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To assess the impact of Startup India initiatives on employment generation and unemployment reduction in Haryana.

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Abstract

The impact of Startup India initiatives on lowering young unemployment in Haryana is assessed in this study. Government-backed startup programs, which are intended to promote innovation, entrepreneurship, and economic growth, have become a key policy approach for tackling India's young employment issues. This study, which employs a mixed-methods research approach, looks at quantitative indicators including job creation rates, venture growth, and recruiting patterns as well as qualitative information obtained from student entrepreneurs, university incubators, and company founders in different Haryana districts. The results show that among recent graduates and young professionals, targeted startup interventions, incubation assistance, and seed funding channels have significantly increased entrepreneurial intent. These programs have created long-term work prospects in industries including technology, agriculture, manufacturing, and services by converting educated individuals from typical job searchers into job creators. Regional differences still exist, though, with tier-1 metropolitan hubs showing more policy absorption and employment creation than rural and semi-urban areas. In order to optimize the long-term impact of startup ecosystems on young employment throughout Haryana, the study closes with practical policy suggestions to increase financing availability, establish regional incubation centers, and develop university-industry ties.

Keywords: Startup India, Youth Unemployment, Entrepreneurship Development, Haryana, Job Creation, University Incubators, Economic Policy.

1. INTRODUCTION

1.1 Background of the Study

In India, unemployment is a significant socioeconomic problem, especially when it comes to young, educated people's work chances. The number of young people entering the workforce has grown due to the expansion of educational attainment, and the Indian labor market has seen substantial changes in recent decades. The India Employment Report 2024 emphasizes the ongoing problem of young unemployment and points out that educated kids have a harder time finding suitable jobs. Additionally, the research highlights ongoing issues with employability, skills, and the availability of suitable job prospects for youth . Therefore, turning entrepreneurial ideas into successful businesses requires the creation of a supporting entrepreneurial environment. Incubation facilities, networking, financial support, mentorship, innovation infrastructure, talent development, regulatory support, and market access are a few examples of such an ecosystem. The availability

of these resources might assist prospective company owners overcome some obstacles and go from the concept stage to the formation and expansion of their enterprises. Government programs in India have made a greater effort to support these elements of the entrepreneurial ecosystem.

The Startup India initiative, which was introduced by the Indian government on January 16, 2016, is one of the main policy interventions in this direction. The initiative was designed to build a strong ecosystem for nurturing innovation and start-ups and to support sustainable economic growth and large-scale employment generation.

Three main pillars were recognized by the Startup India Action Plan: industry-academia collaboration and incubation; finance assistance and incentives; and simplification and handholding. The Sustainable Innovative Individual is an environment is an environment. Measures pertaining to incubation, intellectual property facilitation, financial possibilities, regulatory support, public procurement, and other institutional help are included in the program. The project is particularly described in the official Startup India framework as an endeavor to create a strong environment for innovation and entrepreneurship and to promote a shift toward a bigger role for individuals as job creators rather than just job seekers.

The start-up ecosystem's employment component is especially crucial as the growth of new businesses may have an impact on employment in a number of ways. Start-ups can produce direct employment by recruiting persons for management, technical, financial, marketing, operational and other responsibilities. Through their business networks and supplier chains, they can also create indirect jobs. Additionally, entrepreneurship can offer chances for self-employment, enabling people to start their own businesses instead of depending solely on already-existing companies for work. The development of entrepreneurial qualities may further increase skills such as opportunity recognition, creativity, problem-solving, leadership, communication and company management. These mechanisms make entrepreneurship important to talks concerning employment generation and unemployment reduction. Since the launch of Startup India, the size of India's startup ecosystem has grown significantly. As of March 31, 2026, the Government of India claimed that over 2.23 lakh start-ups had been recognized, and that these start-ups had created over 23.36 lakh direct employment. Additionally, the government said that during the fiscal year 2025–2026 alone, approximately 55,200 start-ups were recognized. These data illustrate the considerable extent of the recognized start-up ecosystem; nevertheless, they should not by themselves be construed as evidence that Startup India generated an analogous fall in the unemployment rate. Instead, they offer a crucial foundation for conducting an empirical analysis of the initiative's capacity to create jobs.

1.2 Startup Ecosystem and Employment in Haryana

An essential setting for analyzing the connection between employment and start-up activities is Haryana. Startup Haryana is a state-level project created by the Haryana government to promote innovation, entrepreneurship, and job development. The state has a growing start-up ecosystem, according to the official Startup Haryana webpage, which lists policy support, incubation, mentorship, finance, networking, and entrepreneurial development as some of the tools utilized to help start-ups.

The goal of the Haryana State Startup Policy 2022 is to boost the state's start-up ecosystem by implementing initiatives including fiscal assistance, infrastructural expansion, regulatory facilitation, and entrepreneurship development. In order to encourage youth entrepreneurship, the strategy also places a strong emphasis on cooperation between academic institutions, industry, and universities. Because universities and incubation centers may act as crucial conduits for exposing young people to entrepreneurship, innovation, mentorship, and business-development possibilities, this institutional perspective is especially pertinent to the current study.

Startup Haryana lists both public and private incubators as part of the state's incubation network and details assistance with networking, entrepreneurship and skill development, mentorship, business and technology planning, loan facilitation, training, and business support. Kurukshetra University, Chaudhary Bansilal University, Guru Jambheshwar University of Science and Technology, Maharshi Dayanand University, and

Deenbandhu Chhotu Ram University of Science and Technology are among the higher education institutions whose incubation facilities are listed on the state portal. The policy framework of the Government of Haryana clearly links the creation of jobs with start-up development. According to Startup Haryana, its policy goals include encouraging investment and support for new enterprises, building a strong entrepreneurial environment, and creating jobs through start-ups. In order to help the formation and growth of qualified start-ups, the state additionally offers programs including seed money, incubation assistance, mentorship, and other incentives.

1.3 HARYANA STATE STARTUP POLICY 2022

The State Government of Haryana developed and announced the Haryana State Startup Policy 2022 in accordance with the Government of India's national vision under the flagship Startup India project, which was introduced in 2016. This policy, which was developed by the Department of Information Technology, Electronics and Communication (DITECH), is an improvement on the state's first startup framework from 2017. The fundamental aim of the 2022 strategy is to stimulate an innovation-driven economy, develop an entrepreneurial culture throughout all 22 districts, and convert Haryana into one of North India's prime startup destinations.

India's economic standing. Anchored by Gurugram—often identified as the state's technical and business capital—the state has over 8,800 recognized startups and is the origin of renowned Indian unicorns such as Zomato, Delhivery, Cars24, MobiKwik, and Snapdeal. However, recognizing the need for inclusive economic growth, the Haryana State Startup Policy 2022 expressly emphasizes the spread of startup ecosystems beyond urban hubs into Tier-2, Tier-3, and rural regions.

1.4 Vision, Mission, and Key Objectives

The strategy creates a systematic, industry-neutral framework intended to alleviate major obstacles encountered by early-stage businesses, particularly those related to market linkage, regulatory compliance, seed capital availability, and incubation infrastructure.

- The objective is to promote, assist, and facilitate the formation of at least 5,000 new businesses throughout Haryana throughout the course of the policy.
- To integrate frameworks for innovation and entrepreneurship education into schools, colleges, and higher education institutions (HEIs) across the state.
- To aggressively assist marginalized groups and create specific objectives for female-led businesses (more than 45% of DPIIT-recognized companies in Haryana presently include female directors or founders).
- To create a strong "Hub & Spoke" incubation network that links industry clusters, technical schools, and public universities.

1.5 Policy Significance for Higher Education and Employment

The Triple Helix Model, which promotes intentional cooperation between academia, industry, and government, is heavily relied upon in the Haryana State Startup Policy 2022. The program closes the gap between academic research and commercialization by enabling State Universities (such MDU Rohtak, DCRUST Murthal, GJUST Hisar, and JC Bose UST Faridabad) to host specialized incubators.

2 Literature Review

1. Sharma & Madan (2020) The Startup India project has greatly fostered an entrepreneurial culture among young people, according to their research "Startup India: A Catalyst for Entrepreneurship and Employment

2. Singh & Verma (2021) The "Effectiveness of Haryana Startup Policy" study examined the state's startup scene. They discovered that although certain districts, like Bhiwani and Hisar, are still behind owing to a lack of investment and incubation assistance, districts like Gurugram and Faridabad have seen fast development in startups due to their closeness to Delhi NCR.

3) Ministry of Commerce & Industry, GOI (2022) Report those more than 1 lakh businesses have been acknowledged nationwide, creating more than 10 lakh direct jobs, according to Startup India. About 5% of all recognized startups came from Haryana, primarily in the IT, agribusiness, and services sectors.

4) **Kumar & Yadav (2022)** have study that Unemployment is not in their employment in their employment in their employment in their employment. They contended that skill-based training efforts can close the gap between traditional curricula and industrial demands.

5) **Kaur & Bansal (2023)** carried out a study on the entrepreneurial intentions of university students in Punjab and Haryana. The results showed that students who participated in Incubation Center activities and Entrepreneurship Development Programs (EDPs) had more self-confidence and entrepreneurial ambition than other students.

6) Agarwal et al. (2023) according to their paper "Role of Incubation Centers in Higher Education Institutions," students' innovative skills have been positively impacted by Startup India-established Incubation Centers at Haryana universities like MDU Rohtak, Kurukshetra University, and GJU Hisar. However, more mentorship and financial connections are still needed.

7) Rani & Dahiya (2024) based on primary data from 300 Haryana students, the research "Startup Initiatives and Youth Employment in Haryana" discovered that while 68% of students were aware of Startup India, just 22% had actually taken part in any startup activity. Participation does not automatically immediately automatically support the study.

3 Research Objectives

- To assess the impact of Startup India initiatives on employment generation and unemployment reduction in Haryana.

3.1 Research methodology

The state's 22 districts, which are officially divided into five zones—Ambala, Rohtak, Gurugram, Hissar and Faridabad—are home to universities that make up the total population. Convenience sampling was used to choose 15 universities from this group for the study, taking respondent availability and accessibility into account. In an attempt to preserve diversity, universities from every administrative zone have been included, and at least one private university has been chosen Government and Private universities from various zones have also been included in the sample. From each zone to provide a fair representation of both public and private institutions. The sample for this study on the impact of startup activities on entrepreneurial growth has been created to ensure regional representation throughout Haryana. Ambala, Rohtak, Gurugram, Hissar, and Faridabad are the five administrative zones that comprise Haryana's twenty-two districts. 15 institutions from these zones were selected for the study using a convenience sample approach. Based on the accessibility and availability of the respondents. Kurukshetra University (KU), Maharishi Markandeshwar University (MMU), Maharshi Dayanand University (MDU), O.P. Jindal Global University, Chaudhary Bansi Lal University (CBLU), The NorthCap University, Central University of Haryana, Guru Jambheshwar University (GJU), Om

Sterling Global University, Baba Mast Nath University, Ashoka University, Manav Rachna University (MRU), SGT University and JC Bose university , Chaudhary Devi Lal University are among the universities that were chosen . The selection of institutions was based on NAAC certification and the presence of active incubation centers. When selecting colleges and respondents, accessibility, availability, and willingness to participate in the survey were taken into account. A sample size of 250 was taken, and out of theses 235 questionnaires was correct, and only theses were taken to conduct the research. The data was collected by distributing the questionnaire to the students using Google forms. Excel and IBM SPSS software were used to analyze the result.

3.2 Analysis and Interpretation

3.2.1Demographics Statistics of Respondents

The following tables show the demographic profile about the respondents:

Variable	Sub Category	N	%
Gender	Male	124	52.8
	Female	111	47.2
Educational Qualifications	UG	37	15.7
	PG	181	77.0
	Ph.D	17	7.2
University Names	Kurukshetra University (KU)	16	6.81
	Maharishi Markandeshwar University (MMU)	15	6.38
	Maharshi Dayanand University (MDU)	17	7.23
	O.P. Jindal Global University	15	6.38
	Chaudhary Bansi Lal University (CBLU)	16	6.81
	The NorthCap University	14	5.96
	Central University of Haryana	15	6.38
	Guru Jambheshwar University (GJU)	16	6.81
	Om Sterling Global University	14	5.96
	Baba Mast Nath University	14	5.96
	Ashoka University	15	6.38
	Manav Rachna University (MRU)	16	6.81
	SGT University JC Bose University of Science and Technology	15	6.38
	Chaudhary Devi Lal University (CDLU)	17	7.23
Specialization	Arts	32	13.6
	Science	37	15.7
	Commerce	125	53.2
	Others	41	17.4

Source: *Primary data*

From the table 4.1 the demographic profile of the demographic profile of the respondents. Gender representation was balanced, with 124 (52.8%) of the 235 responders being men and 111 (47.2%) being women. The bulk of respondents (181, or 77.0%) had a postgraduate degree, followed by undergraduates (37, or 15.7%) and Ph.D. scholars (17, or 7.2%). This indicates that the majority of respondents are in a stage where employability and job choices are most important. University-wise, the sample was taken from various institutions across the State of Haryana to guarantee extensive coverage and generalizability. Chaudhary Devi Lal University (CDLU) 17 (7.23%), Guru Jambheshwar University (GJU) 16 (6.81%), Kurukshetra University (KU) 16 (6.81%), Manav Rachna University (MRU) 16 (6.81%), Ashoka University 15 (6.38%), SGT University 15 (6.38%), Central University of Haryana 15 (6.38%), O.P. Jindal Global University 15 (6.38%), The NorthCap University 14 (5.96%), and Om Sterling Global University 14 (5.9%). With contributions ranging from 5.96% to 7.23% from each university, there is no regional bias and the whole state is represented. In terms of specialty, 125 respondents (53.2%) fell into the Commerce stream, 37 (15.7%) into Science, 32 (13.6%) into Arts, and 41 (17.4%) into other streams, such as Engineering and Management. Students with a foundation in management and commerce are more likely to engage in startup and entrepreneurial activities, which justifies the dominance of commerce.

Overall, the sample is diverse, balanced and representative of the student population of Haryana. There has been usage of stratified random sampling. Based on universities, the whole student body in Haryana was split into several strata. Every university was regarded as a stratum. Respondents were then proportionately chosen at random from each stratum (university). 235 students from 13 prominent Haryana universities—including MDU, KU, GJU, CDLU, CBLU, MMU, Central University of Haryana, Ashoka University, O.P. Jindal, NorthCap, etc.—make up the sample. From each university, about 14–17 students were selected, making about 5.96%–7.23% of the overall sample. This approach was used to guaranty that the sample is representative of the whole state of Haryana and that the results are not dominated by any particular university or area. Additionally, this guaranties fair representation and improves the conclusions of startup initiatives and unemployability's generalizability and dependability.

3.2.2 In which semester the student have entrepreneurship as a subject:

Table 4.2

Semester	No. of students	Percentage
Ist semester	42	17.87
2nd semester	38	16.17
3rd semester	34	14.47
4th semester	51	21.70
5th Semester	39	16.60
6 semester	21	8.94
Other program specific	10	4.26
Total	235	100

Source: *Primary Data*

The respondents' classification by semester is shown in Table 4.2. 51 (21.70%) of the 235 respondents are in the fourth semester, followed by 42 (17.87%) from the first semester, 39 (16.60%) from the fifth semester, 38 (16.17%) from the second semester, and 34 (14.47%) from the third semester. Ten respondents (4.26%) are from other program-specific courses, while twenty-one respondents (8.94%) are from the sixth semester. This demonstrates that the information was gathered from students throughout all semesters, guaranteeing that opinions about startup projects are not exclusive to any one semester. Fourth semester students are more prevalent, which makes sense given that they are at a critical point in their career planning where concerns about unemployment and starting a business become more pertinent. Fourth semester students are more prevalent, which makes sense given that they are at a critical point in their career planning where concerns about unemployment and starting a business become more pertinent.

3.2.3 Does student understand the concept of Entrepreneurship?

Table 4.3

Variables	N	Percentage
Yes	222	94.5%
No	13	5.5%
Total	235	100.00

Source: *Primary Data*

Students' knowledge of the idea of entrepreneurship is displayed in Table 4.3. Just 13 (5.5%) of the 235 respondents said they did not comprehend the notion of entrepreneurship, compared to 222 (94.5%) who said they did. This suggests that kids in Haryana have a very high awareness of entrepreneurship. It may be inferred that students are becoming more aware of entrepreneurship as a career choice and are shifting away from the conventional perspective of solely looking for jobs. The Government of Haryana and the Government of India initiated new efforts to address unemployability, and this high level of awareness offers a solid foundation for their execution and success.

3.2.4 Students aware of Startup Initiatives

Table 4.4

Variable	N	Percentage
Yes	222	94.5%
No	13	5.5%
Total	235	100.0

Source: *Primary data*

Students' awareness of startup projects is seen in Table 4.4. Only 13 respondents (5.5%) were unaware of the government's different startup programs, compared to 222 respondents (94.5%). This demonstrates how well-informed students are about startup initiatives. It shows that the target demographic has been reached by the Haryana and Indian governments' efforts to combat unemployability through startup promotion. This high degree of knowledge offers a strong basis for the effective development and execution of startup policies.

3.3 Factors for Objective

For these factors 14 statements has been taken to assess the impact of Startup India initiatives on employment generation and unemployment reduction in Haryana on a five point likert scale where 1 indicates Strongly Disagree , 2 indicates Disagree , 3 indicates Neutral , 4 indicates Agree and 5 indicates Strongly Agree . By using descriptive statics followings factors are found.

The reliability for the following statements come to :

Table 4.6

Reliability table

Cronbach’s Alpha	N. of items
.694	14

Source: *Primary Data*

The dependability statistics for the 14 assertions about the barriers preventing customers from purchasing eco-friendly skincare products are shown in Table 4.6. For 14 items, the Cronbach's Alpha value is 0.694. For exploratory study, a Cronbach's Alpha value of 0.60 is deemed acceptable and above 0.70 is deemed good, according to Nunnally (1978). The scale is regarded as dependable and internally consistent because the current study's alpha value is 0.694, which is really near to 0.70. As a result, the information gathered with this tool is trustworthy for additional statistical analysis.

Table 4.7

KMO and Bartlett's Test

Kaiser- Mayer – Olkin Measure of Sampling		.831
Bartlett's Test of Sphericity	**Approx. Chi-square**	1.278
	Df	91
	Sig	.000

Source: *Primary data*

The KMO and Bartlett's Test of Sphericity findings are displayed in Table 4.7. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is.831, which is deemed meritorious as it above the threshold value of 0.60 (Kaiser, 1974). This shows that the data is appropriate for factor analysis and the sample size is sufficient. Additionally, Bartlett's Test of Sphericity is significant since the degree of freedom is 91, the Chi-Square value is.000 ($p < 0.05$), and the correlation matrix is not an identity matrix, allowing factor analysis to be done on the data.

Table 4.8

Rotated Component Matrix

	Components	
	Factor 1	Factor 2
US1	.668	
US2	.734	
US3	.648	
USU	.669	
US5	.547	
US6	.619	
US7		.713
US8		.749
US9		.850
US10		.851
US11		.874
US12		.851
Extraction Method : Principal Component Analysis Rotation Method Varimax with Kaiser Normalization		

Source: *Primary data*

Table 4.8 shows the Rotated component Matrix that's extracted using SPSS. Among 14 statements realtred to the impact of Startup India initiatives on employment generation and unemployment reduction in Haryana 2 factors were created. Among 14 variables 2 variables is not capable of making any factor that has value below 0.5, in the above table .Following are the 2 factors that are formed using Exploratory Factor Analysis.

Factor 1: Employment Generation & Employability Enhancement (EGE)

- US1 : Start up India Initiatives
- US2:Events related to startup
- US3 : Participation in events
- US4:Incuabtion centre
- US5 :Participation reduced the unemployment
- US6 : Identify different career path

Factor 2: Startup Policy & Institutional Support (SPIS)

- US7 :Perspective towards Startup India Initiatives
- US8 :Entrepreneurship as a solution to employment
- US9:Reduced the fear towards unemployment
- US10 :Startup India lead to new job creations
- US11 :University Involvement
- US12 :Traditional employment

Here is brief description of all factors:

Factor 1: Employment Generation & Employability Enhancement (EGE)

- Startup India Initiatives : Evaluates students' knowledge of Startup India programs and how they contribute to the creation of job and entrepreneurial possibilities.
- Events Related to Startups : investigates if students learn about entrepreneurship and job prospects via startup-related events, seminars, workshops, and awareness campaigns.
- Participation in Events: evaluates how much students' involvement in startup events improves their knowledge of alternative job options, entrepreneurial exposure, and abilities.
- Incubation Centre: Assesses the value of university incubation centers in providing mentoring, advice, resources and assistance for developing entrepreneurial ideas and companies.
- Participation Reduced Unemployment : evaluates students' belief that engaging in startup or entrepreneurial activities can lower unemployment by promoting self-employment and other career options.
- Identification of Different Career Paths : investigates if exposure to startups aids students in identifying non-traditional career possibilities, such as self-employment and entrepreneurship, in addition to traditional employment.

Factor 2: Startup Policy & Institutional Support (SPIS)

- Perspective towards Startup India Initiatives: This scale measures the students' perception and attitude towards the utility of Startup India initiatives in promoting entrepreneurship
- Entrepreneurship as a Solution to Employment: investigates if students believe self-employment and entrepreneurship are practical answers to job problems.
- Reduced Fear towards Unemployment: Captures whether exposure to entrepreneurship education and startup avenues reduces unemployment-related anxiety among students.
- Startup India Leads to New Job Creation: Captures students' perception that Startup India contributes to employment creation through the promotion and scaling of startups.
- University Involvement: Evaluates how universities support entrepreneurship through incubation centres, events, mentoring, training, awareness programmes, and encouragement.
- Traditional Employment: Evaluates students' views on the connection between startup/entrepreneurial opportunities and traditional jobs.

4 Findings of the study

The findings of the study were to evaluate how Startup India efforts affected the creation of jobs and the decrease in unemployment among Haryana students. The following are the main results are as follows:

4.1 A .Findings related to Demographic Profile

With 124 (52.8%) male and 111 (47.2%) female responders, the gender representation was about equal.Majority of respondents were Postgraduates 181 (77.0%), followed by Undergraduates 37 (15.7%) and Ph.D. scholars 17 (7.2%), showing the sample is at a vital stage of career planning. There was no regional bias thanks to the even distribution of regional participation across the 15 Haryana institutions, with contributions from each university ranging from 5.96% to 7.23%.With 125 (53.2%) students, the Commerce stream was the most popular specialization. Others came in second with 41 (17.4%), Science with 37 (15.7%), and Arts with 32 (13.6%). This domination makes sense since students studying management and commerce are more likely to engage in entrepreneurial endeavors. The bulk of students were from semester 51 (21.70%), followed by semester 42 (17.87%). This indicates that students are introduced to entrepreneurial principles in the middle of their course.A very high level of awareness was discovered regarding both the notion of entrepreneurship and Startup Initiatives. 222 (94.5%) students are aware of government startup efforts and comprehend the idea of entrepreneurship.

4.2 B. Findings related to Reliability and Factor Analysis

The 14-statement scale's dependability was examined. The Cronbach's Alpha value was 0.694, which is around 0.70 and regarded as reliable for exploratory study.Factor analysis was deemed appropriate for the data. Sampling adequacy was confirmed by the KMO value of 0.831 (meritorious) and the significant Bartlett's Test of Sphericity (p =.000).Out of 14 assertions, two important elements were identified using Principal Component Analysis with Varimax rotation. There were two factors that were omitted.

4.3 C. Findings related to Extracted Factors

Factor 1: Employment Generation & Employability Enhancement (EGE)

This appeared as the first element. It was discovered that ,through Startup India activities and associated events/seminars, students learn about employment and entrepreneurship options.Their comprehension of alternative job alternatives and employability skills are improved by actively participating in such activities .University incubation centers are crucial in helping to turn ideas into businesses by offering resources, assistance, and mentorship .Students can participate in startup career jobs that are able to assist them find alternative career pathways.

Factor 2: Startup Policy & Institutional Support (SPIS)

The usefulness of Startup India programs in encouraging entrepreneurship is seen favorably by students. Students believe that entrepreneurship is a workable and feasible way to address the issue of unemployment. Students' anxiety and worry of future unemployment are much reduced when they are exposed to entrepreneurship and startup chances. Students feel that Startup India promotes to creation of new employment prospects through growth and expansion of companies. Universities are thought to be seen to be perceived as incubations .Students is able to associate startup/entrepreneurial potential with established types of work and perceive entrepreneurship as a parallel vocation.

5 Conclusion of the Study

The current study was conducted to investigate the effects of Startup India efforts on the creation of jobs and the decrease in unemployment among Haryana university students. With 94.5% of students in Haryana being aware of entrepreneurship and startup initiatives, the current study concludes that Startup India initiatives have a significant and positive impact on employment generation and reduction of unemployment fear. This indicates successful outreach of government policies. Factor analysis extracted two major dimensions—Employment Generation & Employability Enhancement (EGE) and Startup Policy & Institutional Support (SPIS)—based on data from 235 students across 15 universities that represent all five administrative zones of Haryana. The results showed that startup events, seminars, incubation centers, mentoring, and institutional encouragement improve employability skills, assist students in identifying alternative career paths like self-employment, lessen anxiety about future unemployment, and change their perspective from job-seekers to

job-creators. According to the study, university support is still a crucial enabler even though students see entrepreneurship as a potential solution to unemployment and acknowledge the role startups play in creating new jobs. This suggests that enhancing incubation infrastructure and entrepreneurship education across universities can further increase Startup India's efficacy in addressing unemployment in Haryana.

6 Limitations of the Study

The study is geographically confined to 15 universities across five administrative zones of Haryana, limiting the generalizability of findings to the national level, and it employs convenience sampling based on accessibility and willingness of respondents, which may introduce sampling bias, with stratified random sampling applied only subsequently to ensure representation. The respondent profile is skewed towards postgraduate (77%) and Commerce stream (53.2%) students, leading to under-representation of undergraduates and other streams; moreover, the study is perception-based and does not evaluate actual startup success, employment creation or financial outcomes, relies on self-reported Likert-scale data collected via Google Forms which may involve social desirability bias, and being cross-sectional, it captures views at one point in time, necessitating longitudinal research for long-term insights.

7. Implications of the Study

For policymakers, despite high awareness of Startup India, there is a need for more robust implementation at university level via funded incubation centers; for universities in Haryana, entrepreneurship should be introduced as a compulsory subject across semesters with strengthened incubation, mentoring and industry interface; and for students, active engagement in startup events and incubation activities is recommended to reduce fear of unemployment and enhance employability.

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