# EVALUATING GREEN HUMAN RESOURCE MANAGEMENT PRACTICE IN PHARMACEUTICALS COMPANY IN UTTARAKHAND

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**Abstract**

Environment issues are arising since last few decades. Every person has experienced the recent changes in environment. Now a days environment protection has become a global issue. The Government of each nation has directed the industries and organization to focus on environmental management Programme in their daily operations. Exploitation of natural resources at large scale leads to degradation of environment, government of various countries has thought of various Climate Protection strategies guaranteeing that organization and industries take on those policies in their business cycle for sustainability goals. Green Human Resources is another idea taken on by numerous associations now daily. Numerous associations all around this present reality have consolidated Green HR strategies as a piece of HRM alongside conventional CSR exercises to make the employees aware of their obligations towards natural management.

The pharma industries play its own part in the public eye and the climate. Numerous establishments have thought of green initiative to help the employees liable for the protection of the situation yet the total execution of green HRM polices is beyond the realm of possibilities. This research paper will assist with distinguishing the standard green practices applied to pharma company and to decide the degree of Green HRM practices executed in the industry. This will be helpful to the industry for being liable for the assurance of the climate.

Keywords: Green HRM, Green HRM policies, Environment management, Pharma Company

**Introduction:**

Since the twenty years, the fast industrial development of innovation and rapid advancement, contamination level has expanded to that degree, which proceeds also; it will be hard for our future generation for survive on earth, We the people and our unsatisfactory requirements are continually corrupting our regular assets for the sake of industrialization. The effect is seen consistently as large number of lives are removed by the flood, drought, earthquakes, pandemic, tsunami etc. However, the

best thing is that in this 21st century, researchers, environmentalist activists, government organization, individuals and so on known about these unkind phenomena well ahead of time previously making this world unfit to get by for our future age. We can't stop the businesses organizations as they are the providers of our limitless needs. Accordingly, we need to take some elective activities for safeguarding the planet earth furthermore, our people in the future. It's vital for make individuals mindful of being eco- friendly with the goal that they deal with the climate, do the ideal use of natural resources make a green environment and do not create pollution. Organizations are not a different element, a s a part of society, it has some responsibility towards environment also, concern for society and the climate

alongside the benefit of generation. Government of all countries, uncommonly created and creating nations, have set up Environmental Protection policies and laws and that's what regulations guaranteeing associations and businesses embrace those arrangements in their business cycle for maintainability. To adapt up to this, associations and enterprises are changing their strategy of carrying on with work from being benefit driven to sustainability in terms of social, ecological and financial. The

associations understood that they ought to safeguard their people and climate by changing their typical strategic approaches or work culture. Such strategic approaches ought to be climate cordial and shouldn't have any adverse consequence towards the nature or the general public. They set up natural administration objectives alongside their business objective so it can lessen the impact of taking advantage of the climate. The central role of human resource team is to fulfilling environment management goal in the organization. Numerous organization all around the world today have consolidated Green HR policies as a piece of HRM alongside customary CSR exercises to make employee responsible towards environment management.

**Review of Literature:**

The term Green Human Resource Management (Green HRM) was coined last 10 years back (Renwick, Redman and Maguire, 2008) [2] and is characterized as integration of environmental management program into human resource the management system of an association. It is the most common way of adjusting HRM arrangements and practices decisively towards ecological agreeable arrangements and practices. It means to decreasing carbon impression of each representative working in the association giving them with solid and motivated work culture. It includes two elements

A.      To preserve knowledge capital

B.       To apply environment friendly practices

(Berber and Aleksić, 2016) explain green **recruitment and selection** with less use of paper HRM group plans recruitment process so that it requires less cost, significant investment in recruiting competitors. In a study directed in United Kingdom, large numbers of the alumni from top schools, while applying position, judge the nature occupations in view environmental performance and reputation of an organization. Following are the green HRM practices are applied in the companies like online submission of applications, means of job advertisement should reflects the environment protection value and criteria. Online, telephonic interview and video conference should be used in the company.

(Mehta and Chugan, 2015) The **Green training program** which is arranged and executed to make employees mindful of their obligations towards insurance and protection of climate is known as green HR training and development program. It upgrades the employee's green skills, behavior and knowledge. Employees ought to appreciate the green policies and practices of the association subsequent to joining. Following are the training and development activities should be adopted by the companies.

Induction program must include environment issue.

Every new employee must be imparted training to follow company's environmental objectives.

Timely analysis must be conducted about green training.

Training should be given to employees on eco-friendly practices like carpooling, recycling.

(Mehta and Chugan, 2015) **Green performance management** processes include setting of

ecological objectives and focuses for the employees and measure their presentation as per the put forth objectives. Green objectives and targets ought to be determined in the expected set of responsibilities and ought to be connected with performance evaluation system.

**Green reward system** (money related and nonmonetary rewards) is intended to spur employees who accomplish their environmental objectives furthermore, who have accompanied advancements to safeguard the climate with negligible utilization of resources. Acknowledgment based awards for the competitors who have extraordinarily achieved the green objectives. This will increase employee's productivity, loyalty, improve satisfaction and motivation for work.

(Nijhawan, 2014) **Green exit** is the process in which a worker leaves an company is called exit. The vast majority of the associations attempting to adjust their leave strategies regarding sustainability. Along these lines it very well may be named as

green exists. It incorporates:

To accept the resignation of employee through mail

To discuss of accomplishing his/her green objectives at exit interview.

## Objectives of the study:

1.      To identify the best Green HRM Practices at Pharma Companies in Uttarakhand.
2. To identify the extent of using Green HRM  Practices IN Pharma Companies.

## Research Methodology:

The research is of descriptive in nature. The research includes survey to gather information from the respondents with a goal to know the respondent's opinion about the Green HRM Practices. Data has been collected form 118 employees working in different pharma companies.

## Data Collection:

Both primary and secondary data is used for the study

(a)      Primary data- Primary data is collected through structured questionnaire by conducting surveys.

(b)      Secondary data- Secondary data is collected from different articles, websites, journals, research paper and projects.

Sample technique-Simple Random method technique is being used for the collection of data from the employees of pharma companies.

## Data Analysis and Interpretation:

The study was focused on at an sample size of 118 respondents. A well-designed questionnaire was distributed among the employees of pharma companies

106 were totally filled and it were not taken to stay 12 reactions for examination because of incomplete response.

**Demographic characteristics of respondents**.

The analysis is done the demographic characteristics of the participant's age, gender,  educational qualification, work experiences of the respondents.

1.      Age distribution of the respondents

Table-1 Age distribution of respondents

| Age | No of Respondents | Percentage |
|---|---|---|
| 20-30 years | 20 | 18.90% |
| 31-40 years | 48 | 45.30% |
| 41-50 years | 26 | 24.50% |
| 51-60 years | 10 | 9.40% |
| above 60 | 2 | 1.90% |
| Total | 106 | 100 |

Source- Primary data, 106 respondents

Above table shows that majority of respondents falls under the age of 31-40 years with highest percentage 45.30%. least no of respondents belongs to above 60, only 2 respondents fall in this category.

Table -2 Gender Description of Respondents

| Gender | No of Respondents | Percentage |
|---|---|---|
| Male | 74 | 69.80% |
| Female | 32 | 30.20% |
| Total | 106 | 100 |

Source- Primary data, 106 respondents

Table 2 shows that Male respondents are more than female respondents with 69.80% out of total and remaining respondents 30.20 % are female.

Table 3 Educational Qualification of Respondents

| Qualification | No of Respondents | Percentage |
|---|---|---|
| 10th | 2 | 1.90% |
| 12th | 13 | 12.30% |
| Graduate | 23 | 21.70% |
| Post-Graduate | 67 | 63.20% |
| Other | 1 | 0.90% |
| Total | 106 | 100 |

Source- Primary data, 106 respondents

Table 3 shows that qualification of respondents belongs to postgraduates 63.20%, 21.7% are graduates. Only 1.9% and 0.9 % are 10th pass and have others degrees.

Table 4- Work Experience of Respondents

| Work Experience | No of Respondents | Percentage |
|---|---|---|
| Less than 2 years | 24 | 22.60% |

| | | |
|---|---|---|
| Less than 2 >5 years | 29 | 27.40% |
| Less than 5 >10 years | 27 | 25.50% |
| Less than 10> 15 years | 9 | 8.50% |
| More than 15 year | 17 | 16.70% |
| Total | 106 | 100 |

Source- Primary data, 106 respondents

Table 4 shows 27.40% respondents having experience more than 2 years. 25.5% respondents having experience more than 5 years but less than 10 years. Only 8.50% respondents are having experience of less than 15 years.

Table 5 Awareness of Green HRM Policies among the Respondents

| Particulars | No of Respondents | Percentage |
|---|---|---|
| Yes | 80 | 75.50% |
| No | 26 | 24.50% |
| Total | 106 | 100 |

Source- Primary data, 106 respondents

Awareness about the Green HRM Practices among the respondents
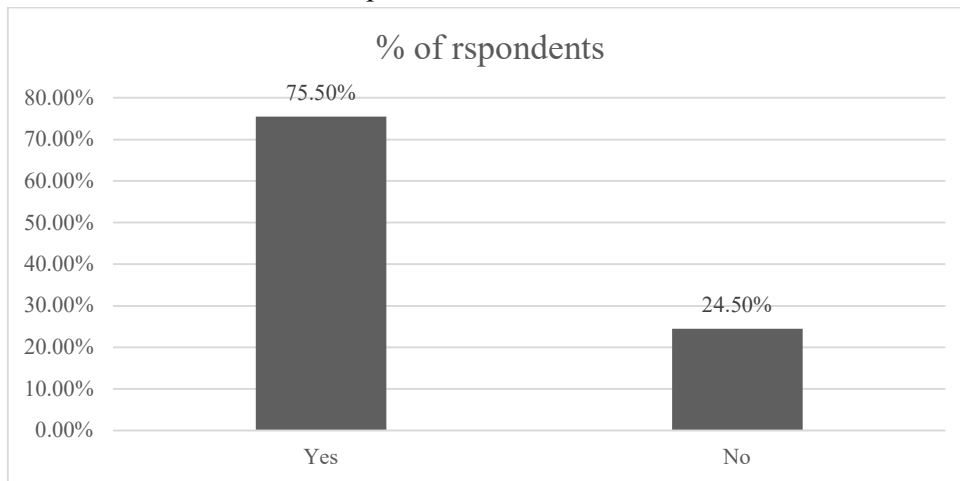Chart- 1 Awareness of Green practices.



Chart 1 shows the Awareness of Green practices. 75.50% respondents are aware about green practices and 24.50% respondents are not aware of the green practices.

Table 5 Employees taking part in tree plantation at home and workplace.

| Particulars | No of Respondents | Percentage |
|---|---|---|
| Yes | 74 | 69.80% |
| No | 32 | 30.20% |
| Total | 106 | 100 |

Chart 2 Employees participation for Plantation of trees at house or at workplace.
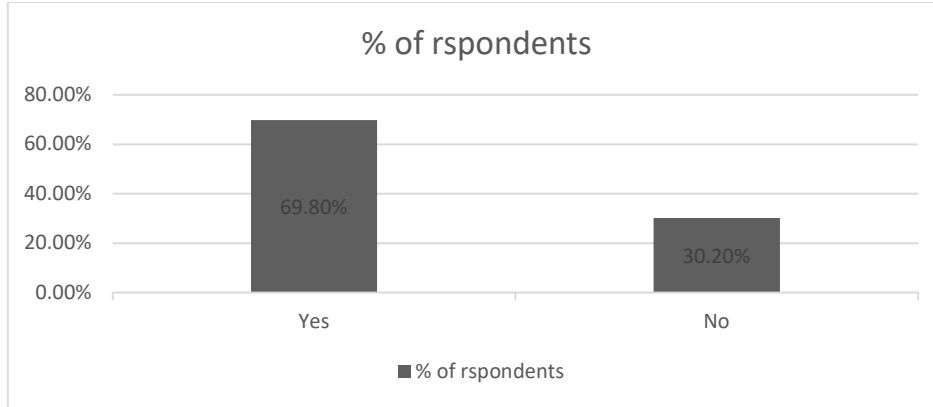


Chart 2 shows the participation employees in plantation of trees in their house and workplace. 69.80% employees are taking part in plantation of trees.

**Descriptive Analysis:**

For this study descriptive analysis is being used for summarizing the data regarding green practices, green recruitment, green training and development, green performance management, green pay and reward and green exit.

**Reliability Test:**

Cornbach alpha statistics is used to measure the reliability. The first test done in this study is checking the reliability of the designed Questionnaire and thus the Cronbach's alpha method is used to test the consistency of the questionnaire. For 1st objective Cornbach alpha statistics applied to data collected provide the result of Cronbach's alpha $a = 0.93$ for 21 items. Cronbach's alpha $a = 0.968$ for 40 items to collect data for 2nd objective.

Table 6 Reliability Statistics

| Reliability Statistics | Cronbach's alpha | No fo items |
|---|---|---|
| Green Practices | 0.939 | 21 |
| Green HRM | 0.968 | 40 |

Table 7 represents the value of Cronbach's alpha. It shows the value for each construct for which data is collected. Here each construct has Cronbach's alpha above 7. The items designed for each of constructs are valid that can be used in research.

Table 7 Cornbach 'Alpha for all Construct

| Construct | No of items | Cornbach 'Alpha | Internal Consistency |
|---|---|---|---|
| Green Recruitment and Selection | 6 | 0.772 | Acceptable |
| Green Training and Development | 6 | 0.863 | Good |
| Green Performance Appraisal Management | 6 | 0.885 | Good |
| Green Pay and Reward Management | 7 | 0.923 | Excellent |
| Green Exit | 4 | 0.905 | Excellent |

Source- Primary data, 106 respondents

**Objective-1** To find the best Green Practices in Pharma companies.

Table 8 Operational Scale

| Mean Score | Usage |
|---|---|
| 4-5 | High |
| 3-less than 4 | Moderate |
| Less than 3 | Low |

Table 8 represents the Operational Scale in which operation scale is utilized to arrange method for the data gathered for the initial goal into three use levels specifically, high, low and moderate. Items secure mean score of 4 or more will be considered as high utilization. Items getting mean score of 3 and above however under 4 is viewed as moderate. Lastly items scoring mean score under 3 is arranged in low use classification. The factual portrayals of information gathered with references to green practices are shown underneath in the followings

Table 9 Represents the Green Practices with S.D and Mean

| Green Practice | Mean Std. D | Std. D | Rank |
|---|---|---|---|
| Planting and growing tress in the campus | 4.217 | 1.051121 | 1 |
| Use of solar panels or any other renewable sources of electricity | 4.0849 | 1.08775 | 2 |
| Availability and usage of dustbins at suitable locations | 3.9528 | 1.18227 | 3 |
| Using both sides of the paper when writing or printing or photo copying | 3.9434 | 1.14501 | 4 |
| Switching of lights, fans, desktop or any other machines when not in use | 3.8208 | 1.2858 | 5 |
| Use of computer database and systems for storing records | 3.6226 | 1.43064 | 6 |
| Use natural light when working | 3.6226 | 1.298 | 7 |
| Use natural water rather than refrigerated water | 3.4528 | 1.23545 | 8 |
| Monitoring of sinks and toilets for leaks that wastewater | 3.3113 | 1.27513 | 9 |
| No Smoking Zone in the company | 3.2736 | 1.72673 | 10 |
| Use of electric vehicles in company | 3.0943 | 1.50256 | 11 |
| Seminars on green practices | 2.9151 | 1.42841 | 12 |
| Recycling of water and waste | 2.6415 | 1.49404 | 13 |
| Use of jute bags or paper bags instead of ploy bags | 2.5377 | 1.44864 | 14 |

Finding- From the above table data can be interpreted as: -
The company's campus is loaded with trees and plants. The Management, employees and guests plant trees in different events coordinated in the grounds. The administration assumes a crucial part in keeping up with plant life in the grounds. This variable protected first position with a mean

score of 4.2170.

Solar system and panels are introduced at different places in the organization. This variable got second position with mean a score of 4.0849.

Dustbins are placed at their allocated placed in the companies. This factor scored 3 ranks with the mean 3.9434.

Switching of lights, fans, work area or some other machines when not being used is viewed as one of the best green practices. This component got fifth position with a mean score of 3.8208 and so on.

Analysis for **2 Objective**- To identify at extent pharma company use green HRM practices

To evaluate GHRM rehearses in Pharma companies' respondents were approached to rate expected practices on a five-point scale (1-Not at all, 2-To a slight extent, 3-To a moderate extent, 4-To a large extent, and 5-To an extremely large extent), as per the level of arrangement going how much do their organization carry out GHRM. The method for each practice is utilized for investigation. The degree is determined by partitioning the response range (for example 5 which relates to "a very large extent" less 1 which relates to "not at all") by the quantity of levels (for example 5 levels) in the Likert scale utilized. This is represented by applying the formula = (5-1)/5= 0.8.

Table 10 Defined Scale

| Interval | Extent of Application |
|---|---|
| 1.00-1.80 | Very Low |
| > 1.80-2.60 | Low |
| > 2.60-3.40 | Moderate |
| > 4.20-5.00 | High |

Table 10 is used to identify the at what extent Green Practices are implemented in pharma companies.

Table 11 Application of Descriptive analysis to understand the extent of Green Recruitment and Selection

| Code | Green Recruitment and Selection | Mean | Extent |
|---|---|---|---|
| GRS1 | Recruitment messages include environmental awareness and commitment | 2.4528 | Low |
| GRS2 | Online submission of applications for applying jobs. | 3.1792 | Moderate |
| GRS3 | Telephonic Interview and video conferencing. | 2.6792 | Moderate |
| GRS4 | Environment-related questions during interviews. | 1.9623 | Low |
| GRS5 | Recruit candidates having green awareness and knowledge. | 2.1038 | Low |
| GRS6 | Jobs positions are designed which demand knowledge about environmental | 2.2075 | Low |
|  | **Total Green Recruitment and Selection** | 2.43 | Low |

Finding-The above Table 14 sums up the descriptive investigation of items under green recruitment and selection. Among the items, online accommodation of applications for applying position gets the most noteworthy mean score of 3.1792. In any case, concerning Table10, the degree of it very well may be pronounced as moderate. The

telephonic meeting and video conferencing scores mean of 3.1792, which falls in moderate degree.

Table 12 Application of Descriptive analysis to understand the extent of Green Training and Development.

| Code | Green Training and Development | Mean | Extent |
|---|---|---|---|
| GTD1 | Environmental issues are discussed in induction programs. | 2.9811 | Moderate |
| GTD2 | Green Training need analyses is conducted | 2.5189 | Low |
| GTD3 | Training programs to increase environmental awareness and skills of employees | 2.7453 | Moderate |
| GTD4 | Availability of training materials online for employees. | 2.7453 | Moderate |
| GTD5 | Environmental training is priority over other types of training. | 2.3585 | Low |
| GTD6 | Institute provides training on environmentally friendly best practices. | 3.0472 | Moderate |
| | **Total Green Training and Development** | 2.73 | Moderate |

Finding-The above Table 12, portrays the elucidating examination of items under Green Training and Development. Among the items, Organization gives preparing on environmentally friendly best practices scores mean of 3.0472. Environment issues are

talked about in induction programs gets the most elevated mean score of 2.9811. Accessibility of training materials online for workers scores mean of 2.7547. Training projects to increment natural mindfulness and abilities of employees scores 2.7453. This thing falls under moderate class concerning Table 10. The remaining items like green training and development with mean score of 2.5189. From the above interpretation execution of green training and development is moderate as the normal mean score is 2.73.

Table 13 Descriptive analysis of Green Performance Appraisal Management

| Code | Green Performance Appraisal Management | Mean | Extent |
|---|---|---|---|
| GPAM1 | Top management sets green goals and assign responsibilities for every employee | 2.9811 | Moderate |
| GPAM2 | Employees are aware of their green goals and responsibilities. | 3.0566 | Moderate |
| GPAM3 | Employees get regular feedback for carrying out their responsibilities or for | 2.5188 | Low |
| GPAM4 | Top management carry out environmental audits in the institute. | 2.5566 | Moderate |
| GPAM5 | Environmental goals and contributions to environmental management are recorded | 2.2264 | Low |
| GPAM6 | There are penalties or dis-benefits (fines) in the performance management | 1.8679 | Moderate |
| | system for not meeting green goals and responsibilities. | | |
| | **Total Green Performance and Appraisal Management** | 2.48 | Low |

Finding-The above Table 13, explains the extent of items listed under Green Performance. Appraisal Management. Items like employees are aware of their green goals and responsibilities scores means 3.0566 and top management sets green goals and assign responsibilities for every employee's score means 2.6698. Environmental goals and contributions to environmental management are recorded in performance and appraisal management scores mean 2.2264 considered as low. In a summary green performance and appraisal management total score mean 2.48 falls under low category.

Table 14 Application of Descriptive analysis of Green Pay and Reward Management

| Code | Green Pay and Reward Management | Mean | Extent |
|------|-------------------------------|------|--------|
| GPR1 | Company provides tax incentives for environmental performance | 2.0566 | Low |
| GPR2 | Company link suggestion schemes into reward system by introducing | 2.3302 | Low |
| GPR3 | Company provides recognition-based rewards to employees for good | 2.1509 | Low |
| GPR4 | Company provide monetary reward to employees for good environmental | 1.8113 | Low |
| GPR5 | Team excellence awards to teams for better environmental performance. | 2.0472 | Low |
| GPR6 | Employees are rewarded for green skills acquisition. | 1.9056 | Low |
| | system for not meeting green goals and responsibilities. | | |
| | **Total Green Pay and Reward Management** | 2 | Low |

Finding- In the above mentioned table Green Pay and Reward Management, Items like company link suggestion schemes into reward system by introducing rewards for innovative environmental performance has mean score 2.3302, company provide recognition-based rewards to employees for good environmental performance having the mean score 2.1509, company provide tax incentives for environmental performance shows mean score 2.0566, team excellence awards to teams for better environmental performance score mean 2.0472. On the basis of above table implementation of Green Pay and Reward Management in Pharma company is low having score 2.00 which show low extent.

Table 15 Application of Descriptive Analysis on Green Exit Management.

| Code | Green Exit | Mean | Extent |
|------|-----------|------|--------|
| GE1 | HOD ask employees if green issues are reasons for resignations. | 1.7547 | Very Low |
| GE2 | Environmentally unfriendly behavior may be one of the causes for dismissal. | 1.783 | Very Low |
| GE3 | Exit interviews to measure employee's perception on organizations green | 1.8207 | Low |
| GE4 | Staff de-briefings in environmental management in cases of dismissal. | 1.7924 | Very Low |
| | **Total Green Exit** | 1.79 | Low |

Finding-The above Table 15 represents data gathered for the items under Green Exit. Items like

exit interview to measure employee's perception organization green with mean score of 1.8207 demonstrating low extent. Different items like, Staff de-briefings in environmental management in case of dismissal with mean score of 1.7924, Environmentally unfriendly behavior might be one of the reason for dismissal with a mean score of 1.783, HOD inquire as to whether Green issues are reasons for resignations with a mean score of 1.7547 addresses low degree. In light of the above examination the all-out mean score of 1.79, Green Exit mean score of 3.058 which addresses moderate.

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