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A STUDY ON INDIAN START-UPS AND HR CHALLENGES

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ABSTRACT

This paper signifies the issues that are faced by start-ups. Today's managers are having many challenges in this competitive world. It attracts best talent and retain it. The start-up should invest a lot of time in building strategy in minds of its people. The start-up should recruit the right persons and train them well. The newly emerging companies should not compete with the already established companies. This paper focuses on common challenges that are faced by HR Personnel to find best solutions. In this paper, the methodology followed is secondary data, collected from journals, text books, articles etc., start-up should adopt the change in work environment and culture of the organization. The main HR Challenges are technology expansion, talent management.

KEYWORDS

start-ups, hr challenges, building strategy, talent management.

INTRODUCTION

Human Resource Management is the process of recruiting, training & development, developing policies related to employees and developing strategies to retain them. Even now the presence of HR manager in an organization is very important. And there are skills needed for HR Manager is time management, multi-tasking, achieving success at any job, strategic planning and ethics that follows in organization.

Now-a-days, everyone wants to establish new start-ups. The start-up business is the unique opportunity, but the start-up faces many challenges:

- i. Corporate culture
- ii. Roles & Responsibilities
- iii. Communication issues
- iv. Compensation issues

And this will impact on the nature of the organization. Start-ups should mainly focus on the work environment of the organization. HR Agenda in start-ups:

- i. Set up recruitment process
- ii. Set up internal communication with employees
- iii. Design compensation structure.

To cope up with the issues HR strategies start-ups should have:

PRECISE WRITTEN WORKING AGREEMENT

Employee agreements are very important things HR departments should take care of. Usually start-ups get lax about such agreements. They often fail to accomplish clearly written working agreement. Start-ups have to clearly identify by means of working agreements who all are its employees, whether some of them are independent contractors, how often start-up needs to pay them and how much, what are their exact job responsibilities etc.

AN EMPLOYEE HANDBOOK

Every start-up no matter how new it is or how small it is should have a professional employee handbook containing work place discrimination policies etc. If any person makes a complaint against employee treatment practices by the Start-up, start-up would be dead before it can profitably run its business. HR has the capability to destroy any small business faster than anything else because of following reasons:

- ✓ Any violation of law or an unprofessional way of terminating an employee's service.
- ✓ Harassment or any form of discrimination.

COMPANY GOAL AND VALUES

Every start-up has its business aim for which it first enters any business industry. It is very crucial for the start-up to communicate that goal to its employees so that the employee knows organizational aim and values and they will stick to it for a long period. These actually act as a set of guiding principles for any new hire.

START-UPS IN INDIA

India is seeing growth in establishing new business under the leadership of able people. Government supports new business ventures with financial support and encourage start-ups with jobs creation. The campaign was introduced by Prime minister of India Shri. Narendra Modi. Even the Ministry of Human Resource Development have agreed to partner in an initiative to set up over 75 such start-up support hubs in the National Institutes of Technology. And there are many challenging problems, the country as a whole must be engaged. People who are passionate create great things, and companies that aspire to solve bigger problems do much better than those who just look around for funding and money. A combination of talent and diverse experiences backed by strong political will are the key ingredients to coming up with out-of-the-box solutions to address the many challenges we face as a developing country.

REVIEW OF LITERATURE

Prof. Archana Surywanshi (2013) In The Article "HR Challenges In Startup" states that today's managers are having many challenges in this competitive world due to globalization, privatization and legal and also forecast to recruit the right candidate at right time and right place. And they have to adopt the change in their work environment and culture of the organization and should maintain the low attrition, focus on organizational cost pressures, economic and job changes, talent management and development, technology expansion etc.

Vinisha Panwar (2015) in the article "Role of Human Resource in start-ups" states that attract best talent and retain it. Dynamic challenges of the emerging companies have been changed. The newly emerging companies cannot try to compete with already established companies. The challenges faced by start-ups are to maintain employee hand book containing and work place discrimination policies etc. They should communicate organisation goals to the newly hired employees, on boarding check list. They should give platform to communicate and share knowledge with the organisation.

Theresa Johnston (2015) in the article "people challenges can sink start-ups" states that should work right things earlier. They should listen to the employees and see change in the organization. They should build an open culture with giving feedback with the employees about values and behaviour. And seek out HR experienced employees can taught best practices to grow up – motivate, grow and manage people. They should give required tools for employees to be used effectively. In this article "new business faces many HR challenges" states that should bring out of a business. They should have creativity, innovation and should implement strigent policy. The company should maintain all laws and shouldn't abond the rules. And should keep the employees happy that they are fulfilled with work environment of the organization. If the problem is arised from employee, we understand situation and we should documented all occurrences. And they should have a sick leave HR policy for each employee in the organisation.

Shutter stock (2012) in the article "the future of HHR and why start-up shouldn't reject It" states that start-ups forced to grapple internal culture problems. And in start-ups due to lack of HR, the ultimately systematic problems facing working women today like harassment. And without safeguard policies, this can lead to hostile work environment. Employers track their workforce and take feedback. Though, current trend seems to be product-oriented.

Georgina (2015) in the article "5 HR challenges faced by growing businesses" states that if there is possibility to outsource HR personnel in the organization. There should be limited staff in organization otherwise it leads to poor performance. Sometimes it's necessary that redundancy will happen in an organization that will effect organization in taking wrong decisions. And they should maintain the holiday calculations spread sheets of all employees in organization.

OBJECTIVES OF THE STUDY

1. To understand the nature of the start-ups in India.
2. To analyse the extent to which start-ups give importance to HR.
3. To analyse the issues faced by start-ups which don't recruit HR personnel.
4. To find out solutions for various HR issues faced by start-ups.

HYPOTHESIS

H₁: There is significant difference between the nature of issues happening in company and designation

H₂: There is significant difference between the strategies adopted to motivate employees and designation

SCOPE OF THE STUDY

The scope of the research is to explore the role of HR challenges in start-up business. This study aims to investigate how managers and employees of start-up companies face common challenges of HR to find a solution. And reveal, if there are any specific aspects of start-ups that benefit from HR Personnel.

RESEARCH METHODOLOGY

The study focuses on finding out the nature of start-ups and HR Challenges and for this purpose primary data is collected from the employees. The secondary sources of data are articles, journals, research papers, internet, thesis, books. A detailed questionnaire is prepared for the purpose of data collection. The research has been conducted in Semilon Technologies where Simple random sampling method is adopted and the questionnaire was distributed to 60 employees have been taken for the research purpose. Statistical tools like percentage analysis, graphical method; chi-square test has been used to analyze the data. For analyzing such data the software that has been used is SPSS to determine the solitary purpose of the study and to come to a conclusion and to forecast the importance of HR Challenges that which will be helpful to the employees.

ANALYSIS

As discussed above Chi-square test has been used to analyse the data. Chi-square test is a test which shows the relationship between two attributes. Therefore the following table shows the Nature of start-ups, HR Challenges and designation.

TABLE 1: CHI-SQUARE TESTS

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	198.053 ^a	144	.002
Likelihood Ratio	117.771	144	.946
N of Valid Cases	60		

a. 175 cells (100.0%) have expected count less than 5. The minimum expected count is.02.

As the chi-square value of nature of issues happening in company with designation is 0.002 which is less than or equal to 0.050, we accept H₁ and reject H₀. Therefore there is significant relation between the natures of issues happening in company with designation.

TABLE 2: STRATEGIES ADOPTED TO MOTIVATE EMPLOYEES * DESIGNATION

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	106.839 ^a	72	.005
Likelihood Ratio	65.425	72	.695
N of Valid Cases	60		

a. 99 cells (99.0%) have expected count less than 5. The minimum expected count is.03.

As the chi-square value of strategies adopted to motivate employees with designation is 0.005 which is less than or equal to 0.050, we accept H₁ and reject H₀. Therefore there is significant relation between the strategies adopted to motivate employees with designation.

FINDINGS

1. The conflict among employees (28.33%) and role ambiguities (16.67%) are frequent issues in start-ups.
2. The reward system (53.33%) is the strategy followed to motivate employees.
3. The performance appraisal, training & development are major HR functions performed in start-ups.

SUGGESTIONS

1. Every start-up has facing employee management issues; to overcome this problem a full-fledged HR Manager should be hired.
2. The major problematic area in maximum start-ups is compensation management, to solve this issue they need to reward the right person for valid reason and it should be properly communicated to employees so that there will not be any mis-understandings between management and employees.
3. The frequent issues happening in an organization is conflicts among employees, this may be related to work and positions given to the employees. So they need to take feedback from employees and need to implement the changes and it does not affect the organization policies.

CONCLUSION

The research revealed a wide range of HR challenges in start-ups. Today businesses are not only approaching business goals and they main focus is to attract best talent in the organization and retain it. Even the start-ups human resources matters not only in good times but also it define the organization in bad times. And now-a-days start-ups should have cross cultural competencies in their organizations. They should be communicating to their organizational goals to their employees. And they should provide platform for employees to discuss their ideas and it will be more helpful for the company. It can interpret that HR personnel is crucial for any organization even start-up otherwise it leads to discrimination and other unethical practices.

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