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# Data-Driven Entrepreneurship: Exploring People Analytics in Delhi SME Startups

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### ABSTRACT

**Purpose:** This study aims to investigate the implementation of HR policies and the utilization of people analytics in SME startups based in Delhi, through a content analysis of Glassdoor reviews. The study seeks to identify the major issues employees face in SME startups, examine the alignment between company values and HR systems, compare the performance of different startups based on employee reviews, and provide suggestions for incorporating and improving people analytics practices.

**Methodology:** This research conducts a content analysis of Glassdoor reviews for 10 SME startups in Delhi: Niro Street, Quick Drycleaning, Bech De Khareef Le, Buyume, Tradeboox, Bookkeeper, Acropolis Infotech, Gadget Wood, Get Me a Shop, Transjovan Capital. The content analysis involves the identification of key themes and patterns related to HR policies, company values, management practices, and the implementation of people analytics. Insights obtained from the analysis are used to address the research goals.

**Findings:** The content analysis reveals insights into the major issues faced by employees in Delhi SME startups, the alignment between company values and HR practices, and the perceived effectiveness of people analytics implementation. It provides comparative insights into the performance of the 10 startups based on employee reviews, highlighting areas of strength and areas for improvement.

**Practical Implications:** The findings of this study offer practical implications for HR practitioners and startup leaders in Delhi. By understanding the challenges and opportunities identified through content analysis, startups can make informed decisions to improve employee satisfaction, align HR practices with organizational values, and enhance the implementation of people analytics for strategic decision-making.

**Originality and Value:** This research contributes to the understanding of people analytics in Delhi's SME startup ecosystem by leveraging employee-generated data from Glassdoor. It provides valuable insights into the HR practices, company values, and implementation of people analytics in startups, offering actionable recommendations for fostering a culture of data-driven entrepreneurship in Delhi.

**Keywords:** People analytics, SME startups, Glassdoor reviews, HR policies, Company values, Strategic decision-making, Delhi startup ecosystem.

## INTRODUCTION

The recent emergence of data-driven HR practices and technologies has significantly changed the entrepreneurial landscape. Startups, particularly those in the small and medium-sized enterprise (SME) sector, are increasingly recognizing the strategic importance of leveraging data and analytics to drive decision-making, foster innovation, and enhance organizational performance. SME startups are at the forefront of this transformation in Delhi and are attempting to harness the power of people analytics to navigate the complex challenges and opportunities inherent in the startup ecosystem.

1.1 Background and Significance of the Study

Delhi's SME startup culture is known for its hiring practices, especially among freshers and students. Startups encounter various difficulties from hiring on low budgets and retaining talent to managing organizational culture and

human resources. In this regard, companies must strategically use people analytics to get meaningful insights into the dynamics of their staff, improve HR practices, and spur long-term success. Analyzing reviews from employees about their feedback regarding these HR practices serves as an important tool to assess the organization's progress and the effectiveness of its strategies.

### Statement of the Problem

Despite the growing recognition of the importance of people analytics in SME startups, there remains a gap in understanding the specific challenges and opportunities faced by startups in Delhi concerning HR management and data-driven entrepreneurship. Moreover, the alignment between company values, HR systems, and the values of employees or outsourced HR providers remains underexplored, leaving startups grappling with issues related to employee satisfaction, organizational culture, and performance optimization. The existing research also fails to adequately account for employees' experience of the practices and values that the company upholds.

### Objectives of the Research

The primary objectives of this research are as follows:

**RO1:** To explore the major issues faced by employees in SME startups in Delhi through a comprehensive analysis of Glassdoor reviews

**RO2:** To examine the alignment between company values, HR systems, and employers' values in SME startups and assess employees' reviews about the execution of those values.

**RO3:** To compare the performance of ten selected SME startups based on employee reviews and identify best practices and areas for improvement.

**RO4:** To investigate the role of people analytics in the ten SME startups and provide suggestions for its incorporation and better implementation.

By fulfilling these objectives, the study aims to contribute to the understanding of employee experiences within SME startups in Delhi, with a focus on how people analytics can be leveraged to address key challenges and enhance HR practices. To help business executives and HR experts in SME startups make informed decisions, this research aims to offer practical insights. It emphasizes the significance of integrating company values with HR systems and the potential of people analytics. Examination of employee reviews and organizational performance allows this study to close the information gap about the effects of people analytics in small and medium-sized businesses. Hence, the research intends to create a more encouraging and data-driven entrepreneurial climate within Delhi's SME sector by providing recommendations for the successful application of people analytics.

## LITERATURE REVIEW

### Implementation of People Analytics in SME Startups

There are many obstacles in the way of SME companies implementing people analytics, mostly because of the inadequate infrastructure and skill sets that currently exist. The information technology infrastructure within SMEs is often inadequate to support the deployment of HR analytics (Uttam, 2023). This is further complicated by the fact that HR employees frequently lack the necessary skills, competencies, and expertise to effectively conduct HR analytics, which poses a significant obstacle (Uttam, 2023). Additionally, there is notable resistance from employees, stemming from a lack of technical expertise, adaptability issues, and the need for a dedicated analytics team (Uttam, 2023).

Challenges about management also surface, such as the necessity for a change in viewpoint and the difficulty in persuading HR departments of the significance of HR analytics. Hence, the lack of recognition of the significance of HR data in decision-making and insufficient funding for extensive implementations are critical barriers (Uttam, 2023). Despite these challenges, both SMEs and larger enterprises recognize the benefits of HR analytics, though SMEs often struggle with limited knowledge and skills in this area (Anna, 2020). Data has also emerged that larger SMEs, particularly those with more than 50 employees, exhibit a greater willingness to adopt HR analytics, indicating that organizational size plays a role in the adoption of these technologies (Uttam, 2023).

### The Role of HR Policies and Practices in Startups

The role of HR policies and practices in startups is crucial for fostering growth and innovation. Investment in human capital is essential for enhancing performance and creativity, which applies to startups as well (Malabika, 2023). In this sense, efficient HRM procedures are essential since they have a big influence on worker productivity and the general prosperity of new businesses. The alignment of diverse HRM practices and policies is particularly vital during the growth stage of startups, where the right HR practices can catalyze innovation and success (Malabika, 2023).

Key HR practices such as training and development, compensation management, performance appraisal, motivation,

rewards, and fostering a learning culture are crucial for driving employee motivation and creativity (Malabika, 2023). However, there is often a disparity between the perspectives of entrepreneurs and employees regarding HRM practices. While entrepreneurs may prioritize different HR missions and rankings of practices, employees' experiences and expectations may vary significantly (2022). Thus, it is crucial to comprehend these divergent viewpoints.

**Table 1:** Summary of Recent Literature on People Analytics in startups

<i>Author(s)</i>	<i>Objective</i>	<i>Data Source/Type</i>	<i>Benefits Identified</i>	<i>Challenges/Limitations</i>	<i>Potential Future Applications</i>
Uttam, Kinange (2023)	To assess willingness and challenges in adopting HR analytics among SMEs	Questionnaire data from SMEs in various sectors	Improved decision-making and employee management	Lack of awareness and technical expertise in HR analytics	Greater adoption in SMEs through training and awareness programs
Malabika, Sahoo (2023)	To explore the role of HR practices and analytics in startup environments	Case studies of startups implementing HR analytics	Enhanced hiring efficiency and workforce optimization	Resource constraints in startups	Application in scaling startups with limited HR resources
Didi, Tarmidi & Indra, Taruna (2023)	To evaluate the role of big data analytics in SMEs' competitive advantage	Literature review on big data in SME performance	Competitive advantage and improved business performance	High costs and complexity of big data tools	Broader use of big data tools with cost-effective solutions
Anna, Karmańska (2020)	To assess the benefits of HR analytics in organizational decision-making	Literature review of HR analytics practices	Increased efficiency in HR processes and data-driven decision-making	Data privacy concerns and integration challenges	Broader application across industries to streamline HR processes
Varma & Dutta (2023)	To investigate data-driven HR decision-making in startups	Narrative inquiry approach with case studies	Improved decision-making, employee retention, and performance tracking	Resistance to data-driven culture among startup leadership	Integration of AI with HR analytics for enhanced decision-making
Thakur, A. (2024)	To explore AI implementation in HR practices across the Asia-Pacific region	Case studies from various HR departments in Asia-Pacific	Automation of repetitive tasks, improved recruitment, and employee engagement	Ethical concerns and lack of skilled personnel to manage AI in HR	Expansion of AI-driven HR analytics to other regions to improve HR management
Chatterjee et al. (2022)	To explore digital transformation and entrepreneurship in SMEs	Survey and case studies on SMEs adopting AI-CRM	Enhanced entrepreneurial processes, better customer relationship management	Challenges in integrating AI and digital transformation strategies	Further development of AI-CRM systems for SME competitiveness
Iftikhar & Nordbjerg (2021)	To explore barriers to adopting AI and data-driven practices in SMEs	Case studies of Danish SMEs	Easier access to analytics tools, improved competitiveness	Data privacy concerns, regulatory requirements, and integration challenges	Expansion of AI adoption in SMEs with a focus on compliance and technological advancements

**Source:** Author's Compilation

## METHODOLOGY

This research employs a mixed-methodology approach to provide a comprehensive analysis of HR practices and data-driven strategies within Delhi's SME startups. The methodology integrates both qualitative and quantitative techniques,

leveraging the extensive database of employee reviews on Glassdoor to gain a multi-faceted understanding of the subject.

The qualitative component involves analyzing Glassdoor reviews for ten selected SME startups, chosen to represent a diverse range of industries and organizational structures. A detailed content analysis was performed, where reviews were systematically coded using a framework designed to capture key themes such as employee satisfaction, HR practices, organizational culture, and management effectiveness. This approach allowed for in-depth insights into employee experiences and perceptions, revealing nuanced aspects of HR management and organizational dynamics.

The quantitative aspect of the research focused on the volume and frequency of specific themes and issues identified in the reviews. By employing statistical techniques such as frequency counts and thematic analysis, the research quantified the prevalence of various topics and trends across the startups. This quantitative analysis provided a broad overview of common challenges and practices, complementing the detailed qualitative insights.

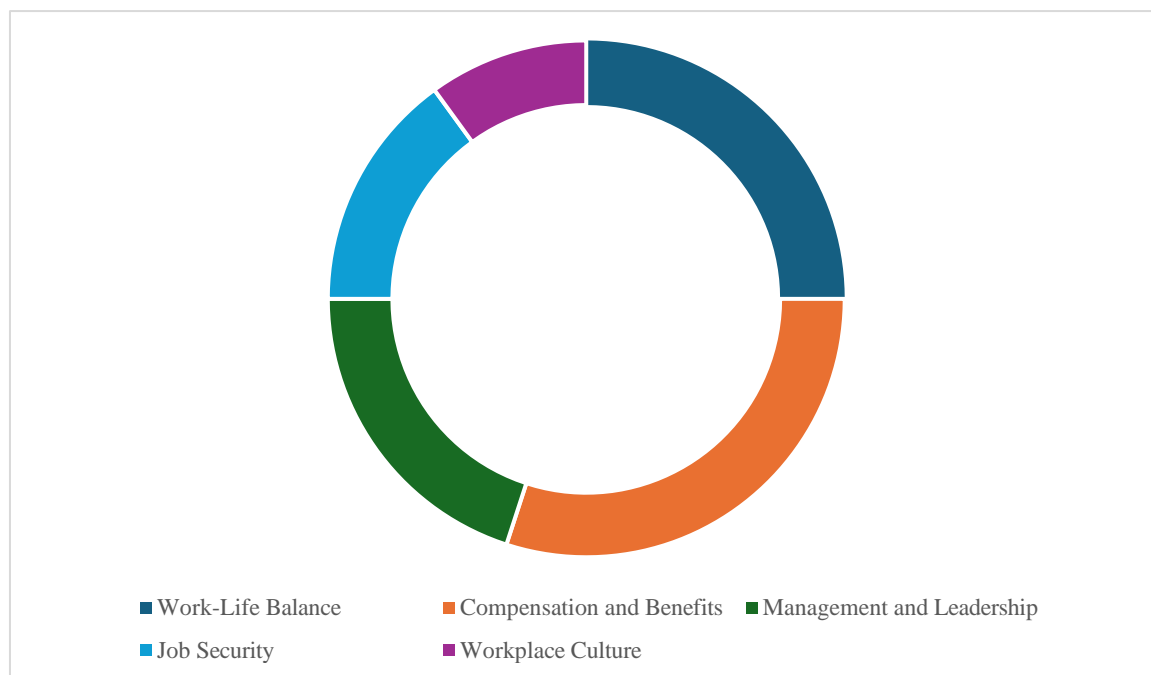
Together, these methods offer a robust examination of HR practices in SMEs, combining rich, contextualized qualitative data with broad quantitative analysis to deliver actionable insights and a thorough understanding of the research topic.

## RESULTS AND DISCUSSION

### Recurring Subjects Found in Glassdoor Review Data

The examination of Glassdoor reviews identifies several recurrent issues among the chosen businesses, illuminating typical difficulties encountered by staff members. These themes draw attention to areas where corporate culture and HR procedures might need to be significantly improved.

**Figure 1:** Major Themes in Glassdoor Reviews



**Source:** Glassdoor Reviews

- i. **Work-Life Balance:** Long working hours and a lack of work-life balance are common complaints raised in reviews from companies such as Quick Dry Cleaning and Get Me A Shop. This ongoing problem shows that these businesses still have a lot of work to do to strike a healthy balance between work and personal life.
- ii. **Compensation and Benefits:** Workers at nascent companies like Buyume, Bookkeeper, and Bech De Khareed Le frequently voice concerns about inadequate remuneration, withholdings from paychecks, and restricted prospects for professional advancement. These worries highlight the general discontent with pay scales and the alleged deficiency of sufficient incentives.
- iii. **Leadership and Management:** Poor reviews from businesses like Nirogstreet and Gadget Wood point to issues with leadership and management techniques. Reports of poor leadership, unethical behaviour, and a lack of support from superiors point to the need for stronger communication and leadership techniques.
- iv. **Job Security:** Acropolis Infotech and Transjovan Capital, two startup companies, have come under fire for their

lack of job security. Workers' concerns about potential layoffs, the lack of opportunities for career progression, and their uncertainty about their future roles all point to instability in these companies.

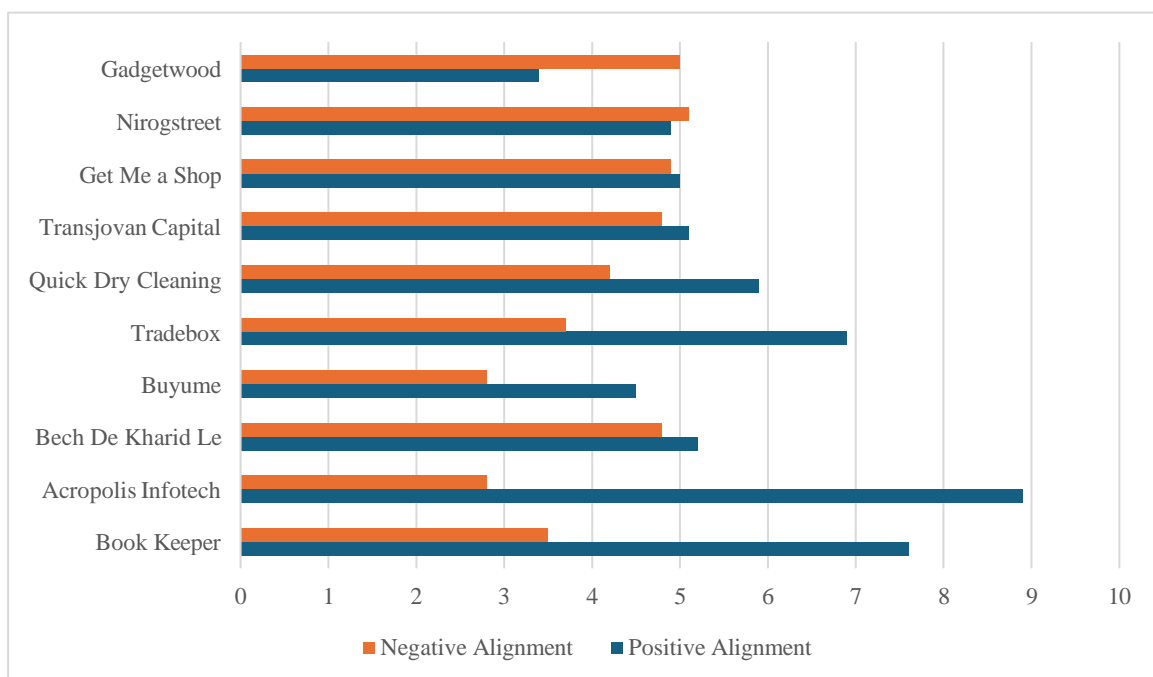
- v. **Workplace Culture:** Concerns about workplace culture are often brought up in reviews for businesses like Tradebox and Quick Dry Cleaning. The negative perceptions of organizational culture are emphasized by complaints about unprofessional behaviour, poisonous settings, and a lack of cohesive team dynamics. We are able to obtain important insights into the common problems that these firms' employees face by recognizing these recurrent motifs.

By tackling these issues, it will be possible to advance workplace culture, strengthen HR procedures, and create a more encouraging and effective work environment.

### Alignment between Company Values and HR Practices

The examination of company values about employee experiences across the ten SME startups reveals a varied alignment between stated values and actual HR practices. This analysis highlights both areas of strong alignment and those requiring improvement.

**Figure 2: Value Alignment with HR Practices**



**Source:** Glassdoor Reviews

- i. **Bookkeepers:** The company's principles place a strong emphasis on employee empowerment, creativity, and simplicity. The majority of employee replies are positive; they like regular parties, flexible work schedules, and a flat organizational structure. This suggests that the company's ideals and employee experiences are positively aligned.
- ii. **Acropolis Infotech:** Employees respond well, praising training opportunities, a varied work culture, and helpful leadership. The company places a strong emphasis on ethics, transparency, and career growth. This illustrates how well the company's values and employee experiences mesh.
- iii. **Bech De Kharid Le:** The organization is dedicated to providing employment possibilities, work-life balance, and diversity. Feedback from employees is divided; while they acknowledge the stated values, they also voice worries about excessive workloads and low pay. There is space for improvement in this partial alignment.
- iv. **Buyume:** With an emphasis on education, adaptability, and professional development, most employee feedback is favourable and includes mentions of flexible schedules, encouraging supervisors, and learning opportunities. This implies a favourable alignment with few differences.
- v. **Tradebox:** The organization prioritizes education, creativity, and professional growth. The majority of employee feedback is good, complimenting the technological exposure and learning environment, with only a few minor areas requiring improvement in alignment.

- vi. The ideals of Quick Dry Cleaning, which emphasize freedom, holistic growth, and transparency, are well-received by employees, who have mixed feelings regarding work-life balance and professional advancement. This suggests some alignment with significant differences.
- vii. Transjovan Capital: Opportunities for career progression and exposure to high-profile projects are among the company's values. Mixed reviews from employees indicate partial alignment; while some appreciate the opportunity, others voice concerns about job security and managerial support.
- viii. Get Me A Shop: Emphasizing flexible work hours and career progression prospects, employee answers are divided, noting positive but expressing worries about work-life balance and compensation. This indicates a partial alignment with the regions that need work.
- ix. Nirogstreet: The focus is on a learning atmosphere and supportive coworkers. Mixed employee feedback indicates partial alignment, with some praising the ideals and others voicing worries about career growth and management assistance.
- x. Gadgetwood: The company values emphasis on learning opportunities and a supportive team. Employee feedback is mixed, showing partial alignment. While they do appreciate certain parts, they also voice worries regarding managerial support and work-life balance.

This analysis underscores the varying degrees of alignment between company values and employee experiences, highlighting both strengths and areas where HR practices can be enhanced to better reflect organizational values.

### **Implementation of People Analytics**

People analytics is the methodical gathering and examination of employee data to inform HR choices and enhance the overall performance of the company. Effective people analytics implementation can address various typical HR difficulties noted in Glassdoor evaluations, particularly in the context of Delhi's SME startups. Startups may tackle common problems and improve their HR procedures by utilizing data-driven insights.

- i. Lack of Job Security: By examining turnover rates, employee attitude, and feedback, people analytics can offer a better understanding of employee concerns around job security. With the use of this data, management may address specific concerns about job security and firm stability in more effective ways.
- ii. Poor Work-Life Balance: Problems with work-life balance can be found by using people analytics to analyze employee feedback and work patterns. Gained understanding may result in the creation of improved time management plans and guidelines that support worker welfare.
- iii. Inadequate Compensation: Startups can assess their compensation policies versus industry standards by using people analytics. Organizations can make necessary adjustments to their pay structures to maintain competitiveness and solve issues connected to low salaries and a lack of incentives by evaluating compensation data and employee input.
- iv. Restricted Growth Prospects: Data-driven insights can highlight deficiencies in employee recognition and career advancement. High-potential personnel can be identified with the use of people analytics tools, which can also be used to create career paths, focused development plans, and efficient performance review procedures.
- v. Communication Problems: By examining input on organizational communication and pinpointing areas that require development, people analytics help enhance communication. To resolve ambiguous expectations and improve feedback channels, frequent engagement surveys should be implemented and feedback analyzed.

Therefore, the strategic use of people analytics offers insightful advice and practical solutions for dealing with HR issues, which eventually results in a staff that is more engaged and productive.

### **Interpretation of Findings**

The study's conclusions provide important new information about the management styles and HR procedures of Delhi's SME startups. Ten chosen startups, from Nirogstreet and Quick Dry Cleaning to Bech De Kharid Le and Transjovan Capital, were chosen for analysis. The analysis of Glassdoor reviews revealed common problems like job security, work-life balance, inadequate pay, few prospects for advancement, and communication difficulties. These issues were repeatedly brought up in discussions about different businesses, highlighting the importance of efficient HR administration in raising employee happiness and creating a positive work atmosphere. The persistent worries about job security are a symptom of a larger problem in which workers are apprehensive about their responsibilities and the stability of their jobs going forward. Comparably, problems with inadequate pay and work-life balance suggest that many startups find it difficult to match industry norms and employee expectations with their HR procedures. Improving overall employee morale and retention within these dynamic and developing enterprises requires addressing these common concerns.

### **Implications for HR Practices and Startup Management**



The flaws found have several significant ramifications for startup management and HR procedures. First and foremost, it is critical to address concerns about job security; HR departments must place high priority on open communication about the stability and future objectives of the organization. This entails giving precise information regarding prospective layoffs, financial stability, and prospects for job advancement. Startups should think about introducing flexible work arrangements, such as remote work choices or customizable hours, to better accommodate employees' personal lives to address work-life balance difficulties. It is also critical to update compensation packages to make sure they meet employee expectations and are competitive with industry norms. Clear professional development pathways and well-designed performance evaluation systems can also aid in resolving issues with frustrating growth possibilities. Improving communication channels and implementing frequent feedback mechanisms would further enhance open discourse and proactive settlement of employee problems. Using people's analytics, which provides data-driven insights into performance indicators, areas for improvement, and employee satisfaction, might be crucial in resolving these problems. People analytics may assist companies in improving overall HR practices by helping them spot trends, foresee possible problems, and carry out focused interventions.

### Challenges and Future Directions

This study has several shortcomings despite the insightful information it offers. The utilization of Glassdoor evaluations could lead to biases because the reviews represent the opinions of employees who voluntarily provided feedback, which could distort the results. The findings' generalizability may be limited by the sample size of startups that were examined, which might not accurately reflect the variety of SME businesses in Delhi. Furthermore, primary data-gathering techniques like surveys and interviews were not used in this study, which would have provided deeper insights into the opinions and experiences of the workforce. A mixed-methods approach, combining qualitative and quantitative data, should be used in future studies to give a more thorough understanding of HR possibilities and problems in the startup ecosystem. Researchers can obtain a more detailed understanding of the variables influencing HR practices and organizational dynamics among SME startups by combining a variety of data sources and approaches.

## CONCLUSION

Based on a thorough analysis of Glassdoor reviews and additional data, this report offers a thorough analysis of HR practices and management dynamics among SME startups in Delhi. The main conclusions highlight important problems that affect worker satisfaction and the efficiency of the company. Job stability, work-life balance, poor pay, little prospects for advancement, and communication difficulties are common worries. These problems highlight the need for more efficient HR management techniques that are adapted to the special requirements of startups. The analysis highlights both areas that require improvement and provides insightful information about how well corporate values and HR practices correspond. Businesses such as Acropolis Infotech and Bookkeeper, for example, show positive alignment with their values and positive employee reactions; on the other hand, businesses like Quick Dry Cleaning and Get Me A Shop show partial alignment and significant disparities. Our grasp of the relationship between startup ideals and HR practices and how they affect employee experiences is improved by this sophisticated perspective. The study adds to our understanding of how to use people's analytics effectively. Startups may better address common challenges like job security and remuneration by incorporating data-driven insights into HR decision-making. They can also enhance employee engagement and retention by refining their HR procedures. People's analytics may help with better decision-making, from improving communication channels and professional development possibilities to optimizing remuneration packages. This strategy helps anticipate and lessen any future problems in addition to addressing current ones.

Future study is advised to use a mixed-methods approach to obtain a deeper understanding of employee experiences and perspectives. A more thorough grasp of the HR dynamics within SME startups would be possible by combining quantitative research with qualitative data from surveys and interviews. Increasing the sample size and incorporating a wider variety of companies may additionally improve the findings' generalizability. The practical consequences are substantial for HR practitioners and startup executives. A healthy work environment is mostly dependent on HR management techniques that are effective, aligned with business values, and responsive to employee concerns. To improve employee happiness, it is imperative to provide flexible work arrangements, review remuneration packages, and expand professional development options. Furthermore, using people analytics can yield useful information that informs strategic HR choices and tackles typical problems. Startup executives may foster a more positive and productive work atmosphere and ultimately help their firms succeed and expand over time by using these principles.

## ETHICAL DECLARATION

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**Conflict of interest:** The author declares that there is no conflict of interest regarding the publication of this paper.

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