

Intervention of H.R in Green HRM Practices in Pharmaceutical Industry. A Road Map Analysis of Pharmaceutical Companies in India.

¹Shilpi Bose, ²Dr. Somnath Roy Choudhury

¹Research Scholar, ²Asst. Professor, Department of Management, RKDF University, Ranchi, India.

¹prof.sbose595@Gmail.com

ABSTRACT - Green Human Resources Management (GHRM) is a set of policies, practices, and systems that encourage employees to engage in environmentally conscious, resource-efficient, and socially responsible behavior. Many researches have been carried out on Green HRM but no one has discussed about the sustainable utilization of resources available, especially the human resources. One of the major objectives of this research is to find out the Green HR policies for the sustainable utilization of resources available in pharmaceutical industry. The present research is a combination of qualitative and exploratory research carried out on pharmaceutical companies with a sample size of 100 respondents. The major findings of the research revealed that it speed-ups the process of Talent Acquisition, help in making staff members supportive and committed to sustainable goals and are very cost effective. The research will provide deeper insights on the green HR practices and sustainable utilization of resources and will prove to be beneficial for the industry, academia and society.

KEY WORDS: Green HR, Sustainability, Employee Retention, Environment, Green Training

I. INTRODUCTION

Ramachandran defines Green HRM as “The integration of environmental management into human resources management.” According to **Anjana Nath** – “Green HR is defined as environment-friendly HR initiatives leading to better efficiencies, less cost, and heightened employee engagement levels.” Green Human Resources Management (GHRM) is a combination of policies, practices, and systems that encourage green behavior among employees in order to build an environmentally conscious, resource-efficient, and socially responsible organization.

The primary goal of green HRM is to educate employees about the complexities of environmental management, such as what action is required, how it works, and how it benefits the environment. The practice greatly encourages the staff and instills in them a feeling of pride in being a part of the going green programme.

Green HRM entails implementing environmentally friendly HR initiatives that result in increased efficiency, lower costs, and improved employee engagement and retention, allowing organizations to reduce employee carbon footprints through electronic filing, car sharing, job sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online recruitment and training, energy-efficient office spaces, and so on. Green Human

Resource Management is vital in the industry for promoting environmental problems. Organizations must develop HR policies and practices, train employees to raise environmental awareness, and put environmental regulations into effect. Green HR assists in increasing process efficiency and lowering costs by decreasing and eliminating environmental waste and refurbishing HR goods, equipment, and procedures. Organizations that are environmentally concerned are beginning to integrate green efforts into their normal work environment with society. Green management practices are critical for pharmaceutical companies to achieve sustainable performance. Organizations can improve their environmental performance, reputation, and financial performance by implementing policies and practises that support and encourage pro-environmental behavior among employees.

HRM is a new subject in the current landscape. Green HRM arose as a result of the global Green movement. Green HRM has gained popularity over the world. Its significance varies from individual to person. It aims to increase energy savings or minimize pollution caused by industry and general lifestyle choices. The fundamental goal of greening is to reduce the environmental impact of energy consumption and pollutants. Implementing green technology as a corporate strategy can help businesses succeed in an ever-changing environment. Organizations

will undoubtedly play a crucial role in the battle against global warming. With the assistance of management and staff, HRM will meet the company's commitment to green practices. The role of green HRM may become the operator of sustainability objectives, which will help in the achievement of your company's goals.

II. OBJECTIVE

- To find out the Green HR policies for the sustainable utilization of resources available in pharmaceutical industry.
- To assess the factors affecting a healthy work environment for attaining sustainable goals in pharmaceutical industry.
- To study the challenges and problems of HRM in pharmaceutical companies
- To analyze the factors affecting employee retention in pharmaceutical industry

GREEN HR POLICIES FOR THE SUSTAINABLE UTILIZATION OF RESOURCES:

Green Human Resource Management (GHRM) is becoming a critical business strategy for major organizations where Human Resource Departments actively participate in going green at the office. Human Resource Management (HRM) is an essential branch of management that deals with an organization's most valuable asset, its people. The entire context of HRM is presently being evaluated in the perspective of sustainability. In addition, we believe that Green Human Resource Management is the most important component of sustainability. The application of HRM policies supports the sustainable use of resources inside corporate organizations and to promote the cause of environmentalism, which enhances employee morale and satisfaction. Green initiatives in HRM are part of larger corporate social responsibility programmes. Green HR is made up of two primary components: environmentally responsible HR practices and the preservation of intellectual capital. Human resources and their processes are the fundamental building blocks of every firm, whether financial or sustainable. They are in charge of developing and implementing eco-friendly policies in order to create a green environment. Going green would be difficult to do without enabling human resources and establishing sustainable regulations.

Without a question, organizations are the primary source of environmental issues. As a result, they should play a significant role in tackling environmental management challenges. Green HR policies are as follows:

➤ **Human Resource Sourcing And Acquisition**

Green objectives should be incorporated in the managerial job description because higher-level executives are

increasingly responsible for green efforts. Environmental consciousness may be included into the organization's competence model as a personnel requirement.

➤ **Green hiring and selection**

Companies can utilize their websites to attract candidates to apply for open vacancies. To prevent waste of printed materials, resumes can be submitted online. Web portals may also be used by businesses for on boarding material such as offer letters, credentials, and testimonials addressing qualifications and experiences, as well as acceptance letters for selected candidates.

➤ **Orientation**

The employee induction programme should be designed in such a way that new workers may be introduced to a green culture. Employers should emphasize in the orientation programme their workers' attention for green concerns such as their health, safety, and green working conditions.

➤ **Development and learning**

Policies for learning, training, and development might include programmes, workshops, and sessions to help staff improve and acquire knowledge in environmental management, green skills, and attitudes.

➤ **Environmental performance management**

The purpose of the green management Performance management (PM) system is to monitor ecological performance standards across the organization and obtain helpful information on managers' green performance.

➤ **Green compensation and reward administration**

Employees' remuneration packages should be modified to incentivize the development and achievement of green skills. Environmental incentive schemes that are monetary, non-monetary, and recognition-based, as well as monthly managerial bonuses, can be granted based on performance results in environmental balance.

FACTORS AFFECTING A HEALTHY WORK ENVIRONMENT FOR ATTAINING SUSTAINABLE GOALS IN PHARMACEUTICAL INDUSTRY:

Sustainability is a wide phrase that some believe is overused, and sometimes incorrectly so. We divide it into four distinct and comprehensible categories: human, social, economic, and environmental. These are the factors affecting a healthy working environment for attaining sustainable goals in pharmaceutical industry.

- **Human:** Human factors comprise a wide range of life elements that impact individuals and their behaviors. Human factors are frequently thought of in terms of how they affect individuals in the workplace. The biggest challenge for any industry is to do the best utilization of human resources especially with respect to practicing green HR practices for the optimum utilization of the

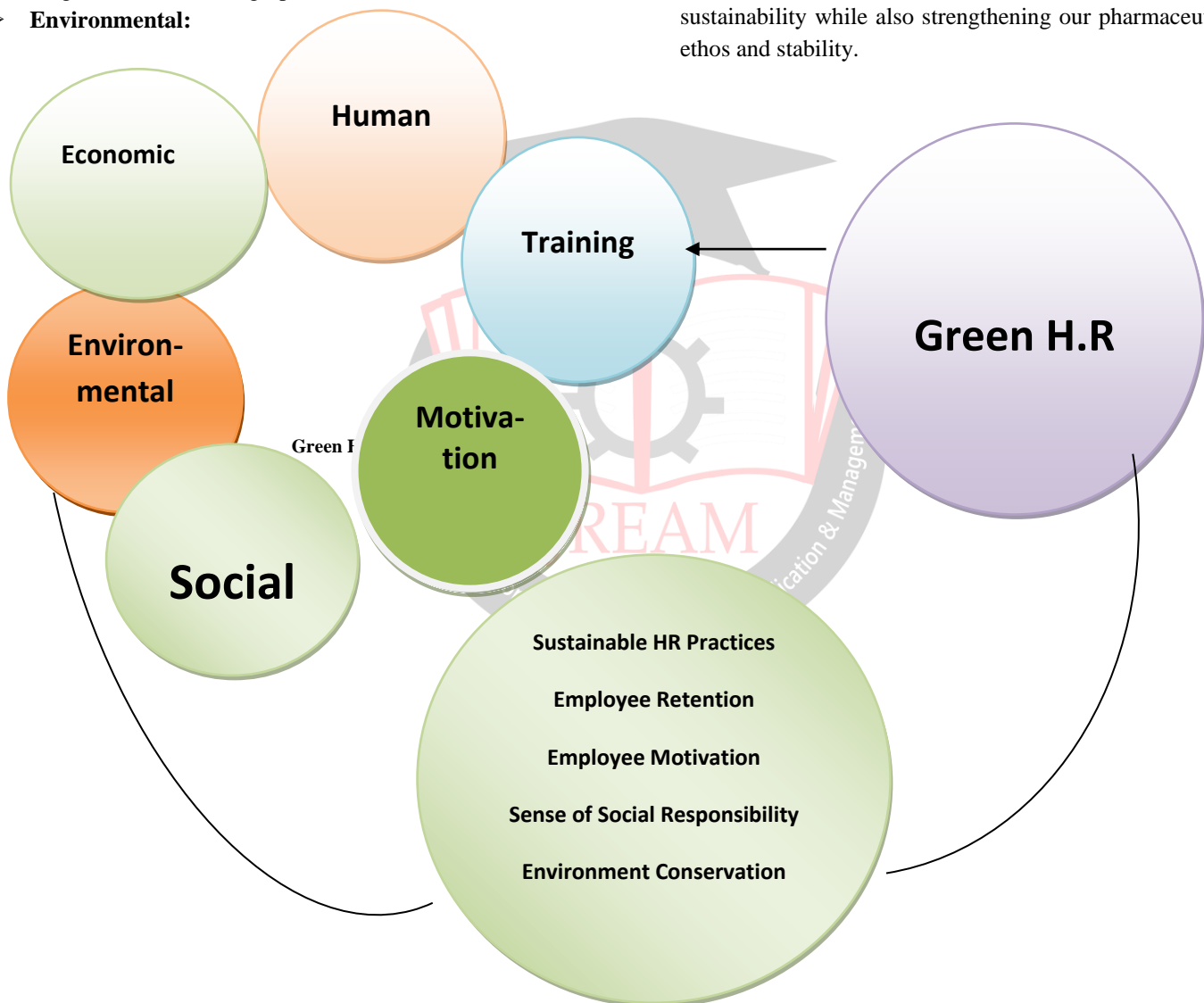
resources and achieving the sustainable goals of the organization.

- **Training:** Training plays a vital role in developing one's skills and working efficiency. Employees are required to be trained regarding the green workings and its impacts on the environment and society. For this rigorous training sessions are required to be conducted.
- **Motivation:** Employees are required to be motivated for adopting the green working atmosphere in which training has a great role to play along with the high level of motivation provided by top and middle level management.
- **Social:** Discrimination and social inequality contribute to cultural and environmental damage. We freely and publicly communicate our beliefs in order to welcome and support all partners, visitors, local community members, and stakeholders, regardless of colour, gender, age, religion, or other demographic variables.
- **Environmental:**

Environmental sustainability entails living within the limits of our natural resources, with a clear grasp of which resources are plentiful and which are rare. Knowing and mitigating the environmental damage caused by the extraction of these materials aids in establishing how resources might be preserved within the Circular Economy principles. Throughout the pharmaceutical supply chain, we seek to lessen the environmental effect of the dishes our trade partners serve. We are aiming to implement more circular waste systems and conserve water.

➤ **Economic:**

Economic sustainability necessitates that a company or country use its resources effectively and ethically in order to function in a sustainable way and constantly generate operational profit. We seek out small businesses to incubate and expand in order to enhance their economic sustainability while also strengthening our pharmaceutical ethos and stability.



Conceptual Model of Green HRM Practices

III. REVIEW OF LITERATURE

A literature review is an academic piece of writing that exhibits knowledge and understanding of the academic literature on a certain topic in context. Because a literature review comprises a critical evaluation of the material, it is referred to as a review rather than a report. It is both a method of book review and a kind of writing.

Gupta, Kirti et al. (2023) Strategic Green HRM is one of the emerging innovative methods that encourages the sustainable use of company resources and, as a result, integrates environmental management into HRM. The successful application of green human resource practices will result in a green organisational culture and an improvement in pharmaceutical enterprises' environmental performance.

Geetha, Udhaya et al. (2021) Going green' is the only way to conserve our endangered environment, yet it appears to be a fresh notion in today's fast-paced world. Green HRM has emerged in the framework of the HRM sector in order to conserve and maintain natural resources while also achieving the aims of sustainable development. The researcher has focused on the opportunity of Green HRM and its need in the twenty-first century where the destruction, degradation, and depletion of resources due to rapid industrialization growth and various health hazard diseases that occur due to contamination in the environment and can be recovered.

Awasthy, Rakesh (2021) revealed in his research in the Indian context to determine the current status of workers' knowledge and awareness of green practices and initiatives so that corrective actions in the form of suggestions for successful green practice implementation may be provided. The goal of this research is to evaluate and study green HRM policies and practices in order to develop a process model and research agenda.

Radhakrishnan, G. (2020) Green Human Resource Management (GHRM) has emerged as a critical fundamental business strategy for pharmaceutical companies, with Human Resource (HR) departments playing an important role in turning green in the workplace. According to the researcher, HRM would contribute to environmental management in the Pharma Company if they recruit and select people who care about the environment; train and evaluate employees' performance based on environmental criteria; encourage continuous education in environmental management; and treat environmental aspects as corporate culture values.

Sharifa, K. Mousa & Mohammed Othman (2020) Stakeholders have put pressure on firms to embrace environmentally friendly business practices in recent years, making it vital to find green practices that increase sustainability. This research gives researchers a better knowledge of green human resource management

practices in developing nations, as well as empirical proof of the importance of green human resource management practices in improving employee behavior towards sustainable performance. A framework was created to give policymakers with specific guidance for influencing and implementing green human resource management practices for maximum long-term performance.

Bilal Bin Saeed, et al. (2019) Employee pro-environmental behavior is critical to the success of organisational activities for environmental sustainability. Green human resource management evolved from organizations engaged in practices connected to environmental conservation and ecological balance. The researcher's goal is to investigate the effects of green HRM practices like as green recruiting, green training, and so on employees' pro-environmental behavior. Green HRM practices were found to have a favorable impact on employees' pro-environmental behavior and psychological well-being. The influence of green HRM practices on pro-environmental behavior was mitigated by employees' environmental expertise.

Yadav, Shikha. (2017) Strategic Green HRM is one of the emerging creative techniques that encourages the sustainable use of a company's resources and thereby incorporates environmental management into HRM. The researcher conducted study on "Sun Pharmaceutical Industries Limited," the only firm in India's healthcare industry that has been designated as a Green company. The researcher focuses on studying and analyzing the Green measures implemented by the organization as part of its Corporate Social Responsibility (CSR), making it the greenest company in India in the Healthcare industry. The organization's green scores have also grown by 4% compared to the previous year (2015), demonstrating that the company is always seeking to implement strategic Green HRM.

IV. RESEARCH METHODOLOGY

This research is based on exploratory and qualitative research method. The population of the research is pharmaceutical companies based in Ranchi with a sample size of 100 respondents working in it. The questionnaires were based on the perceptions of respondents regarding the implementation of green HRM practices in the pharmaceutical companies, challenges and opportunities associated with this and suggesting the best hr policies for the optimum utilization of natural resources, employee motivation, employee retention, appraisals and adopting the green hr practices in pharmaceutical companies.

V. FINDINGS AND SUGGESTIONS

The major findings of the researcher are as below:

- Out of 100 respondents 87% respondents admitted that Green HRM practices are important

in the organization in present scenario whereas 5% were neutral and rest 8% said that they do not have any idea.

- 92 % respondents revealed the fact that their organization is not practicing green HR practices whereas 8% respondents were neutral.
- 74% respondents admitted that mostly organizations have green HR policies only on papers and not in the execution whereas rest 26% said that their organization is following proper green HR policies.
- 84% respondents revealed that Green HR practices are very cost effective whereas 16% opposed the fact.
- 76% respondents admitted the fact that it speeds up the process of Talent Acquisition and makes it more effective whereas rest 24% opposed the fact.
- 77% respondents said that Green HR practices provides high job satisfaction levels whereas 5% were neutral and rest 18% said that it will not affect levels of job satisfaction.
- 87% respondents admitted the fact that Green HR practices will help in conservation of the environment and rest 13% said they didn't have any idea.
- 79% respondents admitted the fact that Green HR activities help in making staff members supportive and committed to sustainable goals whereas rest 21% opposed the facts.
- 88% respondents said that Green HR practices supports in 360° appraisal whereas rest 12% said it does not.

VI. CONCLUSION

Human Resource Management (HRM) is a critical discipline of management concerned with an organization's most important asset, its people. Green management practices are crucial for pharmaceutical firms seeking to attain long-term success. Environmental performance, reputation, and financial performance may all be improved by introducing policies and practices that promote and encourage pro-environmental behavior among personnel. Green HR activities serve to build employee support for and commitment to long-term goals. Green HRM comprises putting in place environmentally friendly HR measures that boost efficiency.

Green HRM practices aid in environmental protection, which is an urgent necessity. Currently, HR policies are only applied on paper in order to circumvent environmental legislation. For its successful execution, the government must develop tougher policies. GHRM also helps the personnel Acquisition process, which simplifies the recruiting process and attracts the top personnel. It also has an effect on work satisfaction levels, which pushes

staff to achieve long-term organisational goals. GHRM also has cost-effective effects on an organization, helping to reduce operating expenses and thereby improving revenues.

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