



SERIES EDITOR: EMMA PARRY

**THE CHANGING
CONTEXT OF
MANAGING PEOPLE**

**THE FUTURE
OF HUMAN
RESOURCE
MANAGEMENT
IN A
MULTIGENER-
ATIONAL
WORKFORCE**

EDITED BY:

**VIDHI TYAGI
SHIKHA AGGARWAL
PALLAVI TYAGI**

The Future of Human Resource Management in a Multigenerational Workforce

THE CHANGING CONTEXT OF MANAGING PEOPLE

Series Editor: Professor Emma Parry, Cranfield School of Management, Swindon, UK

The past two decades have represented a time of unprecedented social, technological, and economic change that has required a transformation in human resource management (HRM). Shifts in demographics, continued increases of women in the workforce, and greater mobility across national borders have led to higher diversity in the workplace. Advances in technology, including social media, have enabled new ways of doing business through faster communications and vast amounts of data made available to all. Mobile technology with its ubiquitous connectivity has led to renewed concerns over work–life balance and extreme jobs. These and many other changes have seen evolving attitudes toward work and careers, leading to different expectations of the workplace and mean that existing ways of managing people may no longer be effective. This series examines in depth the changing context to identify its impact on the HRM and the workforce.

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The Future of Human Resource Management in a Multigenerational Workforce

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Preface

Welcome to *The Future of Human Resource Management in a Multigenerational Workforce*. This book emerges from a deep recognition of the transformative shifts currently reshaping the world of work. As organizations grapple with unprecedented changes driven by technological advances, demographic shifts, and evolving employee expectations, the role of Human Resource Management (HRM) has never been more critical.

In my years of experience as an HR professional, I have witnessed firsthand the profound impact that effective HR strategies can have on an organization's success and its workforce's well-being. This journey has underscored the necessity for HR practices that are not only responsive to present demands but also anticipatory of future trends.

This book is conceived as a comprehensive guide for HR professionals, researchers, and academicians dedicated to navigating the complexities of managing a diverse and dynamic workforce. It seeks to provide practical strategies and insights that align HR practices with the fast-evolving landscape of work.

The changing landscape of work

The workplace is evolving at an extraordinary pace, driven by technological innovation, demographic changes, and shifting employee values. These changes necessitate a reimagining of traditional HR approaches. In *The Future of Human Resource Management in a Multigenerational Workforce*, we explore how these forces are shaping the future of work and what they mean for HR professionals.

We begin by delving into the emerging trends that are transforming workforce dynamics. Understanding these trends is crucial for HR managers as they design strategies to attract, retain, and engage a multigenerational workforce. The book provides a roadmap for navigating these changes, with a focus on creating inclusive, adaptable, and technologically proficient HR practices.

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Introduction

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As organizations deal with unprecedented changes driven by technological advances, demographic shifts, and evolving employee expectations, the role of Human Resource Management (HRM) has never been more critical. In this dynamic environment, effective HRM practices are critical to drive organizational success and create a thriving workplace. In *The Future of Human Resource Management in a Multigenerational Workforce*, we explore how these changes are shaping the future of work and what they mean for HR professionals.

This book covers a wide range of topics that are central for HR professionals and business leaders to navigate the challenges and leverage the opportunities presented by the future workforce. The content of the book would discuss the modern trends and concepts of HRM equipping the HR professionals with straightforward strategies and techniques to comprehend the requirements, assess the gaps, and subsequently succeed in managing the diverse and multigenerational workforce of tomorrow.

Features:

- The different facets of modern HRM.
- Emerging workforce trends, including impact of technology and impact on workplaces.
- Presents a result-driven approach to adapting to agile business settings. From benchmarks to tech integration, it guides upskilling for digital transformations.

This book *The Future of Human Resource Management in a Multigenerational Workforce* aims to provide a comprehensive guide to HR professionals to develop strategies and approaches that specifically meet the needs of the future workforce.

The content of the book is also a valuable resource for researchers and academicians interested in understanding and preparing for the workforce of tomorrow.

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Chapter 1

Sustainable Green Human Resources Management and Influence of Organizational Citizenship Behavior and Emotional Intelligence on Sustainable Start-ups

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Abstract

The study aims to examine and analyze the challenges that start-ups encounter during their transition from being an entrepreneurial venture to the next phase of growth. The behavior dimensions with respect to start-ups have not been explored which could define the areas which are crucial. The deficit of funds and mismatch in strategy have been studied in detail and overlooked the human/team's aspect in SMEs for better sustainability as per the Sustainability Development Goals for the nations.

The research methodology adopted includes the mixed method that can facilitate sustainable green human resource practices including inclusive and diversified leadership in SMEs through digital technology and innovative methods that can enhance their products and service development and delivery, creating awareness for reducing carbon footprints. The findings suggest that the factors that enhance the SMEs sustainability include the Organizational Citizenship Behavior explained by Leadership, Organizational Climate, Job Demand & Resource, Human Resource Function and Trust. Similarly, Entrepreneurial Orientation is explained by Leadership, Emotional Intelligence, Organizational Climate, Job Demand & Resources, and Trust (Alagaraja, 2013). The strategic implications and policy decisions including the policy design for providing more access to information to the

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SMEs about their market, customers, and international business can help the SMEs find their niche in the market. There is a need for managerial practices to be brought under focus to make such changes more planned in nature and not lead to chaos (Ajzen, 1991). Different reasons have been attributed to start-up failures, but none focus on internal factors covering the issues of sustainable green Human Resources and Organizational Behavior and leadership practices resulting into inclusivity, diversity, and growth.

Keywords: Sustainable; Green HRM; organization behavior; organizational citizenship behavior; start-ups

JEL: M53, M54, O35

Introduction

There is tremendous need for giving entrepreneurs the assistance and resources that they require to launch and build their firms, incubators and accelerators. This has been essential in the development of the Indian start-up ecosystem. Here is a more detailed explanation of what incubators and accelerators are and how they have changed the landscape of Indian start-ups:

Incubators: Incubators are businesses that assist early-stage start-ups in developing and thriving by giving them resources and support. These resources may include training courses, office space, money, and mentoring. Intending to assist them in creating a solid basis for their firm, incubators often work with start-ups for a longer amount of time than accelerators. Fig. 1.1 shows the growth of incubators yearly.

By providing start-ups the tools and direction, they will be successfully negotiating the difficulties of establishing and growing a firm. Incubators and accelerators have contributed to the development of a conducive environment for entrepreneurship in India (Fig. 1.2). Moreover, they have aided in bringing

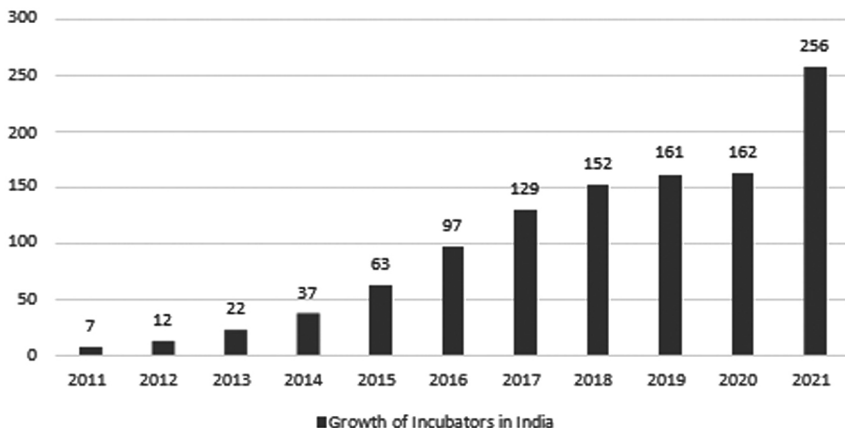


Fig. 1.1. Growth of Incubators in India (NASSCOM).

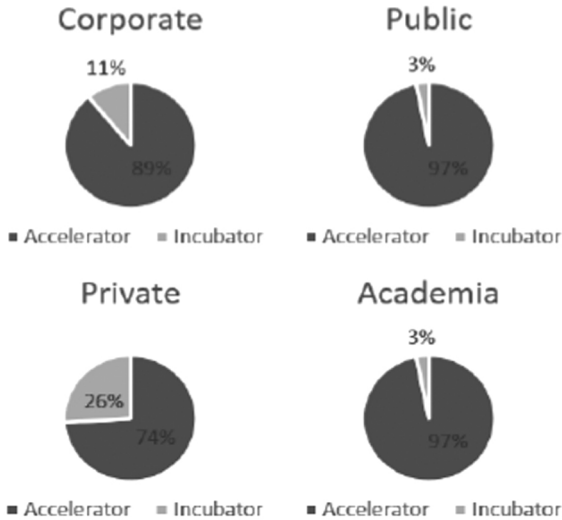


Fig. 1.2. Split of Accelerators and Incubators Run by Various Stakeholders in the Ecosystem (NASSCOM).

in additional capital and investment to the Indian start-up ecosystem, spurring future expansion, and development (Bhardwaj, 2021).

In recent years, there has been a significant increase in the number of incubators and accelerators in India, both in academic institutions and in the private sector. This has been driven, in part, by government initiatives such as Start-up India and Atal Innovation Mission, which have provided funding and support to incubators and accelerators across the country (Adam et al., 2010; Bhardwaj, 2020a).

The expansion of the incubator ecosystem has been particularly important for early-stage start-ups, as these programs provide entrepreneurs with access to resources, mentorship, and networking opportunities. Many incubators and accelerators in India also offer funding, either directly or through partnerships with venture capital firms (Bhardwaj, 2020b).

The increased availability of incubators and accelerators in India has also helped to decentralize the start-up ecosystem, making it more accessible to entrepreneurs in smaller cities and rural areas. This has been important for promoting inclusive growth and expanding economic opportunities beyond the major urban centers (Bhardwaj et al., 2022).

According to a report by the National Association of Software and Services Companies (NASSCOM), there were over 200 incubators and accelerators in India as of 2021, up from just a handful a few years ago. The report also found that over 96% of the top 50 technology institutes in India have a campus-based incubator program, highlighting the growing interest in entrepreneurship among students (Albrecht et al., 2009; Bhardwaj et al., 2023a; NASSCOM, 2020).

In 2021, over 35 new academic incubators were established in India, adding to the existing network of incubators and accelerators. Many of these programs are focused on specific industries or sectors, such as healthcare, agriculture, and fintech, providing entrepreneurs with targeted support and resources (NASSCOM, 2020; Bhardwaj et al., 2023b).

Private sector incubators and accelerators have also expanded rapidly in recent years, with many established firms and start-ups setting up their programs to support early-stage entrepreneurs. In addition, several state and central government initiatives have provided funding and support to incubators and accelerators across the country (Bhardwaj, 2024).

Corporate participation has, indeed, increased significantly in the Indian start-up ecosystem. Large enterprises are increasingly investing in and acquiring start-ups, and building commercial partnerships with them. This trend is driven by a variety of factors, including a desire to stay competitive in rapidly-changing markets, access to new technologies and talent, and the potential for high returns on investment (Bhardwaj et al., 2025a).

One of the key drivers of corporate participation in the Indian start-up ecosystem is the government's Start-up India initiative, which has provided tax incentives and other benefits to companies that invest in start-ups. This has encouraged many large enterprises to set up their start-up incubators and accelerators, and to actively seek out promising start-ups to invest in or acquire (Jain & Bhardwaj, 2025).

Many of India's largest companies, including Reliance Industries, Tata Group, and Infosys, have launched their start-up incubators and accelerators. These programs provide start-ups with access to resources, mentorship, and potential customers, while also helping the corporate partners stay on the cutting edge of innovation.

According to a report by NASSCOM, India's start-up ecosystem has seen a significant increase in corporate participation in recent years. The report found that corporate venture capital (CVC) investments in Indian start-ups increased by 55% in 2020, reaching a total of \$1.8 billion. This represents a significant increase over the previous year when CVC investments totaled \$1.1 billion (Dikshit et al., 2021; NASSCOM, 2020).

Literature Review

Many factors lead to the launch of new businesses. Several of these elements affect how well they perform, specifically how well they survive. Some could be considered to work "progressively," while others "regressively" (Santarelli & Vivarelli, 2007). Incentives based on unemployment or fear of unemployment are among the regressive causes. So, starting one's own business offers a potential revenue stream that might be better than nothing or low unemployment benefits. Similarly, to this, poor pay can encourage people to launch their businesses, even if it means scraping by on a meagre salary. According to evidence Andersson & Wadensjo, 2025, prior unemployment does not create a solid foundation for high-quality entrepreneurship and instead promotes higher exit rates and less positive economic outcomes. Furthermore, self-employed people are disproportionately made up of unemployed people, indicating that these businesses are examples of 'lower-quality' entrepreneurship (Andersson & Wadensjo, 2025; Dikshit et al., 2021).

We have addressed a wide range of start-up entrepreneurship-related themes (Ahmad, 2015), including what makes a business successful, what makes it fail, and start-up life cycle-related challenges (Adizes, 1979). We may learn more about the difficulties and chances faced by entrepreneurs and the ecosystem at large by looking at the empirical literature. This knowledge may help guide initiatives to

improve start-up environments, lower the costs of failure, and foster economic growth and development.

I. Emergence: The creation of a proof of concept (POC) and the creation of a minimal viable product define the emergence stage of a start-up (MVP). Usually, the entrepreneur pays for the POC at this point (Politis & Gabrielsson, 2009). Validating the apparent opportunity and determining if it can be turned into a workable company concept are the objectives of the emergence stage.

Finding the target market and producing income, demands intense marketing activities. At this point, marketing is a crucial expenditure since it establishes the start-up's market presence and helps create brand awareness. The ultimate objective of the emergence stage is to produce enough income to sustain the start-up's ongoing development and expansion (Dikshit & Bhardwaj, 2022).

II. Survival & Stability: The development of a product-market fit and the ongoing pursuit of new markets while keeping existing clients define the survival and stability stage of a business. At this point, the firm often needs outside capital to sustain its ongoing development and expansion. The business owner must choose the best financial partner, who may come from venture capital, angel investors, or other funding sources. Compared to the emerging stage, financial requirements are often higher at this stage, and the company must concentrate on running its business properly and efficiently. This entails controlling financial flow, developing a solid staff, and keeping an eye on innovation and consumer satisfaction. Setting up the business with a strong basis and positioning it for future development and success are the ultimate goals of the survival and stability stage.

III. Success and accelerated growth: Successful companies are now aiming to increase their market share and attract new clients since they have built a solid brand reputation and customer base. This might entail changing their product offerings to appeal to a larger spectrum of clients or growing into new geographic regions. Maintaining and increasing growth is the key objective, along with preserving operational effectiveness and financial stability. Successful businesses may also catch the eye of potential buyers and investors, who may provide them with cash and assistance for their expansion plans.

Entrepreneurial Characteristics and Factors

One of the key elements that separate successful tech firms from those that fail are the traits of the entrepreneurs themselves. According to research, great entrepreneurs have specific characteristics including a passion for what they do, a willingness to take risks, and a strong determination to succeed. Also, they have a clear vision for their business, the ability to recognize and seize opportunities, and excellent leadership qualities that enable them to lead their team toward success. Contrarily, failed business owners can be missing some of these qualities, be unable to control the risks involved in their company, or lack a firm grasp of the demands of the market. It is crucial to remember that, even though these traits may be significant, they are not the only elements that affect whether a tech business succeeds or fails.

An entrepreneur's desire to pursue entrepreneurship and their capacity for success can be influenced by inherent qualities such as personality traits, talents,

Table 1.1. Learning Task of Entrepreneur (Cope & Kalantzis, 2009).

		Acquired Characteristics	
		High	Low
Inherent characteristics	High	Entrepreneur	Partnership
	Low	Fear of failure	Non-starter

and abilities (Gartner, 1999). An entrepreneur’s success can also be influenced by acquired traits including education, training, and past job experience (Cope & Kalantzis, 2009). The capacity to learn, adjust, and get over failure-related anxiety may all help an entrepreneur succeed.

High levels of both acquired and innate qualities: In this case, the founder(s) possess both the knowledge and skills they have learned via school, training, and experience as well as the innate qualities and talents that make them well-suited for entrepreneurship (e.g., risk-taking, creativity, resilience). Due to the fact that they have the skills and attitude to overcome obstacles and take advantage of opportunities, this combination makes it simpler for them to launch and run a successful business (Table 1.1).

Low learned and inherent characteristics: In this case, the founder(s) lack the intrinsic qualities and talents that would make them effective businesspeople as well as the knowledge and skills necessary to operate a company. As a result, they encounter steep learning curves and may find it difficult to adjust to the demands of the entrepreneurial journey, decreasing their chances of founding a successful firm.

High acquired but low innate characteristics: In this case, the founder(s) have learned the necessary business knowledge and skills (e.g., through business courses or prior work experience), but they lack some of the innate qualities and skills that would make them self-assured and successful businesspeople. They could, therefore, encounter self-doubt, fear of failure, or other psychological obstacles that prevent the launch or expansion of their firm. *Low acquired but high inherent characteristics:* in this case, the founder(s) have some of the innate qualities that make them successful businesspeople (such as passion, perseverance, and vision), but they don’t have the necessary knowledge and abilities to turn their idea into a profitable enterprise. Finding a partner or team member with comparable talents and knowledge in this situation may be essential to overcome the start-up’s early obstacles and launch it.

Research Methodology

The study used the statistical software package IBM SPSS STATISTICS version 20.0 for data analysis along with Microsoft Excel 2013, primarily for data screening and for checking the reliability of the questionnaire during the pilot testing. Also, IBM SPSS AMOS Version 20.0 was used for further data screening. It was primarily used for Confirmatory Factor Analysis (CFA) and Structural Equation