

The Impact of Charismatic Leadership on Employee Growth in Startups: A Survey Approach

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Abstract. This study examines the relationship between charismatic leadership (x), growth in employee flexibility and adaptability (y), and startup characteristics (w). The study used a survey methodology to understand how leadership styles influence employee development in the context of startups. The study included objective indicators and workplace climate as part of the characteristics of entrepreneurship. Investigations indicated that charismatic leadership is conducive to employee growth and positively affected by support and innovation within the organization.

Keywords: charismatic leadership; employee growth; organizational support; innovation.

1. Introduction

Startups are known for their dynamic environments and high growth potential. Within this context, leadership styles play a crucial role in shaping employee growth (Berson & Linton, 2005). Charismatic leadership, characterized by vision, enthusiasm, and inspiration, can significantly impact employee motivation and the overall work environment (Conger & Kanungo, 1987). This research explores the influence of charismatic leadership on employee growth, particularly focusing on flexibility and adaptability—key traits necessary for thriving in a startup ecosystem.

Charismatic leadership is a research focus. House's (1977) charismatic leadership theory has defined leadership charisma by constructing a conceptual model, clarified the basic qualities of charismatic leadership, and at the same time integrated some of the views of the leadership behavior theory and the contingency theory in the charismatic leadership theory, which has a certain degree of comprehensiveness, and has been widely recognized by the academic community. Charismatic leadership theory holds that charismatic leaders influence the behavior of subordinates through personal charisma and appeal. Specifically, it includes three parts: establishing vision, encouraging spirit and supporting aggressiveness. Charismatic leaders first play their own appeal advantage, build the organization's mission and vision (the establishment of work goals; standardization of work behavior etc.). Secondly, charismatic leaders are often personal enthusiasm for work and commitment to drive the whole organization upward, to the organization's mission and goals; Finally, charismatic leaders through the subordinates to provide support for their work, and constantly encourage the subordinates to make progress, give the subordinates full trust and other ways to have an impact on subordinate behavior. Finally, the charismatic leader through the subordinates to provide work support, constantly encourage subordinates to make progress, give subordinates full trust and so on, the way to subordinate behavior impact, in an attempt to help achieve organizational goals. Conger and Kanungo's (1987) behavioral model, also known as attribution theory, suggests that charismatic leadership is an attributional phenomenon based on followers' perceptions of leaders' behavior. They summarized nine core characteristics of charismatic leaders through empirical analysis: resilience, responsibility, influence, ability to conceptualize, multiple perspectives, foresight, respect and sensitivity, communication skills, and self-knowledge. They also listed five behaviors that can effectively promote followers' perceptions of leaders' charisma on the basis of empirical analysis: achievable visionary goals, realizing the vision through innovative ways, self-giving, daring to take risks, full self-confidence and mastery of professional skills, and inspirational power, i.e., influence on followers through vision and personal charisma. The theory proposed by Shamir et al. (1993) is known as the self-concept theory and they believe that charismatic leaders transform the self-concept of their followers and thus have an impact on their subordinates. In general, charismatic leaders

transform their subordinates in four main ways: by changing followers' perceptions of the work itself, by setting a clear and achievable vision, by fostering a deep sense of collective identity, and by increasing individual and collective self-efficacy.

2. Research Technique, Discussion And Conclusions

2.1. Data Sources

This study will use an online survey and collect data by issuing questionnaires through online survey platforms such as Credamo. The questionnaire design will focus on three aspects: leadership style evaluation, career growth views and organizational support, and draw lessons from the existing expert scales to ensure the scientificity and rationality of the evaluation dimension. The questionnaire will include the transformational leadership structure scale of Li and Shi (2005), the career growth view scale of Luo and Wang (2016), and the organizational support scale of Shen and Benson (2016) as well as organizational climate for innovation (Zhang et al., 2016). In addition, the questionnaire will collect basic information about respondents such as gender, age, years and size of the company. After data collection, rigorous data cleaning and preprocessing will be performed to ensure the quality of the data and the accuracy of the analysis results.

2.2. Subjects of the study

This study aims to explore the association between leadership style and employee career growth in a startup environment. In order to obtain relevant information, this study extensively distributed questionnaires through online research platforms such as Credamo to ensure the diversity and universality of the samples. After a period of data collection, collected 154 effective answers, although not all respondents are start-up employees, but the team to the data screening, finally selected the start-up employee identity effective questionnaire as the analysis of the study samples, in order to more accurately reflect the actual situation in the start-up.

2.3. Analytical Methods

- Descriptive statistics
- Regression analysis
- Interaction

3. Analysis of Survey Results

The questionnaire comprehensive evaluation of the start-up employees of its leadership style, career growth, organization support and innovation atmosphere of perception and attitude, by collecting the staff to leadership ability, innovation consciousness, work enthusiasm, learning and problem processing ability evaluation, and for the personal career development, organization support and enterprise innovation environment, aims to understand the employee growth status and leadership style.

3.1. Leader style

In the questionnaire survey on the growth and leadership style of start-up employees, we found that employees generally gave positive comments on the business ability and innovation consciousness of leaders, with an average score of 4.25 and 4.44, respectively, showing the advantages of leaders in these fields. In addition, the leaders also gained high recognition in their dedication, enthusiasm, continuous learning and ability to deal with problems, with an average score between 4.33 and 4.43. Descriptive statistical analysis showed that the median and crowd numbers of evaluations were mainly concentrated between 4 and 5, reflecting the majority of employees holding a positive view of leadership style. The small standard deviation and variance indicated that

the evaluation results were relatively consistent, while the skewness and kurtosis indexes showed a balanced data distribution with no obvious anomalies.

Overall, start-up employees highly rate the multifaceted capabilities of their leadership, especially in the business and technology areas. In order to further improve the leadership efficiency, it is suggested that leaders strengthen continuous learning and self-improvement, so as to better adapt to the rapid development needs of start-ups and promote the overall growth of the team.

Table 1. Leadership style evaluation describes the statistical criteria

	Q6-1	Q6-2	Q6-3	Q6-4	Q6-5	Q6-6
Average	4.25	4.44	4.43	4.33	4.42	4.38
Standard error	0.05	0.05	0.06	0.05	0.06	0.05
Median	4.00	5.00	5.00	4.00	5.00	4.00
Mode	4.00	5.00	5.00	4.00	5.00	4.00
Standard deviation	0.66	0.68	0.68	0.61	0.68	0.68
Variance	0.44	0.46	0.47	0.37	0.47	0.46
Kurtosis	0.52	1.69	4.34	0.37	1.50	3.50
Skewness	-0.60	-1.18	-1.53	-0.49	-1.14	-1.27
Region	3	3	4	3	3	4
Minimum	2	2	1	2	2	1
Maximum	5	5	5	5	5	5
Sue for peace	655	683	682	667	681	674
Number of observations	154	154	154	154	154	154

3.2. Career growth views

Based on the survey data from the startup Employee Growth and Leadership Style Assessment questionnaire, we can conduct an in-depth analysis of employees' views on career growth. According to the data, the average score of employees' satisfaction with their promotion speed in the current unit is 3.93, indicating that on the whole, employees' satisfaction with the promotion speed is relatively high. In terms of the perception of the possibility of promotion, the average score reached 4.24, indicating that most employees are optimistic about the future promotion. When compared with colleagues, the average self-rating of their promotion speed was 4.17, reflecting the general perception that employees were faster or comparable than their colleagues. In terms of satisfaction with the rate of salary improvement, the average score of 3.99 shows some degree of recognition, while the expected average score for salary growth potential is 4.27, indicating that employees are generally optimistic about their salary growth prospects in the company. The average score of satisfaction with the current salary level reached 4.12, reflecting that employees are satisfied with the current salary level. In the evaluation of knowledge accumulation in the business area, the average score of 4.03 showed a positive evaluation, indicating that employees believe that working in the current company contributes to the growth of their business knowledge. The average self-evaluation of employees on business ability improvement was 4.17, which further confirmed that employees have positive views on personal career growth.

From the descriptive statistics, the median was generally 4 and the crowd numbers were 4 and 5, indicating that most employees have positive attitudes towards career growth. The standard deviation and variance were relatively small, indicating that the data distribution was relatively concentrated, and employees were more consistent about career growth. The values of skewness and kurtosis show that the data distribution is slightly biased to the left, reflecting a slightly more positive view of employees on career growth. The minimum value was 1 and the maximum value was 5, indicating some individual differences in employee satisfaction with career growth.

In conclusion, it can be concluded that employees at start-ups are generally positive about career growth, optimistic about the pace of promotion and salary growth, and satisfied with current

compensation levels and the growth of business capabilities. This data provides valuable insight into start-ups to help companies develop more effective employee development and incentive plans.

Table 2. Description of career growth perspective statistics table

	Q7_1	Q7_2	Q7_3	Q7_4	Q7_5	Q7_6	Q7_7	Q7_8
Average	3.93	4.24	4.17	4.03	3.99	4.27	4.12	4.03
Standard error	0.08	0.07	0.07	0.08	0.07	0.07	0.07	0.08
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode	4.00	5.00	4.00	4.00	4.00	5.00	4.00	4.00
Standard deviation	0.94	0.92	0.81	1.02	0.91	0.90	0.86	0.97
Variance	0.89	0.85	0.65	1.03	0.83	0.81	0.73	0.95
Kurtosis	0.30	1.64	0.67	0.74	1.83	1.36	1.53	0.72
Skewness	-0.8	-1.36	-0.92	-1.08	-1.2	-1.31	-1.18	-1.02
Region	4	4	3	4	4	4	4	4
Minimum	1	1	2	1	1	1	1	1
Maximum	5	5	5	5	5	5	5	5
Sue for peace	605	653	642	620	615	657	634	621
Number of observations	154	154	154	154	154	154	154	154

In an analysis of the employee Growth and Leadership Style Assessment questionnaire for start-ups, we found that employees generally have positive views about their career growth. By describing the statistical analysis, We can see that employees have accumulated rich knowledge of their business areas in their current work units, The average score was 4.42 points; Business ability has been continuously exercised and improved, The average score was 4.34 points; With new skills related to the work, The average score was 4.41 points; Meeting many new colleagues, The average score was 4.40 points; Growing relationships with new members of the network, The average score was 4.15 points; Often interact fully with the members of the network, The average score was 4.17 points; Get more and more support or help from the members of the network, The average score was 4.21 points. These average scores were close to a full score of 5, reflecting the high recognition and satisfaction of their career growth.

From a statistical point of view, the standard error of each item is between 0.05 and 0.07, showing that the sampling error of the data is small, which enhances the credibility of the results. Both medians were 4 or 5, further confirming that most employee perceptions of career growth focused on the "fit" or "very fit" intervals. Values showed that most employee views of career growth tended toward "very fit" or "fit", matching with the trend in average scores. Moreover, the data on standard deviation and variance indicated that despite some discreteness in the score distribution of employees' perceptions of career growth, it remained relatively concentrated overall. The values of skewness and kurtosis show that the data distribution shows a certain negative skewness, that is, most employees tend to score at a higher end, while the kurtosis value indicates that the sharp degree of the data distribution is moderate.

To sum up, the start-up employees show a positive attitude and an obvious growth trend in terms of career growth. This is not only reflected in their improvement in their business knowledge and business ability, but also reflected in the construction of social networks and the mastery of new skills. This positive growth trend may be closely related to the startup working environment, the leadership style, and the emphasis on employee personal growth. The positive effects of leadership style, such as the qualities of transformational leadership, may play a key role in this, promoting employee professional growth and team cohesion.

Table 3. Description of career growth perspective statistics table

	Q7_9	Q7_10	Q7_11	Q7_12	Q7_13	Q7_14	Q7_15
Average	4.42	4.34	4.41	4.40	4.15	4.17	4.21
Standard error	0.06	0.06	0.05	0.05	0.07	0.07	0.07
Median	5.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode	5.00	4.00	5.00	4.00	4.00	4.00	4.00
Standard deviation	0.73	0.72	0.66	0.67	0.85	0.82	0.84
Variance	0.53	0.51	0.44	0.45	0.72	0.68	0.71
Kurtosis	5.24	5.07	4.10	4.53	1.78	1.28	1.45
Skewness	-1.75	-1.58	-1.37	-1.47	-1.14	-1.04	-1.16
Region	4	4	4	4	4	4	4
Minimum	1	1	1	1	1	1	1
Maximum	5	5	5	5	5	5	5
Sue for peace	680	668	679	678	639	642	649
Number of observations	154	154	154	154	154	154	154

3.3. Organization supports the perceptual analysis

In conducting the perceptual analysis of organizational support, we focused on the relationship between employees' perceptions of company support and their age, years of work, and the size of the company. Based on the regression analysis table provided, we can draw the following conclusions:

3.3.1 Regression coefficient (Multiple R)

Correlations between the independent and dependent variables ranged from 0.12 to 0.31. This suggests a degree of linear relationship, but it is not very strong. Specifically, Q8_2 (the company cares about my happiness) and Q8_3 (the company appreciates the extra effort) have the strongest correlation with the independent variables, with Multiple R values of 0.30 and 0.31, respectively, which may mean that with the increase of age, working years or the company, employees feel concern for their happiness and gratitude for their extra effort.

3.3.2 Coefficient of determination (R Square and Adjusted R Square)

In this analysis, the R Square values were between 0.01 and 0.10, indicating that the independent variables interpreted the dependent variables, namely employee age, working years and company size were weak in explaining their perception of organizational support. Especially for Q8_4 (my company will not ignore any of my complaints), the adjusted R square value is-0.0037, which indicates that the interpretation of the model is not improved, but decreased, which may mean that other unconsidered variables have a greater impact on the employees' perception of organizational support. These unconsidered variables may include leadership style, corporate culture, and personal employee values, which may play a more critical role in employee perception of organizational support. Therefore, while age, length of work, and company size are important contextual variables, they are not the only factors that determine employee perception of organizational support, and enterprises may need to consider more dimensions in enhancing employee perceived organizational support.

3.3.3 Standard error

The standard error is somewhere between 0.66 and 0.95, which shows a large deviation between the predicted values and the actual observed values. This large standard error means that the prediction accuracy of the model is not high, implying that there may be a significant inconsistency between the actual data and the model prediction. This may point to several potential problems: first, the relationship between leadership style and employee growth may be more complex than the model assumes, and involves more variables and interactions; second, there may be deviations in data collection, or insufficient sample sizes to capture all important patterns and trends; and finally, the

model may not fully consider the impact of diverse leadership style and individual employee differences. Therefore, in order to improve the prediction accuracy of the model and the accuracy of the analysis, future studies may need to adopt more complex statistical models, consider more control variables, and ensure the universality and representativeness of the data collection.

3.3.4 The effect of the independent variables

When analyzing students' survey data on the relationship between corporate leadership style and employee growth, we found that independent variables, including age, years of work, and company size, had different effects on employees' perception of organizational support. First, the correlation between age (Q3) and employee perception of organizational support was weak, suggesting that age may not be a key factor in employee perception. This may mean that there may be no significant differences in employee expectations and perception of organizational support across age groups, or that the effect of age on this perception is masked by other factors.

Second, years of work (Q4) shows a positive correlation with employees' perceived organizational support, especially in Q8_2 (where the company cares about my happiness) and Q8_3 (where the company is grateful for my extra efforts). This suggests that as employees spend more time working in the company, they may be more aware of the company's concern for their personal well-being and recognition of their hard work. This may be related to the gradual adaptation to the company culture and a deeper understanding of the company's policies and may also reflect the company's more attention and investment in long-term employees.

Finally, company size (Q5) is also weakly correlated with employee perception of organizational support, which may mean that company size is not a key factor in determining employees' perceived organizational support. This may be related to corporate culture and leadership style, as these factors may influence employee perceptions in similar ways in companies of different sizes. Furthermore, employee personal experiences and expectations may play a greater role in perceived organizational support.

In conclusion, although there is a certain linear relationship, the age, working years, and company size of the employees had a relatively limited impact on their perceived organizational support. This may be related to the specific culture, leadership style and personal employee values. In order to improve employee perception of organizational support, companies may need to take more proactive steps, such as improving communication, providing more opportunities for personal development, and recognizing employee contributions.

Table 4. Table of regression analysis (Independent)

Regression statistics	Q8_1	Q8_2	Q8_3	Q8_4	Q8_5	Q8_6	Q8_7	Q8_8
Multiple R	0.17	0.30	0.31	0.13	0.18	0.21	0.12	0.25
R Square	0.03	0.09	0.10	0.02	0.03	0.04	0.01	0.06
Adjusted R Square	0.01	0.07	0.08	-0.0037	0.0121	0.024	-0.005	0.04
Standard error	0.80	0.72	0.70	0.83	0.95	0.66	0.88	0.75
Observations	154	154	154	154	154	154	154	154

Table 5. Linear regression results about the model

Y: <i>growth</i>	[Simple linear] X: <i>charismatic leadership</i>
Multiple R	0.71
R Square	0.50
Intercept / Constant (p-value)	-0.17 (0.6373)
<i>charismatic leadership</i> (p-value; t Stat)	1.00 (0.0000; 12.27)

After calculation of the average of Q6, 7, 8, 9 respectively (Note: Q8, 8-4, 8-5, 8-7 appear in the opposite direction regarding quantification of opinions, so the maximum value 5 serves as the minuend and the data obtained the subtrahend to render the variable represented consistently.), a simple linear regression model combining charismatic leadership along with growth in employee flexibility and adaptability is evident. A significantly positive relationship (p-value 0.00) between the uniquely independent variable *charismatic leadership* and the dependent variable *growth* is showcased, demonstrating the effectiveness of such leaders.

When leaders are charismatic, subordinates will love to follow and teams will be more united and harmonious. Charismatic leaders consist of three components: personal attributes, unique behaviors, and group norms. Charismatic leaders usually possess such personal attributes as honesty, integrity, talent, strength, and exhibit unique behaviors that are not the norm for others in the team, such as dressing differently and speaking forcefully. All of these qualities belong to the building blocks of employee growth.

Charismatic leaders are perceived to build relationships with their subordinates based on respect and equality, not power. They usually have group norms that support their goals rather than their own interests. There exist many other leadership styles, but the power of this type of leadership is never underestimated. Among the transformational leadership styles, visionary leaders have a clear vision, and can stimulate the enthusiasm and creativity of the employees; charismatic leaders possess a strong personal charisma, and can attract and influence employees; motivational leaders focus on stimulating the intrinsic motivation of employees so that employees are willing to work hard for the organization's goals; intelligent leaders focus on thinking and problem solving, and can lead the organization to cope with the complexity of the situation. Leadership is not only about managing and coaching; rather, it is the key to energizing employees' potential and building effective teams. Excellent leaders can lead employees to move forward together and create greater value. Leaders can motivate their employees by leading by example, by maintaining a good mental state, spirit and tone of voice, and by demonstrating a strong sense of responsibility. Employees will be positively influenced by the leader's positive influence. The negative influence lies in the fact that, on the contrary, if the leader shows indifference to issues or handles them in a casual manner, employees may imitate the leader's behavior because the leader does not seem to pay much attention to any matters, even if they are small. This attitude may lead to employees' negative approach to their work, which ultimately causes irreversible damage to the organization and may even lead to its bankruptcy. Therefore, a leader's positive attitude is crucial to creating a healthy and upwardly mobile work environment.

3.4. Interactive analysis of organizational innovation atmosphere

3.4.1 Business ability improvement and innovation attempt

Employees generally believe that their business skills have improved significantly from their current work unit, with an average score of 4.34, and they also felt that the company encouraged them to make new attempts and learn from their mistakes, with an average score of 4.32. These two high scores indicate that while employees improve their business ability, they also feel the company's support for innovation attempts, which may mean that the company provides an environment to promote the growth and innovation of employees, making them more willing to try new methods and learn from failure, so as to achieve personal and professional development.

3.4.2 Innovation consciousness and appreciation of innovation

The employees spoke highly of the leadership's enlightened thinking and innovation consciousness, with an average score of 4.44. Meanwhile, they also felt that the company appreciated and recognized the innovative and enterprising employees, with an average score of 4.45. This reflects that the corporate culture aggressively encourages innovation, which the leadership strengthens by appreciating and rewarding innovation behavior. This positive feedback loop may further stimulate

innovation motivation and engagement and promote a positive work environment in which innovation is seen as a key factor in individual and organizational success.

3.4.3 Job satisfaction and innovation rewards

High overall job satisfaction with a mean score of 4.05, indicating that they were satisfied with the current work environment and conditions. In addition, employees also believe that companies typically reward employees for their innovative ideas, with an average score of 4.31. There is a positive correlation between such satisfaction and the recognition of rewards for innovation, which means that when the company recognizes employee innovation through the reward mechanism, employees’ job satisfaction may improve, thus encouraging them to participate more actively in innovation activities. This shows that the company’s appreciation and reward for employees’ innovation results can not only improve employees’ job satisfaction, but also stimulate their innovation enthusiasm and participation in the work.

3.4.4 Promotion rate and a free and open culture

Although employees had a relatively low perception of promotion rate with an average score of 3.93, they were very positive about the liberal openness and innovative culture of change, with an average score of 4.41. This high level of recognition shows that a culture of innovation and change, even in the opportunity to provide an environment that supports innovative thinking and personal expression. Such a culture may have a positive impact on their overall work experience, encouraging them to seek opportunities for innovation and change in their work, thereby improving job satisfaction and loyalty.

Table 6. Interactive analysis of organizational innovation atmosphere

	Q7_10	Q9_1	Q6_2	Q9_2	Q8_6	Q9_3	Q7_1	Q9_4
Sum	668	665	683	685	623	664	605	679
Average value	4.34	4.32	4.44	4.45	4.05	4.31	3.93	4.41

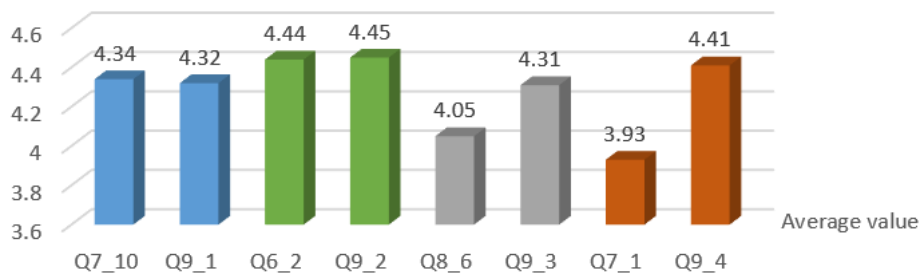


Figure 1. Interactive analysis diagram of organizational innovation atmosphere

Table 7. Linear regression results about the model

Y: <i>growth</i>	[Multiple linear] X, X_W1, X_W2
Multiple R	0.84
R Square / Adjusted R Square	0.71 / 0.70
Intercept / Constant (p-value)	2.64 (0.0000)
<i>charismatic leadership</i> (p-value; t Stat)	-0.58 (0.001; -3.30)
X_W1: <i>charismatic leadership_support</i> (p-value)	0.11 (0.0000)
X_W2: <i>charismatic leadership_innovation</i> (p-value)	0.12 (0.0000)

3.4.5 Interaction effect of charismatic leadership and organizational environment

Both workplace support and innovative climate are indispensable factors expanding the influential leadership style, as is well depicted by the positive values (0.11 and 0.12 respectively). The trait commitment matters as charismatic leaders positively influence people's attitudes toward the organization by inspiring trust, commitment, and buy-in. Also, support is not temporary. Charismatic leadership focuses on motivation and is associated with improved performance in the short term, which is achieved through the passion of followers, resulting in greater effort and participation in team activities. Long-term benefits include improved retention rates, higher job satisfaction among followers, lower turnover of top talent, and better attraction and selection of new employees. The further step is to make learning and knowledge sharing a reality. Charismatic leaders rely on learning and encourage their followers to share knowledge and experience, leading to rapid team improvement. Innovation functions properly in the orientation of charismatic leadership since it encourages the open exchange of ideas. Followers and leaders share similar values and beliefs, making both feel safe to come up with creative solutions to problems. Another far-reaching advantage lies in that leader full of charisma can act as an effective "mechanism" for organizational change because charismatic leaders emphasize personal empowerment and learning from mistakes.

3.5. Survey summary

A transformational leader has the qualities of a charismatic leader who influences others and is passionate about their ideas. However, these characteristics can also raise awareness of important issues within an organization or community and drive change. Additionally, there is a big difference between a transformational leader who usually embraces change through a shared vision and a charismatic leader who relies on his or her own personality and talents to inspire their peers to take action.

The survey analyzed in-depth the impact of charismatic leadership styles on employee growth, especially on the two key characteristics of employee flexibility and adaptability. The data showed that start-up employees generally gave positive comments on the leadership's business ability and innovation awareness, with an average score of 4.25 and 4.44, respectively, reflecting the strengths of leaders in these areas. Furthermore, leaders gained high recognition for dedication, enthusiasm, continuous learning and problem-solving skills, with average scores between 4.33 and 4.43. Descriptive statistical analysis indicated that the median and crowd of evaluations were mainly concentrated between 4 and 5, showing a positive view of leadership style for the majority of employees. The small values of the standard deviation and variance indicate that the evaluation results are relatively consistent, while the skewness and kurtosis index show the data distribution evenly with no obvious anomalies.

Charismatic leadership is beneficial to employee growth and positively impacted by support and innovation within the organization. The procedure of centering may be useful in handling the negative coefficient of the explanatory variable *charismatic leadership* though the interaction terms are likely to strength the power of such leadership style.

From the perspective of career growth, employees in start-ups generally hold positive attitudes towards career development and have relatively high satisfaction with promotion speed and salary growth, with average scores of 3.93 and 4.24, respectively. In comparison with colleagues, employees generally saw their promotion as faster or comparable, with an average self-rating of 4.17. In terms of satisfaction with current salary level and business ability growth, the average score was 4.12 and 4.17, respectively, showing the recognition of salary and personal growth. Descriptive statistics show that most employees have a positive attitude towards career growth, with the median usually 4 and the crowd of 4 and 5, indicating that the data distribution is relatively concentrated, and employees have consistent views on career growth. Despite some individual differences, overall, employees are optimistic about career growth in start-ups.

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