

HUMAN RESOURCE PRACTICE TYPES BEING FOLLOWED IN INDIAN ENTREPRENEURIAL ORGANIZATIONS WITH FOCUS ON SUCCESSION PLANNING PROCESS

^aHIMANSHU SINHA, ^bPARITOSH MISHRA, ^cPOOJA LAKHANPAL, ^dSANDEEP KUMAR GUPTA

^{a, b}Amity Business School, Amity University, Noida, India

^cIndian Institute of Foreign Trade, New Delhi, India

^dAMET Business School, AMET University, Chennai, India

email: ^ahsinha@outlook.com, ^bpmishra@amity.edu, ^cpooja@iift.edu, ^dskguptabhu@gmail.com

Abstract: The primary aim of this study has been to examine the Human Resource (HR) Practice types which are being followed in various Indian Entrepreneurial Organizations with special focus on succession planning process. HR Practices provide a common understanding and order within the system. It is also a very important part of an organizations business strategy since people are working for an organization and creating a great enterprise heavily relies on how well and fairly, they are being treated. Additionally, organisations require a plan for creating, disseminating, and enforcing a set of rules and regulations that are compliant with the law and represent the proper conduct of their employees. Sound HR Practices also support the vision, mission and business strategy of an Organization. At the operational level of HR function, it helps HR Professionals to deliver in an objective way. This paper provides insights, as to the status of types of HR Practices being followed in Indian Entrepreneurial Organizations. It would help organizations to improve their HR practices. This paper also tests the relevance of influence of organization types on HR practices especially Succession Planning

Keywords: HRM Types; Human Resource Practices; Followed; Indian; Entrepreneurial Organization.

1 Introduction

Success in today's competitive market and especially in twenty first century largely depends upon the HR practices being followed by various organizations. These practices are in turn governed by factors such as a company's size (the number of people), sector (if it is a government, commercial, or nonprofit enterprise), and profit growth (profit Vs non-profit organization) (Dirar et al. – 2015). Also, most essential determinant elements that influence Human Resource Management (Top management places a high priority on HRM procedures which are accompanied by the structure of the firm and its strategic planning. Government policy, together with changes in the national economy and industry characteristics, are the external factors that have the biggest an impact on HRM practices. (Tahemina – 2017). Organizations in India are increasingly trying to compete internationally by meeting relevant criteria. In respect of outcome emphasis, long-term plans, consumer focus, initiative, and various attitudes for international and domestic consumers, the new global order calls for a new emphasis. The historical constraints that are mostly the result of centrally planned economy define the Indian market landscape.

To adapt to the environment effectively, the categorisation of businesses or corporate entities can take many different forms. India therefore acknowledges many enterprise categories. The following criteria are based on the forms that are now visible, although they acknowledge that no such categorisation is ever comprehensive:

- i) According to size: (a) Small businesses (b) other businesses
- ii) Based on the number of members: (a) one-person businesses (b) private corporations. (c) Public companies
- iii) The following categories are ranked according to control: owning corporations, subsidiaries, and affiliate firms.
- iv) Based on liability, there are three options: a) Restricted (I) by Stocks (II) by Assurance (with or with no equity capital); b) Unbound.
- v) a) Listed corporations; b) Unlisted enterprises, based on the method of financing options (<http://www.mca.gov.in/>).

The HR possesses qualities that present both the considerable difficulty and potential. A company's HR works in area of fragile with delicate relationships, its contributions are now, measurable and tangible. Additionally, it delivers essential inputs like individual expertise (excellence, workforce, and people), organisational leadership, and management capacity

(culture, workplace, systems) (Dave Ulrich – 2018 in a LinkedIn post), among others, to an organization. Thus, HR is one of the most important parts of an organization which facilitates in achieving the organizational goals by way of Strategic HR activities, such as hiring and choosing, managing performance, paying employees, providing training and development, managing careers, etc. (Manjari et al. – 2011). Also, the targeted competence and Hr outcomes are compatible. For instance, collaboration among different makes it possible for a company to more successfully combine its efforts in recruiting, development, communication, remuneration, and work design around the skills they are attempting to offer. (Dave Ulrich et al.-2008).

HR practices too varies from organization to organization and there is bound to be variation in practices between various types of organization, be it family or non-family run business organization. Not only this, even for same practice, there is bound to be variation in the degree of a practice being followed and it too may vary from organization to organization.

HR Practice basically includes, manpower planning, recruitment and selection, performance appraisal, internal communication, career planning, training and development, Strategic alignment, performance – based compensation, promotions based on merit, design HR policies and practices, career management, rewards & recognition, compensation; job description; organizational surveys etc. HR practices get impacted by the type or nature of organization. In other terms, there is also an impact on culture because of the role of the organizations founder (Edgar H. Schein – 1983) which in turn impacts the nature of HR practices.

To meet the purpose of this research, the definition of Entrepreneurial Organizations is restricted to family owned and / or individual-controlled firms, founded by individuals. The entrepreneur recognized and pursued an opportunity which may or may not be passed on to the next generation of family members. These individuals have ventured into business creating niche and unique position for themselves. Their initial investments might be on their own or with Capital support from their families running separate businesses.

This study's objective is to look at the HR procedures used by various types of Indian Entrepreneurial Organizations. This paper also tests the relevance of influence of organization types on HR practices especially Succession Planning.

2 Literature Review

Review of literature includes research in the area, as elaborated in the introduction part. The material related to literature review has been taken from various sources.

2.1 Entrepreneurial Organizations

Family-owned firms continue to be the foundation of the majority of national economies, according to a review of the literature by Angela (2018) on the link between planning, family business succession, entrepreneurial intention, and firm performance of small and medium-sized enterprises. Only one in three family companies prosper in passing down to the next generation, however, due to the shaky ownership structure that characterises the majority of them. These smaller firms need to think about a suitable succession plan since they are more susceptible to the effects of unforeseen, life-changing events that impact the company owner and frequently the business itself.

Alacia et al. (2016) conducted a thorough analysis of the entrepreneurship literature and concluded that there is no

established information method to gauge an individual's preparedness for entrepreneurship.

Ruiz et al. (2016) described an individual's readiness for opportunity recognition as the combination of a number of personal characteristics that makes them particularly capable of observing and analysing their environment in a way that channels their high productive and creative potential, allowing them to use their capacity for daring and necessity for self-achievement.

Mokhber et al. (2015) conducted a research to look at how employee inventive self-efficacy affected the link between entrepreneurial leadership and the need for innovation in the firm. This study offered data that may help business owners and their teams find more chances, create more of them, and take advantage of them in a manner that makes the company more open to innovation.

Vidar et al. (2013) conducted research to come to the conclusion that business owners should balance their companies, for example by recruiting practises, to avoid excessive overconfidence, optimism, or scepticism becoming the norm within the workplace.

2.2 Managing a growing business, enterprise growth and succession

Varadraj et al. (2019) conducted research on family businesses, which are among the oldest and most common types of organisations in the world. In India, families control 85% of the businesses and/or manage them, which accounts for 2/3 of the country's GDP. The two main strategies for ensuring the continuation of a family business are efficient strategic planning and creativity to create a competitive edge. The interaction between parental inheritance and creativity is objectively examined in this work utilising a case study methodology. It has been discovered that family succession and innovation are positively correlated, meaning that the involvement of original members of the family in the ownership and/or management of the firm has a beneficial impact on the family companies' propensity for innovation. The research results add to the body of knowledge on innovation and succession planning in family businesses.

In order to comprehend the relationship between leadership succession in family-owned enterprises and its effects on family-owned firms, Sunil et al. (2019) conducted a research. This research aids in identifying the future plans of the successors that a family business should take into account while preparing before the actual succession of the firm. This essay also makes an effort to explain the succession process in Indian family companies and to quantify the effect that succession has had on these enterprises.

In order to comprehend the steps, the Godrej Group had taken to achieve an effective and efficient transfer to its fourth generation, Reena (2017) researched the management succession in this largest and longest family-owned Indian conglomerate. Finding answers to queries like, "Did the family discuss business matters in the family forums?" was the goal. What was the procedure for integrating the family's youngsters into the business? Were the current leaders reluctant to step down? What different steps made up succession management? Has the decision of the incumbent for the successor been influenced by considerations like gender, birthrights, and preference? The study discovered that the establishment candidates and veterans of the Godrej Group started the success management process more than ten years ago, gave both daughters and sons an equal chance to prove their worth, and made objective decisions as they passed the responsibility and authority to the following generation.

Parimal et al. (2017) conducted research on the procedure of induction, which prepares the next generation's members to join the family company. This essay aims to examine how three

crucial elements—the "quality of relationships," "willingness of the inductee," and "the capacity to handle conflicts harmoniously"—relate to the induction procedure and the development of the company. The conclusion is that a beneficial influence on work, family, and the induction depends largely on the nature of relationships, the inductee's desire to participate, and the capacity of both the inductor and the inductee to handle and resolve conflicts.

Nalin Jain (2016) undertook research study on Succession in Indian Family Owned Enterprises. The most prevalent kind of economic structure is family-owned business enterprises (FOBEs). A large percentage of FOBEs are micro, small, or medium-sized businesses (MSM-FOBEs). Typically, a single owner-manager, partners, and/or family members own and operate the MSM-FOBE. The study, which provides the first review of the succession procedures in Indian MSM-FOBEs, produces a wealth of important and useful results for all parties involved. Based on the findings, targeted actions and activities by corporate, social, and family business entities are advised.

Ghee et al. (2015) conducted a research to review several aspects that affect the profitability of family businesses by looking at succession problems and transitional experiences faced by succeeding generations. The results demonstrate that family company performance levels are highly influenced by management styles, connections within the family, values and beliefs, and succession training. It is discovered that succession experience fully mediates and succession difficulties somewhat mediates the link between antecedents and company performance.

Dhamija et al. (2013) created a framework to analyse the strategy used by small and medium-sized businesses (SMEs). This methodology took into account how internal as well as external factors affected the growth patterns of SMEs and can assist the sector in empirically evaluating company growth patterns under various circumstances.

Schröder et al. (2013) conducted a qualitative research using a motivational lens to look at how young people with a family business background improve their careers. The research shows that parental career-specific behaviours are important in the early stages of career and succession planning in family businesses.

Bhattacharya (2012) concluded through his study that family-owned enterprises are the biggest wealth creators and generators worldwide, including in India. This paper focuses on the challenges in family owned business.

Subramanian et al. (2011) researched how Chennai-based IT businesses use succession planning and how it affects organisational performance. According to the study, there is a positive correlation between organisational performance and succession planning, with the mean proportion of both factors being higher in IT consulting organisations.

Tracey et al. (2010) studied as to how new organizational forms are created in new institutional theory. They presented a model that bridging institutional entrepreneurship, which entails integrating elements of recognised institutional logics to produce a new kind of organisation supported by a novel, hybrid logic, is a significant method through which new organisational forms develop. The approach emphasises how institutional activity is done at the micro, meso, and macro levels, demonstrating how bridging institutional entrepreneurship is multilayered. The research explores the link between institutional processes at the individual, organisational, and societal levels as well as the association of entrepreneurship and institutional enterprise.

Bansal (2010) focuses on the strategic move of many Indian companies. It entails a wide range of benefits and advantages of proactive Succession Planning.

Nandagopal et al. (2008) conducted a qualitative case study on family-owned companies (FOBs) and discovered that their failure to maintain strong family leadership through generations is their basic issue. Many Indian family enterprises have survived more than two or three generations, with only a few exceptions.

Saxena (2008) did a qualitative study note that cohesion as well as splits in business groups potentially have some favorable and unfavorable consequences. The study reveals that there is automatic change due to changing environmental conditions.

Singh et al. (2007) studied how the conflict might affect company value and the maintenance of effective business processes. This research includes the concept of two brothers' splits and their performance afterward.

Talreja (2007) did quantitative research on the pattern of succession plans and firm 's performance (ROA) i.e. Effects of Successions on Indian Family Firm Performance. While splits increase performance of the firm less than no splits, disputes between heirs over succession boost performance of the firm more than experiencing no fights.

Raveendra et al. (2007) investigated the effects of succession to a nonfamily professional manager as opposed to a family member, — often referred to as professionalisation of management, based on inductive reasoning, case evidence from Indian family business groups, and the researchers' perspective with family businesses in India. Professionalisation of a family business is a voyage from pure family firms to organisations managed by and through professionals (Mishra, Shukla, & Sujatha, 2021). Between family-owned and family-managed enterprises and family-owned and professionally run firms, an essential difference is made. The essay makes recommendations about the effects of management professionalisation on succession performance.

2.3 HR Roles and HR practices in Entrepreneurial Organizations

Sweety et al. (2019) did an investigative study on Innovative Human Resource Practices in Indian Banks. Additionally, in recent years, business-related desires have become more apparent. In order to increase the representative profitability, it is necessary to develop the banks' previous HR procedures. With regard to human resource management, this essay aims to explain such developments. These innovative HRM rehearsals have been documented under seven different HRM headings, including recruitment and selection, training and development, executive execution and compensation, career promotion, employee motivation, and representative security. It has been revealed that combining the methods of innovative HR departments would help banks become more competitive.

Jaeyoon et al. (2018) carried out research into the relative significance of human resource practices for loyalty and turnover intention. The findings showed that, among observed HR policies and practices, internal migration had the most correlation with desire to leave. Additionally, the link between perceived HR practices, affective commitment, and turnover intention was mediated by positive affect, and it was greater for people who reported high positive affect compared to those who reported low positive affect.

Arun et al. (2017) did a focused study on the adoption of various human resource practices adopted by the Hotels in the NCR (National Capital Region). Depending on the management and amenities, there is a significant variation in the procedures used by the hotels. The majority of hotels recognise the value of human resource management techniques to better performance but unable to adopt human resource management practices due to high turnover and firm demographic characteristics. The human resource management practices have great influence on different, especially on performance and quality improvement.

Sonia et al. (2017) conducted a research on staff retention practices in a few Indian IT businesses. The management can stop rivals from luring and stealing the talent that has been developed within the organisation over time by putting HR best practices into place. In order to have a complete grasp of the guiding principles of these HR best practices, a thorough assessment of the literature is conducted before this research paper investigates and records HR best practices in employee retention in specific Indian IT firms.

Upasna et al. (2015) conducted an exploratory research on human resource practices in Indian SMEs spanning recruiting, training, performance management, and remuneration across the HR value chain. Effective human resource management strategies have a big impact on how well a business performs. SMEs are very informally managed and the employer's and employee's obligations to each other are implicit and based on trust. This informality in the SMEs and close personal relations between employees and employer raises interesting questions about the psychological contract between the SME owners and the employees making it a unique.

Purendra (2015) conducted study on modern human resource practices at a few selected firms in the Indian cement sector. Any firm that adopts human resource management (HRM) procedures sees an increase in employee loyalty. HRM methods thereby improve organisational performance. Managing human resources is far more difficult than managing technology or money, and organisations need strong HRM systems to manage them effectively. Sound HRM practices may support an HRM system. Human resource management (HRM) procedures are actions taken by an organisation to manage its human resource pool and make sure that those resources are put to use in achieving its objectives.

Joseph et al. (2015) He conducted research on the connection between employee retention and emerging human resource practices in Indian organisations. Using two comparison HR practices and Intention to Stay, the empirical study investigates the effect of evolving HR practices in Indian firms on Employee Retention. The researcher created a measure to assess HR procedures and employee retention intentions after reviewing previous research in this area. The findings showed that HR policies have a significant impact on employee retention and are connected to employees' intentions to stay.

Gomes et al. (2015) He conducted a comparison of Indian and European multinational corporations' global human resources management strategies (MNEs). They argued that Indian multinational corporations utilise more temporary workers than their European counterparts, have greater labour expenditures as a percentage of overall sales, and make fewer investments in employee training. Their research demonstrates that when country-of-origin effects conflict with host country ideologies, they are diminished and that as economies develop, so do people's expectations for HR policy and practices.

Beha et al. (2013) He carried research on the subject of organisational performance and best practices for human resource management from a global viewpoint. They discovered that implementing HRM best practices improves business performance. The study discovered a favourable association between organisational performance and SHRM alignment in the organisation, internal communication, career planning, training and development, recruiting, and selection. The study's findings indicate that HRM is essential in service businesses and that performance assessment procedures are widely used in the insurance industry.

Budhwar (2012) He conducted research on the administration of human resources in international companies operating in India, paying particular attention to the function of HR in regional headquarters (CSHQs). The type of HR function, the services offered, the strategy employed by the HR department, and the learning that is taking place concerning HR management in the Indian CSHQS are among his findings. There is a significant

amount of latitude from the corporate headquarters of MNCs to create and put into effect HR policies and procedures. It is discovered that the CSHQS is essential for the development and distribution of learning about HR.

Mathew et al. (2012) undertook a survey of a poll of HR experts about HRM innovations made by Indian and foreign MNCs operating in India. Their findings showed that Western corporations and their Indian counterparts saw advances in human resources management differently. In international MNCs, parent subsidiary alignments are prioritised more than in Indian MNCs, who place less of an emphasis on this topic. The Indian MNCs have used creative culture-building strategies and are obviously concentrating for the time being on controlling performance from inside. Foreign MNCs, on the other hand, are concentrated on maintaining the harmony between the parent and subsidiary and standardising the HRMI procedures throughout diverse worldwide regions. Additionally, foreign MNCs frequently pay greater attention to cost and performance considerations than do Indian MNCs. According to Mishra, Shukla and Sujatha (2021), whether new ideas and innovation are pursued to be advanced within the subsidiary in the host country or to be cascaded down to the entire network of the MNC by the parent company would be contingent on the setting and situation of each case.

Sadun et al. (2012) studied Management Practices across Organizations and Countries. Utilizing trials to determine causation, they employed a straightforward technique to quantify some fundamental elements of management practices across industries and nations. Variations in management methods are a key factor in explaining these significant productivity gaps between firms and nations.

Tiwari (2012) carried out an exhaustive analysis of HRM procedures. They discovered that firms need to adopt cutting-edge HRM methods in order to manage human resources efficiently. One crucial consideration that must be made while developing and putting into effect such practices is that HRM procedures need to be periodically reviewed and modified. Additionally, they created a normative framework that demonstrates how HRM practices affect company performance in general.

Kuldeep Singh (2010) He investigated how Indian organisations' performance was impacted by their use of human resources strategies. The findings demonstrated that all of the firms that took part in the study are utilising the HR practices that were the subject of the investigation. Except for information sharing, the percentage of employees who are covered by each HR practice is low across all firms. This suggests that businesses in India are still unsure about the link between investing in human resources and improved performance. Additionally, it has been noted that there are variations in how HR practices are applied across different organisations. This variation lends credence to the idea that the adoption of HR practices depends on the particular needs of each organisation. Four specific HR practices—performance-based pay, information sharing, merit-based hiring and promotion—were also strongly associated with all metrics of objective organisation success.

Pawan et al. (2010) In the New Indian Economic Environment, he investigated new trends in HRM. According to their research, which was based on the material that was accessible, the Indian HRM system(s) are less formal and less organised than those in Western nations, albeit the difference is closing quickly. According to a study, innovative Indian firms actively implement specific high-commitment/performance HRM methods to complement their corporate goals. The Indian environment still generally lacks a research culture. To foster and harness employee creativity, organisations must increase the strategic importance of the HR function, build their HR competency, and establish HR practices and policies that work for them.

Singh (2010) He conducted research on organisational culture and HRM practices at a few private sector organisations in India. He discovered that there is a strong relationship between HRM procedures and company culture. Organizational culture (self-realization, status enhancement, innovative values, and socioeconomic support) and HRM methods (specifically planning, recruiting, selection, training and development, performance assessment, career management, and incentives) were considerably beneficial. According to research on culture, an individual's values are a major factor in how well they fit into the setting of their business.

McPherson (2008) He investigated the HRM procedures and frameworks used by South Asian small firms. There was a clear lack of compliance brought on by a weak HRM system. Because formal/adhoc methods required more time and money, there was a gap between HR operations and activities.

Pawan et al. (2008) researched how indigenous realities affect how Indian SMEs manage their human resources. Their research revealed that indigenous methods of addressing personnel issues in SMEs are given overall precedence. Depending on the social and cultural contexts in which they function, many indigenous activities become organised in them through time. Indian SMEs' owners believe that the absence of organised procedures aids in cost-cutting and provides the required inherent flexibility. At some point, they come to believe that by being unofficial, they can compete on price in the new Indian economic climate.

Alpay et al. (2008) He researched the effects of institutionalisation on performance in family-run firms. They discovered that, of the institutionalisation elements, transparency had the greatest impact on both the quantitative and qualitative performance of the organisation, whereas adaptability only had an impact on the latter. Family harmony boosted institutionalisation attempts while democratic decision-making boosted flexibility.

Shahnawaz et al. (2006) He conducted research on organisational commitment and human resource management practices in various organisations. They discovered that, with the exception of training and development, two firms varied considerably on the key HRM aspects. In both groups, the same types of variables contributed to the formation of various levels of commitment. HRM practices were significantly predicting organizational commitment.

Uhlener et al. (2005) He researched the best HRM practises in family-run businesses. According to a study, family-owned or managed businesses are less likely to employ best practises in HRM. They have created a model that examines the direct and indirect impacts of family organisation traits on the utilisation of expert HRM techniques.

Wright et al. (2005) analysed the causal chain connecting HR practises to organisational performance. The study demonstrated that making any causal inferences should be done with caution because HR practices are closely connected to both past and future success.

Singh (2003) studied Strategic HR orientation and organization performance in India. According to his findings, it is important for firms to strategically match their HR policies and practices with their business strategies in order to maintain the competence level that they have built up.

Sparrow et al. (1997) did mapping that compares the Indian HRM recipe to global patterns. His mapping revealed that the current Indian profile and those of other nations had essentially no correlation. A "cultural island" is India. In actuality, there is a stark contrast between Indian and British HRM recipes, with a substantial negative association between them. It is quite similar to that of Japan in many ways.

3 Methodology

The study used both descriptive and exploratory research design to explore and understand types of HR Practices Being Followed in Indian Entrepreneurial Organizations. All the papers that have been printed in reputable HR journals for a decade until 2020 were scanned using the key words, Types; Human Resource Practices; Followed; Indian; Entrepreneurial Organization. In the process, close to 1000 literatures were reviewed. Out of these, 52 are there with the context of current study. Papers pertaining to HR Practices Being Followed in Various Types of Indian Entrepreneurial Organizations were scrutinized in detail. The papers were qualitatively categorised based on a few chosen dimensions. This made it possible to conduct a comprehensive study and investigate new angles and topics that the literature at the time had not sufficiently addressed. The summary is well-structured, representing the most important and important components.

Further, diagnostic survey methods involving questionnaire of 43 different entrepreneurial organizations was also undertaken and they all requested anonymity. The majority of these businesses have been operating for at least ten years, some much longer. The businesses covered a variety of industries, comprising IT, Infrastructure, Automobile Manufacturing, Consulting, Education etc. Many of them are leaders in their industry. They were selected from private sector, entrepreneurial organizations. All of them were administered questionnaire through on-line mode. These were administered to top management and Heads of HR of these Organizations. Data were then analyzed, and quantitative data were processed to provide support to qualitative analysis.

In the course of analyses, the following research problems were addressed:

- Types of HR Practices
- Which HR Practices are being followed in the Entrepreneurial Organizations?
- What are Entrepreneurial Organizations?
 - Characteristics of an entrepreneurial organization
 - Preparedness of Entrepreneur with regards to development of successors
 - Preparedness of HR with regards to development of successors
 - Preparedness on part of Successors with regards to their development
 - Organizational strategies with regards to succession planning

4 Analysis and Discussion

Succession Planning in Indian Organizations is one of the most important and integral functions of Strategic HR, yet it remains hidden. Organizations spend time, financials and other resources on Succession Planning to ensure that there is a right person for the right role at the right time. However, organizations still fail to establish a proper system at leadership level. Even today very rarely do Indian Entrepreneurial Organizations plan succession for leadership roles. The study reflects on the importance of identifying a potential successor, and training and positioning him.

It was determined that just one in three family enterprises succeed in passing down to the second generation due to the flimsy ownership structure of the majority of family firms. These smaller firms need to think about proper succession since they are more susceptible to the effects of unforeseen, life-changing events that impact both the company owner and frequently the business itself. (Angela - 2018).

It was revealed that no precise information tool exists to assess people's preparedness for entrepreneurship. (Alacia et al. - 2016).

Individuals' readiness for entrepreneurship has been defined as the combination of a number of personal qualities that make them particularly adept at observing and analysing their surroundings in a way that allows them to unleash their high innovative and productive potential in order to use their capacity for risk-taking and need for self-actualization. (Ruiz et al. - 2016).

This study provided evidence that might help entrepreneurs and their businesses find and seize more opportunities and take advantage of them in ways that make the company more open to innovation. (Mokhber et al. - 2015).

It was concluded that Enterprises should regulate their businesses to avoid extreme overconfidence, optimism, or skepticism establishing a prevailing corporate culture. One way to achieve this is through recruiting practices. (Vidar et al. - 2013).

Building a long-term strategy to drive and manage family business growth involves many aspects, like, Transformation, Risk and Regulations. The operational demands of running a family business or other closely held enterprise can be all-consuming, but it's vital that Entrepreneur's take the time needed to assess their organization's business succession planning. The long-term survival of a business, and the preservation of the wealth that has been built, will likely depend on getting ahead of those changes through strategic succession planning. For private, owner-managed, or family-owned businesses, a solid succession plan can drive the growth of the business and set the stage for succession Family-run businesses may benefit further by focusing on preserving harmony within the family.

It was concluded that Two essential strategies for ensuring family businesses survive are good succession planning and innovation to obtain a competitive edge. The involvement of founding members of the family in the ownership and/or administration of the business is reported to have a positive link with innovation, i.e., it influences the family enterprises' propensity for innovation in a favourable way. (Varadraj et al. - 2019).

It was concluded that before there is really a business succession, a family business should plan ahead and take into account the successor's future strategy, which also indicates the size of the post-succession impact on enterprises. (Sunil et al. (2019).

It was concluded that The Godrej Group's current leaders and seasoned veterans initiated the process of achieve accurate more than ten years ago, gave both daughters and sons an equal chance to show themselves, and made objective decisions while transferring the task and duty to the following generation. (Reena - 2017).

To summarise, relationship quality, the inductee's desire to participate, and their shared ability to deal with and manage conflicts all have a significant influence on how well business, family, and the inductee will go. (Parimal et al. - 2017)

The study concluded that for in Indian Family Owned Enterprises, the majority of micro, small, and medium-sized businesses (MSM-FOBEs) are owned and run by a single owner-manager, partners, or family members. Focused initiatives and activities by business, social and family business institutions are recommended. (Nalin Jain - 2016).

The results demonstrate that family company performance levels are highly influenced by management styles, connections within the family, values and beliefs, and succession training. It is discovered that succession experience fully mediates and succession difficulties somewhat mediates the link between antecedents and company performance. (Ghee et al. - 2015).

The paradigm offered might assist the sector in empirically examining firm growth trends under various circumstances. (Dhamija et al. - 2013).

It concluded that cohesion as well as splits in business groups potentially have some favorable and unfavorable consequences and there is automatic change due to changing environmental conditions (Saxena – 2008).

It concluded that splits increase performance of the firm a little under having no splits, but disputes over succession amongst heirs boost performance of the firm further than possessing no disputes. (Talreja - 2007).

Different researchers have taken different variables as best practices for measuring firm's performance. Performance Appraisal; Internal Communication; Strategic HRM alignment in the organization & Career Planning (Loo-See Beha and Leap-Han Looa - 2013). Sales per employee; profitability; the growth of sales & Survival (Nicholas Bloom Christos Genakos Raffaella Sadun John Van Reenen - 2012). In Indian context, Impact of strategic HR orientation; size; age; research and development (R&D) expenditure and unionization (Kuldeep Singh - 2003). Selection; performance appraisal; compensation; job description; career planning; information sharing; organizational surveys; employee participation; training; and promotions and rewards have a bearing on firm performance (Kuldeep Singh – 2010). The percentage of annual employee turnover of the firm, including both voluntary and involuntary quits; Sales per employee; Accounting measures, price-cost margin (PCM), return on capital employed (RCE) and RoNW (return on net worth) are measures of firm's productivity (Kuldeep Singh – 2010). HR practices and performance; Organizational culture impacts a firm's performance (Patrick M. Wright, Timothy M. Gardner, Lisa M. Moynihan, Mathew R. Allen - 2005).

It was concluded that there is Innovation in Human Resource Management Practices by Indian and Foreign Multi-National Companies operating in India in contrast to practices followed in other countries based on inputs of HR Professionals (Harish Jain, Mary Mathew & Akanksha Bedi – 2012).

It was concluded that in India, aspects of human resource management practices such as employee attitude, employee-employer relations, financial performance, and staff productivity are all directly or indirectly impacted by both internal and external influences. (Pankaj Tewari – 2012).

HRM procedures at a family-owned business are influenced by factors including HRM specialty, formal business plans, firm age, industry, franchising, and the proportion of unionised personnel. (Jan M. P. de Kok, Lorraine M. Uhlener, and A. Roy Thurik – 2005).

It was concluded that, Organizational age, size, and environmental uncertainty impact a firm's performance in a family owned business (Gu' ven Alpay, Muzaffer Bodur, Cengiz Yilmaz, Saadet C, etinkaya, Lac, in Arkan - 2008).

Planning, recruitment, selection, performance review, training and development, career management, and rewards were found to have an influence on corporate culture. (Anil Kumar Singh – 2010). Organizational commitment is influenced by self-investment, general education, social support (from supervisors, coworkers, spouses, parents, and friends), and opportunity. (M.G. Shahnawaz, Rakesh C. Juyal – 2006).

5 Conclusion & Scope for Future

The review of literatures reveals very limited research studies with specific reference to types of HR Practices Being Followed in Indian Entrepreneurial Organizations with focus on succession planning process. This is because in Indian context, business types vary in classification from being Sole Proprietorship; Partnership Organization; Private Limited

Company; Public Limited Company; Limited Liability Partnership companies etc.

The tendency towards incorporating traditional HR functions into a strategic human resource management has been observed to be growing function because of higher focus of organizations towards outside customers.

The available literatures have reported that the Comparing Indian HRM systems to those in Western nations, one can see that formers are less organised and formal. This gap exists because HR transactional tasks and compliances are given more attention.

Studies show that in order to support their long-term business plan, Indian firms that value innovation employ certain high-commitment / performance-related HRM policies on purpose.

Research culture is still largely missing in the Indian environment. To foster and harness employee creativity, organisations must increase the strategic importance of the HR function, build their HR competency, and establish HR practices and policies that work for them.

The present HR procedures in India and those in other nations are unrelated. India is a 'cultural island' with varied traditions. HR practices therefore have an innovation and impact of local culture and traditions.

It also sets a conceptual background on the topic for further research. Future research can be undertaken in multiple directions, of which the following may be considered:

- Comparing family and non-family businesses in Succession Planning.
- This study was restricted, other regions across the country may be included.
- Effect of different cultures on succession planning.
- Culture & Succession
- Leadership Characteristics for Succession Planning.

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Primary Paper Section: A

Secondary Paper Section: AE, AN, AO