

Examining The Human Resource Strategies Employed By Pharmaceutical Companies

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INTRODUCTION

Several factors impact an organization's and its workers' performance, including personnel skills, organizational education, and the amount of innovation in the firm itself. These aspects are interconnected and, depending on the context, influence an organization's performance, either directly or indirectly (Javanmard & Sakhaei, 2011). When it comes to business, one of the most important ideas to debate in management studies is organizational performance, and it is the most important criterion for gauging success in commercial companies (Allameh & Moghadami, 2010). In today's competitive world, many businesses are seeking to prosper by attaining organizational performance via the development of a sustainable competitive advantage and the flexibility to adapt to changing market circumstances. In today's context, the role of the organization in terms of competitive dominance, value creation, and long-term development is becoming more reliant on human capital, which is described as the collection of staff knowledge, attitude, behaviour, skills, and experience (Allen & Wright, 2006).

Consequently, one may argue that human capital is the most important competitive advantage for every firm. Managers must grasp how to cope with this strategic component and discover how to use this competitive advantage effectively. When the concept of human resource management was initially introduced in the mid-1980s, it was intended to provide ways for managing personnel and assisting in developing organizational performance (Samei, 2009). Human resource management encompasses the management of a company's most valuable assets, which include the employees who work for the company and, individually or collectively, contribute to achieving the organization's objectives. This goal may be accomplished in various ways, one of which is to integrate strategic management into the human resource sector and design or choose relevant strategies for the firm's personnel (Akhavan & Pezashkan, 2012). Strategic human resource management benefits organizations by allowing for better coordination of varied operations, creating opportunities, and the prevention of possible hazards (Abtahi & Mousavi, 2010).

Individuals executing their occupational activities are developed and impacted by human resource strategic operations, which results in achieving the organization's objectives and introducing new ideas (Sadeghi and Mohtashami, 2012). Individuals executing occupational responsibilities are developed and impacted by human resource strategic operations. Strategic human resource management is a wide strategy to managing employee issues and connecting human resource plans with the organization's commercial goals.

Human resource strategic management is related to long-term challenges about the organization's internal and external surroundings, and the consequence is policies for human resources, organizational growth, and training (Chadwick, 2005). On the one hand, the capacity of any organization to interact dynamically with both its internal and external contexts is critical to its long-term survival. This interaction causes an inflow of information and the most current technical and scientific discoveries produced by humans, which may result in changes in the organization's functioning and behaviour due to the interaction. Furthermore, during this relationship, the organization must gather the resources it requires and, among other things, adhere to the genuine demands of its surroundings (Javanmard & Sakhaei, 2011; Obzeri et al., 2009). The choice of the best strategy in organizations has a substantial influence on the company's performance (Mazloui et al., 2012). Those involved in human resources have been fascinated with assessing the influence of human resource strategy on the organization's overall performance. They are presented with the question, "How can we measure this effect?" The best way to combine the role of human resources with the evaluation of corporate performance has yet to be identified (Atafaret et al., 2011). Furthermore, gaining a comprehensive understanding of the relationship between an organization's chosen strategy and its performance may offer managers accurate information that can be utilized to aid them in their decision-making processes (Mazloui et al., 2012).

LITERATURE REVIEW

A person's performance in the workplace is defined as a set of actions that they exhibit. Physical, financial, and human capital are only a few factors that contribute to an organization's overall effectiveness. An organization's physical and financial resources do not create commodities or services on their own when the human element is involved. Learning about human psychology may help businesses run more smoothly and effectively (Abtahi & Mousavi, 2009). Prior studies on the effectiveness of organizations focused mostly on their financial success. Finances, even when they do not align with a company's long-term strategic goals and cannot be exploited to obtain an advantage in a competitive

context, are used nevertheless (Wu & Liu, 2010). Human resource strategies and organizational performance have been the subject of several studies over recent years, and the results of these investigations have been made public. This section will take a closer look at a couple of the ongoing studies. According to Sarkuobeh's (2013) investigation on the effect of middle school principals' human skills on their performance, there was a statistically significant link between human skills and their outcomes.

According to Atafar et al. (2011), the aligned scores model was used to assess the influence of human resource initiatives on organizational performance in Iran's revenue agency. Using the balanced scores model, they discovered that the absorption and employment method affected organizational performance in all four of the following areas: For the Bangladesh Center for Communication Program (BCCP) case study, Rahman (2010) examined Bangladeshi firms' human resource management strategies (BCCP). Researchers found that human factors like the ability to provide services, the development of skills, and the ability to motivate employees all affected how well various organizations performed and how willing employees were to cooperate with the organization to achieve its goals and objectives. Liu et al. explored various approaches to strategic human resource management and organizational performance (2007). Businesses are often driven to improve their human resources policy by a desire to raise productivity inside the company's walls. Applying the greatest performance and best cohesiveness (coordination) views is one of the multiple techniques to accomplish this goal. In general, higher organizational performance may be achieved if a method or set of better approaches is superior to human resource policy; because human resources policies must be strategic for them to be effective.

OBJECTIVE OF THE STUDY

In order to answer the research questions, the following research objectives have been established for the study:

- Investigating the role of operational excellence indicators in select Pharma companies.
- To assess the influence of HR strategies on operational excellence indicators in select Pharma companies.

HYPOTHESES OF THE STUDY

Hypotheses are recognized as an essential tool in research analysis; it influences the significance of new judgments and expectations. Hypotheses are formed into every research report based on underlying beliefs or assumptions. Following a comprehensive review of the relevant literature, an attempt was made to construct a conditional assumption to investigate its logical implications. For the analysis, the following hypotheses have been generated.

- **H01:** Organizational culture related HR strategies have no significant impact on the organizational development of selected pharma companies
- **H02:** Employee Wellness related HR strategies have no significant impact on the organizational development of selected pharma companies
- **H03:** Employee performance management related HR strategies have no significant

impact on the organizational development of selected pharma companies

METHODOLOGY

- **Research Design:** Descriptive research
- **Sources of Data:** This study used a structured questionnaire to acquire primary data from pharmacy companies employees in order to better understand the HR strategies that influence on organizational development. Secondary data is gathered from a variety of journals and periodicals, such as magazines and business newspapers, as well as from subject-specific books and websites, among other sources.
- **Data Collections Methods:** The information was gathered via the use of a structured questionnaire, a survey approach, and a personal interview with customers.
- **Sampling Area:** Hyderabad, Telanagna state
- **Sampling Method:** For the purpose of collecting a sample of 600 respondents in Telanagna state, the Stratified Random Sample was used.
- **Statistical Tools Used:** ANOVAs and correlations, as well as multiple regression, were performed using SPSS 23.0 version for data analysis

Table1. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.824	31

According to Table 1, the questionnaire was assessed for reliability and the findings are shown below. The constructed questionnaire has been pretested and validated via face validity by being provided to a carefully chosen group of experts, and it also has a sufficiently high reliability score. The outcome was a value of 0.901 for the. It shows that the data has a high level of dependability and validity.

Demographic Variables

The frequency distribution of demographic variables is presented in the following table.

Table2. Demographic Analysis

Particulars	Classification	No of Responses	Percentage
Age	Below 20 years	134	22.3
	21-30	166	27.7
	31-40	163	27.2
	41-50	102	17.0
	51 and above	35	5.8
Gender	Male	420	70.0
	Female	180	30.0
Education	Below degree	121	20.2
	Degree	174	29.0
	Post Graduation	202	33.7
	Above Post Graduation	103	17.2
Designation in the current organization	Lower level	184	30.7
	Middle level	286	47.7
	Upper level	130	21.6
Monthly income (in rupees)	Below 35,000	142	23.7
	35,001 - 45,000	241	40.2
	45,001 - 55,000	149	24.8
	55,001 and above	68	11.3
Total		n = 600	100%

ANOVA Results

ANOVA for Organizational Culture Related HR Strategies and Organizational Development of Selected Pharma Companies

In order to identify the mean difference between groups, for that Analysis of variance statistics is conducted between Organizational cultures related HR strategies and organizational development of selected pharma companies; ANOVAs were conducted and results pertain below

- **H01:** Organizational culture related HR strategies have no significant impact on the organizational development of selected pharma companies

Table3. ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.924	4	1.731	1.520	.005
Within Groups	677.701	595	1.139		
Total	684.625	599			

Table shows the performance of the ANOVA study on Organizational culture (HR strategies) and organizational development of selected pharma companies. Regards organizational culture, the between-group variance is 6.924, and the within-group variation is 677.701. It also shows that the F- distribution is 1.520. The level of significance is 0.000, which is less than 0.05. Thus, there is a significant impact of Organizational culture on the organizational development of selected pharma companies.

Table4. ANOVA results

- **H02:** Employee Wellness related HR strategies have no significant impact on the organizational development of selected pharma companies

		Sum of Squares	df	Mean Square	F	Sig.
Employee Development	Between Groups	11.578	4	2.895	2.304	.000
	Within Groups	747.515	595	1.256		
	Total	759.093	599			

Table shows the performance of the ANOVA study on Organizational culture (HR strategies) and organizational development of selected pharma companies. Regards Employee Wellness, the between-group variance is 11.578, and the within-group variation is 747.515. It also shows that the F- distribution is 2.304. The level of significance is 0.057, which is more than 0.05. Thus, there is a significant impact of Employee Wellness on the organizational development of selected pharma companies have no significant impact on the organizational development of selected pharma companies

- **H03:** Employee performance management related HR strategies

Table4.1. ANOVA results

		Sum of Squares	df	Mean Square	F	Sig.
Employee performance management	Between Groups	10.539	4	2.635	2.055	.015
	Within Groups	762.735	595	1.282		
	Total	773.273	599			

Table shows the performance of the ANOVA study on Employee performance management (HR strategies) and organizational development of selected pharma companies. Regards Employee performance management, the between-group variance is 10.539, and the within-group variation is 762.735. It also shows that the F-distribution is 2.055. The level of significance is 0.015, which is less than 0.05 ($p < .005$). Thus, there is a significant impact of Employee performance management on the organizational development of selected pharma companies.

CONCLUSION

This research study explored the affect of HR strategies factor (Organizational culture, Employee Wellness and Employee performance management) on organizational development. The researcher collected 600 samples from Hyderabad of Telanagna state using the Stratified Random sampling method, and data were analyzed with the help of ANOVA. The findings revealed that 27.7 percent of the respondents aged between 21-30 years, 27.2 percent of the respondents aged between 31-40 years, 22.3 percent of the respondents aged below 20 years, 17 percent of the respondents aged between 41-50 years and 5.8 percent of the respondents aged 51 years and above; 70 percent of the respondents were male respondents and remaining 30 percent of the respondents were female; 33.7 respondents belongs to Post Graduation. Followed by, 29 percent of the respondents belong to Degree, 17.2 percent of the respondents belong to Above Post Graduation, 12.2 percent of the respondents belong to intermediate and 8 percent of the respondents belong to SSC; 47.7 percent of them were Middle level employees. Followed by 30.7 percent of them were Lower level Employees, 21.6 percent of them were Upper level employees; 40.2 percent of the respondents earn monthly income level is 35,001- 45,000 rupees. Followed by 24.8 percent of them earn 45,001 - 55,000 rupees, 23.7 percent of them earn Below 35,000 and 11.3 of them earn 55,001 and above rupees for monthly. Hypotheses results revealed that Organizational culture (H01), Employee Wellness (H02) and Employee performance management (H03) have a significant impact on the organizational development of selected pharma companies in Hyderabad city.

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