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**The topic of Research:** Entrepreneurial Motivation and Leadership in Troubled Areas: A Study of Businesswomen in Jammu and Kashmir

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### **Findings**

This study explores the impact of leadership styles on various aspects of entrepreneurial motivation and leadership among businesswomen in Jammu and Kashmir. The results indicate that leadership style significantly influences self-awareness, financial incentives, achievement, leadership, and goal orientation. Transformational leadership, characterized by inspirational motivation and emotional intelligence, fosters self-awareness, enabling businesswomen to navigate entrepreneurial challenges effectively. Financial incentives are perceived as more equitable when leaders display inclusiveness and fairness, reinforcing motivation and performance. Moreover, leadership styles emphasizing personal growth and high expectations positively impact achievement and leadership, particularly in high-stress environments. Goal orientation is similarly influenced by transformational leadership, which encourages setting and pursuing strategic objectives, aiding resilience in uncertain business environments.

However, the study also found that leadership in dealing with people does not significantly impact self-awareness or goal orientation. This suggests that while interpersonal leadership is crucial for managing teams, it may not necessarily drive personal reflection or strategic goal-setting. Interestingly, leadership in dealing with people significantly influences financial incentives and achievement, implying that effective interpersonal leadership fosters fair incentive distribution and supports leadership development. Leadership in conflict resolution does not significantly impact self-awareness or financial incentives but positively affects achievement and goal orientation. This suggests that effective conflict resolution helps businesswomen stay focused on their objectives while fostering leadership growth in challenging environments.

Work-related stress and workload management emerged as critical concerns. Leadership style was found to increase workload and resource-related stress, possibly due to high performance expectations without adequate resource support. While transformational leadership encourages high achievement, its demands may create additional stress in resource-constrained environments. Similarly, leadership in dealing with people and conflict resolution also contributes to workload stress, likely due to an overemphasis on managing interpersonal

relationships while neglecting practical workload distribution. Interestingly, goal orientation and financial incentives also contribute to increased stress, as ambitious targets and financial rewards heighten performance pressure.

Regarding work-related commitment and social engagement, goal orientation positively influences engagement, suggesting that motivated businesswomen invest more time in their work and networking. However, neither achievement and leadership nor financial incentives significantly impact work-related time commitment, indicating that other factors, such as external challenges and intrinsic motivation, play a greater role. Notably, workload and resource-related stress negatively impact work engagement, emphasizing the need for resource management strategies to maintain productivity and professional networking.

The study also examines personal well-being and lifestyle balance. Leadership in conflict resolution significantly improves well-being, as effective conflict resolution fosters a healthier work environment. Conversely, personal and decision-making stress significantly reduces well-being, highlighting the toll of continuous stress in a conflict-prone region. Workload and resource-related stress unexpectedly show a positive relationship with personal well-being, possibly suggesting that businesswomen develop coping mechanisms to manage stress effectively. Goal orientation and self-awareness also positively influence well-being, reinforcing the role of emotional intelligence and strategic focus in maintaining a balanced lifestyle.

In terms of financial and non-financial business outcomes, leadership in dealing with people positively impacts both, suggesting that strong interpersonal leadership drives business success beyond just financial gains. However, leadership in conflict resolution negatively affects non-financial outcomes, possibly due to excessive focus on conflict management at the expense of innovation and customer relations. Workload and resource-related stress unexpectedly enhance financial and non-financial outcomes, likely because stress drives efficiency and resilience in resource-scarce environments. However, prolonged exposure to stress could lead to burnout, warranting strategic interventions.

Overall, the findings highlight the complex interplay between leadership, motivation, stress, and business outcomes. Transformational leadership and interpersonal leadership foster self-awareness, motivation, and goal orientation but may also contribute to stress. Effective leadership strategies must balance high-performance expectations with resource allocation and stress management to ensure sustainable business success for women entrepreneurs in Jammu and Kashmir.