

**India@2047: Future tech HRM and
The Startup Innovation Agenda
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DOI: <https://doi.org/10.5281/zenodo.17307204>

ABSTRACT:

The emergence of a technology-driven economy has transformed how organizations manage people and innovation. Startups, often referred to as the engines of disruption, are adopting advanced technologies to redefine traditional Human Resource Management. This paper explores the concept of FutureTech HRM, where digital tools such as artificial intelligence, people analytics, and blockchain are integrated with HR practices to drive people-centric innovation. With India's vision of becoming a global innovation hub by 2047, the study emphasizes the significance of startups leveraging FutureTech Human Resource Management to balance automation with human values, enabling inclusive growth, enhanced performance, and sustainable competitiveness. Through a mixed-method approach combining secondary research, case study analysis, and a proposed survey design, the study highlights the role of HRM as a strategic enabler of innovation in startups. The findings suggest that FutureTech HRM is not only crucial for organizational success but also essential for building resilient, human-centered work ecosystems in the digital economy.

KEYWORDS:

Startups, Human Resource Management, Artificial Intelligences, Digital Economy, FutureTech



Introduction

The global economy is undergoing rapid digital transformation, and startups have emerged as powerful agents of change. They bring disruptive business models, create new industries, and accelerate innovation. In this evolving landscape, people remain at the core of organizational success. The traditional view of HRM as a support function is no longer sufficient; it must evolve into a strategic partner in innovation. The term FutureTech HRM captures this shift—where HR practices are redesigned through advanced digital technologies to support dynamic, flexible, and

innovation-driven workforces. Unlike conventional HRM, which focuses on compliance and administration, FutureTech HRM emphasizes employee empowerment, continuous learning, inclusivity, and creativity, while using digital tools to improve efficiency and decision-making.

Startups, by their very nature, thrive on innovation. However, their ability to scale and sustain growth depends on how effectively they manage their people. By 2047, when India envisions itself as a developed and innovation-driven economy, Human Resource Management will play a decisive role in shaping the startup ecosystem into a globally competitive force. This paper investigates the future trajectory of Human Resource Management in startups and highlights its role in fostering people-centric innovation.

Meaning of Human Resource management

According to Armstrong (2014)

“Human Resource Management is a strategic approach to acquiring, developing, managing, and motivating an organization’s human resources to achieve sustained competitive advantage”

Concept of Startup

A startup is a young and growing business created to bring a new idea, product, or service into the market. Unlike traditional companies, startups are built on innovation and the hope of solving problems in new ways. They usually begin small, with limited resources, but carry big ambitions to grow quickly, experiment, and make a strong impact on society or industry.

Review of Literature

- Digital Transformation in HRM: Strohmeier & Parry (2021) argue that digital HRM has moved beyond automation, positioning itself as a driver of organizational strategy. Tools such as people analytics, cloud-based HR platforms, and AI-based recruitment systems enhance efficiency and reduce biases.
- Startups and Innovation: Christensen (1997) emphasized the disruptive capacity of startups in reshaping industries through innovation. NASSCOM reports (2023) suggest that Indian startups are expected to contribute over \$1 trillion to the economy by 2047, with HRM serving as a key enabler of workforce productivity.

- **People-Centric HRM:** Guest (2017) highlights the importance of employee well-being, engagement, and trust in achieving long-term organizational success.
- **Technology-Driven HRM Innovations:** Min et al. (2020) demonstrate how AI can streamline recruitment, predict employee performance, and personalize learning. Deloitte (2023) projects that by 2040, HRM will evolve into a data-driven ecosystem, supporting decentralized workplaces and innovation-driven strategies.

Research Gaps

Although existing literature highlights the role of digital HRM, people-centric practices, and startup innovation separately, significant gaps remain. Few studies explicitly connect FutureTech HRM with the dynamics of startup-driven innovation ecosystems. There is also a lack of empirical evidence on how people-centric HRM practices operate within technology-driven organizations. Moreover, limited attention has been given to the Indian startup ecosystem in the context of Vision 2047, leaving scope for research that integrates HRM, innovation, and national development goals.

Research Objectives

1. To analyze the role of FutureTech HRM in enhancing innovation within startups.
2. To explore how people-centric HRM practices improve employee well-being, creativity, and engagement.
3. To assess the impact of digital HR technologies on workforce adaptability in startups.
4. To develop a framework for FutureTech HRM in the context of India's innovation economy by 2047.

FutureTech HRM and Start-ups

FutureTech HRM means using modern tools like AI, people analytics, and cloud platforms in managing people. For start-ups, which depend heavily on fresh ideas, HRM can play a big role by creating an environment that values creativity and learning (Krebs, n.d.). For example, a health-tech start up using AI-based hiring tools can attract employees with diverse skills, which speeds up innovation. By adopting such digital practices, start-ups not only save time but also encourage employees to

share new ideas, making HRM a strong driver of innovation.

People-Centric HRM

A people-centric approach in HRM focuses on employees' well-being, trust, and growth. Since start-ups often face long working hours and uncertainty, people-first policies can help reduce stress and build loyalty. For instance, an ed-tech start up that offers open communication, mental health support, and platforms for employees to share ideas can improve engagement and creativity. This not only prevents burnout but also motivates employees to stay committed to the company's vision.

Digital HR Tools and Adaptability

Digital HR tools such as online learning platforms, collaboration systems, and predictive analytics make employees more adaptable in fast-changing markets. Start-ups often need to respond quickly to shifts in technology and customer demand. For example, a fintech start up using AI-powered training systems can rapidly reskill its workforce in areas like blockchain or cybersecurity. This adaptability keeps employees relevant and ensures the start-up stays strong in competitive industries.

India@2047 and Future HRM Framework

India's goal for 2047 is to become a global leader in innovation and entrepreneurship. To achieve this, HRM in start-ups needs a clear framework that combines digital tools, people-first policies, and ethical practices. Such a model could include AI recruitment, flexible work options, lifelong learning, and strong governance standards. For instance, a national FutureTech HRM model could support inclusivity, promote digital literacy, and nurture future leaders. This would not only benefit start-ups but also help drive India's economic transformation by 2047.

Calculation of Zomato Employees retention and Productivity Rate

Year	Revenue (₹ Cr)	Employees	Attention%	Retention%	Productivity (₹Cr/Employees)
2021	1993.8	-	27.5	72.5	-
2022	4109	3700	20.19	79.81	1.11
2023	7187	4447	41.42	58.58	1.62
2024	12114	8225	37.00	63.00	1.47
2025	20243	16868	44.33	55.67	1.20

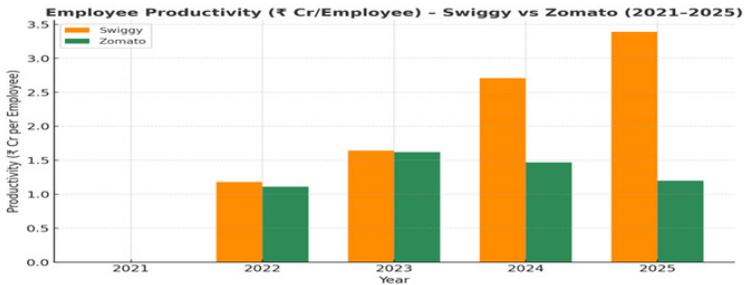
Resource: Annual Report of Zomato

Calculation of Swiggy Employees Retention and Productivity

Year	Revenue (RS Cr)	Employees	Attention%	Retention%	Productivity (₹Cr)
2021	0	0	0	0	0
2022	61198	5174	56.00	44.00	1.18
2023	87145	5306	53.10	46.90	1.64
2024	112474	4144	57.50	42.50	2.71
2025	152268	4488	33.40	66.60	3.39

Resource: Annual Report of Swiggy

Comparison Between of Zomato and Swiggy Productivity Rate



Resources: Annual Report of Zomato and Swiggy 2021to 2025

Conclusion

This study underscores the critical role of human resource management in driving both organizational resilience and competitive advantage. The comparison of Zomato and Swiggy illustrates how retention, productivity, and workforce structure shape long-term growth routes in dynamic industries. While Swiggy leveraged productivity gains to fuel revenue efficiency, Zomato's stronger retention reflects a focus on workforce stability, though at the cost of diluted per-employee output. Together, these insights reinforce that future-ready organizations must balance efficiency with employee well-being, adopting adaptive Human Resource Management strategies that foster engagement, innovation, and sustainable performance in an evolving business landscape.

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Funding:

This study was not funded by any grant.

Conflict of interest:

The Authors have no conflict of interest to declare that they are relevant to the content of this article.

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