

Do HRM Systems & Practices Influence the Start-Up Organisation? - A Critical Review

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Abstract

Recruitment, compensation, or performance management are the subjects of traditional HR which have an ample number of insight that are likely to be applied in both established and emerging firms. Numerous proofs which recommend the management of people in start-ups may not be the same as the settled firms. There are features, on managing people, in rising start-ups that need extra concerns and are yet to be. As situations become progressively mind-boggling and dynamic, firms must turn out to be increasingly enterprising to recognize new open doors for continued unrivalled execution. Start-ups include organizational learning, driven by the coordinated effort, imagination and individual responsibility. This paper reviews research connecting human resource management (HRM) with start-ups.

Keywords: Entrepreneurship, Human Resource Management, Management, Start-ups, Organization.

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INTRODUCTION:

Start-ups have been assuming a noteworthy job on global financial development but are pictured as small firms. They also make employments, spike innovation and create competition. Along with contribution to increasing economy, they help profiting employees, owners and investors. Some new businesses even end up becoming bulk worldwide companies. For instance, within 12 years Facebook became a company of worth more than \$350 billion from a small coding firm in 2004 (La Monica, 2016). Similar organizations like Apple, Google, Airbnb, Tesla, Netflix, Uber and Amazon (Di Quinzio, 2015). Every start-up has a developmental model. Mostly, start-up development can be said to upheld by anyone of the following components or by blending them-market opportunity, organizational culture, gathering skills, products and services thought and

business model innovation. Simultaneously, HRM is progressively significant in today's organizations. The business world is getting progressively competitive, expecting organizations to focus on effective strategic decision-making. According to some experts, the only way to achieve these if Human Resource Management practices and systems have given priorities and HRM issues are resolved at the highest level.

LITERATURE REVIEW:

The reviewed literature for this study is as follows:

Human Resource Management:

According to Lin et al. (2008), Human Resource Management incorporates all practices identified for managing the employee and firms' relationship.

HRM strategies provide the internal ability to the firms for adjustment and change according to competitive surroundings by adjusting HRM practices and policies (Kidwell and Fish, 2007). Practices and policies like recruitment and selection, compensation and rewards system, training and development (Delery and Doty, 1996). The capability of a company to setup HRM practices with business methodology is the root for sustainable competitive advantage (Andonova and Zuleta, 2007).

Entrepreneurship:

The term 'start-up' has been utilized now and again since the 1990s to depict new firms, latest applications, tech organizations and small ventures. Generally, new companies are seen as small organizations, with high development rates, that have as of late began activities in a juvenile market significantly associated with innovation (Robehmed, 2013). As of now, there is no concrete meaning of the term 'start-up'. Some opinions are that the definition should concentrate more on the size of incomes, as opposed to a staff. Researchers inspired by the subject recommend that it is simpler to characterize which organizations are not new businesses than the inverse. Like, a dependable, repeatable, adaptable, demonstrated plan of action which does not raise investments are ought not to qualify as a start-up (Blank, 2014).

Human Resource Management and Entrepreneurship:

The entrepreneurial introduction is basic for the growth and development of the organization in the present business condition (Morris and Jones, 1993). Additionally, the present pattern towards knowledge-intensive industries implies that increasing competitiveness relies upon the management of the social bases of employees from the organization. Culture, attitudes, values and

commitments of the employees, at this point, are progressively critical for the achievement of firms (Snell et al., 2002). To understand and resolve the issues faced by entrepreneurial firms HRM theories, practices and systems plays a vital contribution (Altinay et al., 2008). HRM practices contribute and impact the survival of the new firms by resource acquisition, allocation and development in the growth speed of the firm (Barrett and Mayson, 2007). Without a doubt, one of the crucial managerial choice regions influencing the corporate businesses is HRM (Kuratko et al., 2005). HRM policies like staffing, training and development, planning, compensation, labour-management relations with entrepreneurship as pen down by Schuler and Jackson (1987) may impact and improve the corporate enterprise. Innovative and creative behaviour, risk-taking, long-term orientation, flexibility to change, focus on results, independent behaviour, cooperation, tolerance of ambiguity and a preference to assume responsibility are the employee qualities associated with the success of the firms (Schuler, 1986). In general, a hole exists between HRM and entrepreneurship and filling this has become significant since HRM assumes a vital job in entrepreneurship firms as the influencer in firm improvement and development (Keating and Olivares, 2007).

RESEARCH GAP:

By reviewing the above-stated literature available in the related area of HRM and Entrepreneurship the gap has been found that there is a paucity of research for the influence of HRM policies on the practices in Start-up. So it is most significant to understand the conceptual understanding of the area in depth about the influence of HRM policies on the practices in Start-up.

OBJECTIVE:

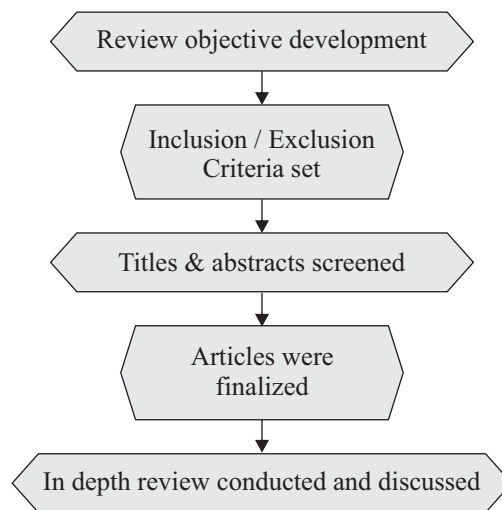
The objective of the study is as mentioned below:
To identifies and discusses the Human Resource practices and systems which influence the working activities in an entrepreneurial firm.

METHODOLOGY:

The methodology for the study is as follows:

This paper is based on a practical review and explains the decisions made for the study. An effective review is one of the best, most efficient and reliable ways to analyze, find a research gap, and provide a future perspective (*Khan, I. and Rahman, Z., 2015; Bearman, et al. 2012; Calma, A., and Dickson-Deane, C.; Koiri, et.al., 2020*).

Figure: 1 Flow of Methodology



The use of the review method in the self-explanatory model is shown in Figure 1. According to the master plan, the research work is carried out following each step carefully and discussion & conclusion are made accordingly.

CONCEPTUAL FRAMEWORK:

The conceptual framework of the proposed study are as mentioned below:

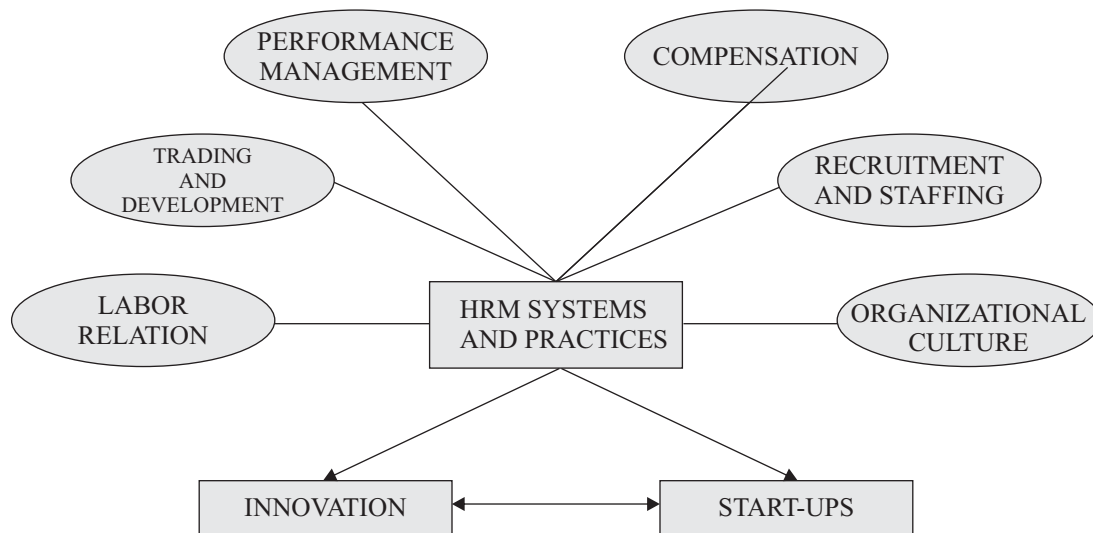


Fig-2: Conceptual Framework based on the area of Human Resource Management and Its Practices

ANALYSIS AND DISCUSSION:

From the conceptual framework, we can discuss based on the area of Human Resource Management and Its Practices in Startup and Innovation are as follows:

Soutaris (2002) reports human capital investments and incentives both have vital contribution to innovation. From this investigation it is proved that outward rewards fortify risk acceptance and innovation. HR practices consider significant factor for innovation is compensation. Laursen and Foss (2003) recommend utilizing mix of new HRM practices will affect innovation as indicated by the knowledge-intensive industries. Promotion of decentralization, better coordination, mix of knowledge and skills are expected from these practices. For both high and medium knowledge intensity industries, Group based, performance-based pay and combined HRM practices, integration and training are associated with innovation. Laursen (2002) finds that all HR practices do not have equal influence.

Jackson et al. (1989) support the association of behavioural view of HRM with innovation. The

second highlighted feature is HRM practices which can assemble a situation of supportive collaboration, promotes the improvement of human and social capital, and in this way empowers organizational learning. The features of HRM practices like being autonomous, multidisciplinary, no particular job description, highly committed and dedicated team sharing both risks and profits prioritizes HRM role which creates an atmosphere for informal learning, open and autonomous activities (Burgelman, 1983).

HRM practices include the number of characteristics such as being autonomous, multidisciplinary, no particular job description, teams with no or less pressure, highly committed and dedicated team who shares both risks and profits. These features give priority to the HRM role which creates an atmosphere for informal learning, open and autonomous activities (Burgelman, 1983).

Another important factor for successful entrepreneurs is building informal networks and influence. The entrepreneur should have been the one who is respected, trusted and influence others, also known by many throughout the firm along

with the technical and marketing knowledge. HRM practices associated for the development of informal networks, trust, social capital and knowledge sharing influence employee discretionary helping behaviours. Delery and Doty (1996) proposed that when HRM practices are internally steady, the employees fortify each other with the goal as the aggregate have a synergistic impact on their desired behaviour.

Hornsby, Kuratko, and Montagno (1999) distinguish five favourable outcomes connecting HRM to entrepreneurship. These incorporate proper utilization of remunerations, the arrangement of the board support for development, accessibility of resources for development, and organizational structure helpful for learning and collaboration, and individual risk-taking.

Morris and Jones (1993) identified another five factors of HRM practices related to entrepreneurship. These are performance appraisals, compensation, orientation and training, recruitment and career development and job design.

According to Twomey and Harris (2000), entrepreneurial behaviours and commitments of the firms are energized with the presence of HR practices.

Recruitment and Staffing:

Recruitment and staffing, the HR subject mostly studied with regards to new pursuits. Every organization has recruitment and HR arrangements but most of them don't possess formal HR divisions (Aldrich and Von Glinow, 1991). Twenty-five Percent of independent ventures faces scarcity of qualified labourers which not only risk their plans for development and extension but also their very survivor (Mehta, 1996). To become the employer of choice, organizations need to fulfil certain criteria which may not be possible for these small

firms in their initial stage and these become a hurdle to recruit potential candidates; also there are constraints for financial and material resources. In these organizations, employees need to perform multiple roles and responsibilities. So recruitment is sometimes a puzzle for small organizations, although it is one of the significant factors for any organizations (Williamson, 2000). Also, small organizations bench extra employees for their development which turns their recruitment procedures to be ad-hoc (Heneman and Berkley, 1999). This undermines the company's authenticity and decreases its capability to appoint proficient candidates (Williamson, 2000). In these firms, HR activities like recruitment are inconsistent, so the hiring of HR Professionals is restrictive. For this reason, the HR activities are carried out by the general managers in place of HR Professionals. As a result, these managers hardly acquire HR skills and knowledge of the activities which need to be performed and the collision between these activities and the managerial activities hamper the production revenue (Cook, 1999). A few relative investigations of small firms demonstrate that recruitment in small firms fundamentally includes utilization of sources that are helpful, modest, and legitimately governable by the organization, for example, direct candidates, referrals of employee and individual, and paper promotions. Managers of these firms give off an impression of being very ready to give sensible employment sneak peeks, imparting both positive and negative ascribes of the activity to candidates. Selection of candidate is based on education required for the job, training experience, interviews, and also reference and individual verifications, and meeting with appointing supervisors and work unit employees of the job being filled (Heneman and Berkley, 1999). In their hiring procedure small firms additionally, consider noninstrumental factors which include the beliefs, norms, and values of both the organization and applicants (Williamson et al., 2002). Usually, candidates competencies with

general organization needs are managers focus rather than that is required for the mentioned job (Heneman, Tansky, and Camp, 2000). In the absence of HR Professionals, these small firms are facing a major recruitment challenge which is viably attracting and selection of candidates (Arthur, 1995). Williamson and associates (2002) recommend, adopting recruitment practices like employment notice in a standardized form, giving leaflets of recruitment which reflects the industry standards by the small firms to pick up authenticity in their enterprises and also improve the probability to comprehend potential candidates (Williamson et al., 2002). Utilizing regular recruitment practices, for example, papers advertisements, college placements, and well-defined work positions may likewise help in fruitful recruitment of candidates and may assist firms with filling their opening quicker and hold employees longer (Heneman and Berkley, 1999). Also attending job fairs allows these small firms to tap the bigger pool of candidates and maintain the current industry patterns and further help them to build an authentic and powerful recruitment practice (Williamson, 2000). One moderately new road in selecting for small firms concerns outsourcing recruitment using contingent labour broker or professional employer organizations (Cardon, 2003). Professional employer organizations have trained HR specialists and HR administrations who assist these firms with various degrees of HR work (Klaas et al., 2000).

Compensation:

Compensation is the second core subject of human resource management and business enterprise. Without regular pay, employees will be dissatisfied but compensation will motivate the employees and this significantly impacts the recruitment and retention of skilled and knowledgeable candidates of the firm which they require to operate. This

system also helps the firms to flag authentication to the stakeholders. According to traditional HR practices systematic and rational approach is the ideal approach to compensation but it arises questions whether small firm managers will adopt this or not. The reliable execution and workers behaviour of the small firms are impacted by the ad-hoc and uncoordinated compensation practices of these firms. As suggested by the scholars, total rewards perspective should be the new perspective to view compensation which includes recognition, psychological rewards and opportunities for learning in addition to monetary rewards in the form of base pay and incentives. The reward system of the entrepreneurial firm is multidimensional including the risk and potential payoff from betting on innovation, invention, or business prospect and the fulfilment of proprietorship experienced the responsibility of having a tangible stake in the business, or the chance to work in a domain unhampered by conventional limitations of administration (Graham et al., 2002).

Training and Development:

The roles and responsibilities of the small firms are rapidly changing and to accomplish that training is required. If training is seen from a broader viewpoint then employee's capability to develop and learn a particular skill or competency can be sighted. Numerous hypothetical systems have been framed which helps to understand the process of skill acquisition, retention and transfer of knowledge that might be applied conveniently to entrepreneurial context (Bishop, 2003). Chandler and McEvoy (2000) found in an investigation of small manufacturing firms that strategic initiatives which specifically impact earnings of the firm requires extensive training. Chao (1997) observed a few significant alternatives to formal training process like unstructured training, job instruction of informal nature and organizational

socialization. It has been broadly accepted that every employee does not learn equally during formal training (Ford, 1997). Formal and informal learning process both addresses the training of small firms as recommended by the researchers. One explicit type of training that has been analyzed as of late is the procedure of socialization of new joiners of the organization (Rollag and Cardon, 2003). Socialization one of the long term process in which new employees meet the existing employees, the senior employees during lunch or while doing any project or work and get accustomed to the job in the organization, organizational cultures like how they work the demands of their works and other incumbents. When new employees join the organization, formal orientation programs that include formal training are organized for them and informal training that includes learning while doing the job are both incorporated in Socialization. Irrespective of organizational size, socialization impact learning and career development (Chao, 1997).

Performance Management:

Performance management is a 360° performance evaluation process instruments which encourage business enterprise. Organizations concentrate on disciplinary procedures, dismissals of workers, performance appraisal, compensation and training and development that incorporate incentives and rewards as a component of performance management (Jones et al., 1995).

Organizational Change:

In the process of change in HR practices, small firms face prominent troubles like managers had to deal with layoff choices which becomes hard to settle as employees are quite close to their managers due to small organizational size, confined organizational structure, restricted resources, terrible financial situations and mostly

they are focusing on core competencies (Chu and Sui, 2001). Some important group of work from Stanford Project on Emerging Companies (SPEC) concerning organizational changes follows the key HR and organizational difficulties in high innovation startups. Researchers in these projects have archived a few HR plans which show reliability on firms. Consequently, it is also found that changes in organizational outlines destabilize the young and new firms, increases unfavourable worker turnover, financial performance goes bottom-line also puts a question in their mere survival. The organization with a steady diagram has less worker turnover than the firms which tends to change their fundamental HR outlines because most of the workers resist changing. SPEC researches further noted that there is yet more to understand about how and when the managers decide to implement the changes and manage them as a vigorous reshuffling of power and status of the ranked employees, doubting the appreciated frameworks, dissolving the skills may offend the employees during these transitions (Baron and Hannan, 2002).

Labour Relations:

The study of labour relations within the organization is an intriguing contrast as labour unions are referred for inflexibility and unwilling stance towards change whereas entrepreneurial firms are dynamic ready for innovative, adaptable, and quick change towards market demands (Batt and Welbourne, 2002). Flanagan and Deshpande (1996) in an investigation found that staffing, training, compensation and various other work environment issues had changed after successful and unsuccessful union elections in the small firms. Based on these investigations, they had drawn down some significant highlights firstly, the HR practices in the small firms are affected by the presence of union election because the workers are given noteworthy training activities for which huge

amount of budget need to be allocated for training and development. It can be seen that the union electional one works as a reminder for small firm managers to address the employee's issues or requirement of training and development. Furthermore, the consequences of union election importantly affect HRM practices and employee responses. Explicitly, union election is inversely proportional to merit-based compensation, promotions and layoffs, commitment, flexibility, worker responsibility, cooperation, labourer adaptability, work the board correspondence, worker interest activities and employee turnover. The START (System for Analysis, Research and Training) 2003 survey shows that more than 45% of the entrepreneurs consider HRM as one of the three prime management areas which needs to be flourished with consideration so that the new ventures grow and develop properly.

The results of any firm i.e success or failure, especially of the entrepreneurial firms can be ascertained and influenced by the effective management of the human resources (Katz et al., 2000).

HR and talent management is the second most urgent and important trend for large companies around the world, according to the global survey by Deloitte Group.

RESEARCH FINDINGS:

After reviewing the literature, we found that compensation and remuneration have a significant influence to carry out the workings of the firms. Good compensation policy helps the firm to recruit potential candidates and also retain the employees. Performance appraisal, training and development, labour market, decentralized duties also have an influence on start-up and innovation as these increases the productivity with more precision and less error. It is also found that with time and

advancement HR policies should be developed for the betterment of the firms.

CONCLUSION:

From the investigations of Human Resource Management and entrepreneurship, we can note that the role of HR systems is to help employee commitments, urge collaboration and also to keep away from superfluous bureaucratic imperatives on behaviour. It is sensible to expect that HRM practices will synergistically strengthen each other in their impact upon entrepreneurship. The facts demonstrate some predictable practices like the practices of organizational support, design of compensation and performance management systems while investigating these practices in details there is a significant possibility that technology, strategy, environment or firm life-cycle are once in a while thought of.

RECOMMENDATIONS:

Based on the study following recommendations can be concluded:

- As compensation has a greater influence on the employees, the senior managers should give more focus on the compensation policies.
- The firm should also give focus on the overall development of the employees along with career development.
- The HR systems and practices should be analyzed and developed as per the requirements.

LIMITATIONS AND SCOPE OF FUTURE STUDY:

This study is a review paper from the literature available based on HRM Policies and Practices and start-up. This study is just a drop in the ocean and limited to the cited literature to fulfill the purpose of the study because of paucity of literature

available in term of influence of HRM on Startup. Enormous development can be done in this domain as there are many untapped factors of HR and empirical study can be also conducted to measure the impact of HRM systems and practices on Startup based on the established scales. Even new scales can be designed based on the purpose of the study.

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