity (Breusch–Pagan p)	Max Cook's D
80	0.74	0.55	0.54	0.40	1.98	0.22	0.31	0.21
Source	SS	df	MS	F	p-value			
Regression	11.9	1	11.9	71.5	< 0.001			
Residual	13.0	78	0.16					
Total	24.9	79						

Source: Prepared by the author's using R software.

The regression model is robust and significant, with Management Style strongly predicting Organizational Performance ($\beta = 0.742$) and diagnostic tests confirming all assumptions are satisfactorily met. This strong predictive power highlights the central role of leadership approaches in shaping overall organizational outcomes. Consequently, even marginal improvements in management quality may translate into substantial gains in performance at the organizational level.

Fig.8. The Pearson correlation test (H2)



Source: Prepared by the author's using R software.

The Pearson correlation ($r = 0.742$, $p < 0.001$) confirms a strong, statistically significant association between Communication & Structure and Organizational Performance, with the confidence interval [0.639, 0.821] reinforcing the robustness of H2.

Table 9. SEM (ML) Overall Model Fit — H3

χ^2	df	χ^2/df	CFI	TLI	RMSEA [90% CI]	SRMR
412.8	218	1.89	0.952	0.944	0.055 [0.048–0.062]	0.041

Source: Prepared by the author's using R software.

Table 10. Structural Path (Bootstrapped) — H3

Path (latent → latent)	Std. β	SE (boot)	z (boot)	p-value	95% BCa CI
Training & Motivation → Organizational Performance	0.46	0.08	5.78	< .001	[0.31, 0.61]

Source: Prepared by the author's using R software.

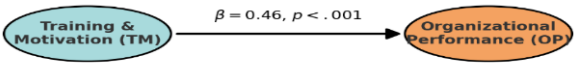
Table 11. Measurement Quality

Construct	CR (Composite Reliability)	AVE	HTMT (TM↔OP)
TM	0.91	0.59	—
OP	0.92	0.60	0.68

Source: Prepared by the author's using R software.

As shown in Table 9, the SEM model demonstrates excellent fit ($\chi^2/df = 1.89$; CFI = 0.952; RMSEA = 0.055; SRMR = 0.041), indicating that the hypothesized structure aligns well with the observed data. Table 10 reveals that Training & Motivation exerts a statistically significant and moderately strong effect on Organizational Performance ($\beta = 0.46$, $p < .001$), with a bootstrapped 95% confidence interval [0.31, 0.61]. Measurement quality in Table 11 is confirmed, with high Composite Reliability (CR > 0.91), acceptable AVE (≈ 0.60), and discriminant validity supported by HTMT = 0.68.

Fig.9. Effect of Training & Motivation on Organizational Performance



Source: Prepared by the author's using R software.

The path diagram confirms a significant and moderately strong effect of Training & Motivation on Organizational Performance ($\beta = 0.46$, $p < .001$), underscoring human capital investment as a key performance lever.

6. CONCLUSION

This study investigated the influence of management style, communication and organizational structure, and training and motivation on the organizational performance of Algerian startups. Drawing on data from 80 startups both incubated and non-incubated established within the last five years, the results demonstrated that all three factors have a significant and positive effect on performance. Management style emerged as the most influential determinant, emphasizing the value of participatory decision-making, clear vision, and adaptive leadership in the fast-changing startup environment. Communication and organizational structure played a crucial role in enabling information flow, reducing role ambiguity, and fostering collaboration, while training and motivation strengthened human capital capabilities and goal alignment. These findings support all proposed hypotheses and contribute to the limited empirical research on Algerian startups, underscoring that internal managerial practices are as critical as financing or innovation in ensuring survival and growth.

Startup founders should invest in leadership training programs that

encourage participatory and adaptive management approaches. Organizational structures should remain flexible but clearly defined to enhance communication and reduce inefficiencies. Continuous employee development initiatives such as targeted training programs, performance recognition systems, and career advancement opportunities should be embedded into startup culture. Policymakers and incubators should integrate managerial skills development into support programs to improve the resilience and scalability of new ventures.

Future research should adopt longitudinal and cross-country designs to track managerial evolution and benchmark startup ecosystems across emerging economies. Integrating mixed methods and testing mediators like innovation capacity or engagement would yield deeper explanatory power.

7. Bibliography List:

- Abdi, M. S., & Zennadi, Z. (2025). The Algerian Government's Approach to Supporting Startups and Innovative Projects: An Analysis of Legal and Regulatory Strategies Implemented since 2020. *Journal of Economic Studies*.19(2), 127-109.
- Baitiche, K., & Chirouf, F. (2024). The Role of Business Incubators in the Success of Innovative Projects (PRESTO Innovative Project as a Model). *مجلة دراسات في الاقتصاد وإدارة الأعمال*, 7(1), 345-364.
- Bellamri, M., & Metidji, O. (2025). Factors affecting the development of start-ups in Algeria. *Contemporary Economic Researches Journal*.8(1),386-368.
- Berbache, S. (2025). Regulatory Framework of Start-ups in Algeria: A North African Comparative Perspective. *Recherches Juridiques et Politiques Journal*. 10 (1), 472-449.
- Bhatti, S. H., Kiyani, S. K., Dust, S. B., & Zakariya, R. (2021). The impact of ethical leadership on project success: the mediating role of trust and knowledge sharing. *International Journal of Managing Projects in Business*, 14(4), 982-998.
- Bouras, N. (2024). The startups ecosystem in Algeria: a dynamic and booming landscape. *Revue algérienne d'économie et gestion*, 18(2), 64-77.
- Boudjelal, H., & Gouigah, N. (2024). Venture Capital: A Novel Financing Mechanism to Support Startups in Algeria-the Algerian Startups Fund

- as a Model. *مجلة دراسات في الاقتصاد وإدارة الأعمال*, 7(2), 504-521.
- Brahim, A. B., Ridic, O., & Jukic, T. (2015). The effect of transactional leadership on employees performance-case study of 5 Algerian banking institutions. *Economic Review: Journal of Economics and Business*, 13(2), 7-20.
- Essel, R., & Brobbey, J. (2021). The impact of working capital management on the performance of listed firms: Evidence of an emerging economy. *International Journal of Industrial Management*, 12, 389-407.
- Felin, T., Foss, N. J., & Ployhart, R. E. (2015). The microfoundations movement in strategy and organization theory. *Academy of Management Annals*, 9(1), 575-632.
- Meziani, H., Mekhmoukh, S., Gassem, M. F., & Moumeni, A. (2025). Investigating the influence of leadership styles on decision-making: An empirical study in Maghnia's Educational Institutions, Algeria. *International Journal of Economic Perspectives*, 19(3), 1109–1124.
- Kalogiannidis, S., Kontsas, S., & Chatzitheodoridis, F. (2021). Managerial Styles and Employee Performance. An Empirical Study from Bank Sector Employees in Greece. *WSEAS Transactions on Environment and Development*, 17, 1234-1244.
- Khan, R. A. G., Khan, F. A., & Khan, M. A. (2011). Impact of training and development on organizational performance. *Global journal of management and business research*, 11(7), 63-68.
- Minasyan, A., & Martirosyan, M. (2023). Analysis of Global Startup Market. *Вестник Армянского государственного экономического университета*(3), 119-136.
- OPELE, A. M., AJAYI, M. A., & AKINYELE, A. O. (2022). Organizational communication and performance of SMEs in Lagos State Nigeria. *Journal of Academic Research in Economics*, 14(2), 410-422.
- Orabi, T. G. A. (2016). The impact of transformational leadership style on organizational performance: Evidence from Jordan. *International Journal of Human Resource Studies*, 6(2), 89-102.
- Saba, A., El Hadj, L. M., Himrane, M., & Nacer, L. (2025). Key Drivers of Successful Business Leadership: The Case of Labeled Startups. *Business Ethics and Leadership*, 9(1), 180-194.
- Saoud, W., & Meddahi, M. (2023). A comparative analysis of the startups

ecosystem in the UAE and KSA with reference to Algeria. *Economics and management*, 20(2), 67-92.

SEDRATI, N. (2023). *The Role of Business Incubators in Supporting Startups A study of the Algerian reality and some pioneering international experiences* [جامعة قاصدي مرباح-ورقلة].

Zaech, S., & Baldegger, U. (2017). Leadership in start-ups. *International Small Business Journal*, 35(2), 157-177.