IMPACT OF HR STRATEGIES ON ORGANIZATIONAL DEVELOPMENT AT PHARMA COMPANIES

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ABSTRACT

The current research looked at the influence of human resource strategies on organisational growth at pharma enterprises in Hyderabad, Telangana state. The researcher included recruiting and the selection and employee development as HR Strategies and investigated how these strategies would impact the organisational growth of pharma companies. Primary data were obtained from 600 pharma employees using a standardised questionnaire. The research data was analysed using ANOVAs and multiple regression analyses in the SPSS 23.0 version to arrive at the final results and conclusions. According to the study's findings, HR strategies for recruiting and the selection and employee development have a major influence on organisational growth.

KEYWORDS: *Recruitment and Selection, Employee Development, HR Strategies, organizational development*

1. INTRODUCTION

The success of an organization and its employees is influenced by various variables, including employee skills, organizational education, and the level of creativity in the business itself. These elements are related to one another and impact the performance of an organization, either directly or indirectly, depending on the situation (Javanmard & Sakhaei, 2011). When it comes to business, organizational performance is one of the essential concepts to argue in management studies, and it is unquestionably the most crucial metric for measuring success in commercial enterprises (Allameh & Moghadami, 2010). A growing number of firms are attempting to succeed in today's competitive environment by achieving organizational performance via developing a durable competitive advantage and the ability to adapt to new market conditions. In the current environment, the role of the organization in terms of competitive supremacy, value creation, and ensuring long-term growth is becoming increasingly dependent on the role of human capital, which is defined as the collection of knowledge, attitude, conduct, capabilities, and experience of the personnel (Allen & Wright, 2006). As a result, it is possible to argue that human capital is the essential competitive advantage for every organization. Managers must understand how to deal with this strategic component and learn how to leverage this competitive advantage more effectively. When the notion of human resource management was first presented in the mid-1980s, it offered methods for managing employees and aiding in the

improvement of organizational performance in mind (Samei, 2009). Human resource management covers the management of a business's most important assets, which include the workers who work for the firm and, individually or collectively, contribute to achieving the organization's goals. This aim may be achieved in several ways, one of which is to integrate strategic management into the human resource area and develop or pick appropriate strategies for the workforce employed by the firm (Akhavan & Pezashkan, 2012).

Organizations benefit from strategic management of their human resources because it allows for better coordination among diverse activities, creating opportunities, and preventing potential dangers (Abtahi & Mousavi, 2010).

Individuals performing their occupational duties are formed and influenced through strategic operations of human resources, which results in achieving the organization's goals and introducing new ideas (Sadeghi and Mohtashami, 2012). Individuals performing their occupational duties are formed and influenced through strategic operations of human resources. Strategic management of human resources is a broad approach to managing the affairs of employees and coordinating the human resources strategies with the commercial strategies of the organization.

The strategic management of human resources is associated with long-term issues relating to the internal and external environments of the organization, and the result is policies for the fields of human resources and organizational development

and training (Chadwick, 2005). On the one hand, any organization's continuous existence depends on its ability to engage dynamically with both its internal and external environments. This contact results in an influx of knowledge and the most recent technological and scientific discoveries made by humans, which may result in changes in the functioning and behaviour of the organization as a result of the interaction. Furthermore, throughout this contact, the organization must collect the resources it requires and conform to the real needs of its environment, among other things (Javanmard & Sakhaei, 2011; Obzeri et al., 2009). The selection of the most appropriate strategy in organizations has a significant impact on the company's success (Mazloumi et al., 2012). Those concerned in human resources have been preoccupied with determining the impact of human resource strategy on the firm's overall performance. They are confronted with "how can we assess this effect?". The optimal method for combining the function of human resources with the assessment of company success is yet to be determined (Atafaret al., 2011). Furthermore, developing a thorough grasp of the link between the strategies selected by an organization and the company's performance may provide managers with precise information that can be used to help them in their decision-making processes (Mazloumi et al., 2012).

2. LITERATURE REVIEW

In the context of an occupation, performance refers to a collection of behaviours that are manifested by individuals. In the context of an organisation, performance can be thought of as the result of the interaction between the three resources of physical, financial, and human capital, among other things. When the human element is incorporated into an organisation, it may be argued that the physical and financial resources do not generate goods and services on their own. Understanding human behaviour may help you boost efficiency and improve the performance of your firm (Abtahi & Mousavi, 2009). Prior research on organisational performance was mostly concerned with financial performance. Despite the fact that financial indices do not correspond with a company's long-term strategic objectives and cannot be used to gain an edge in a competitive environment, they are nonetheless used (Wu & Liu, 2010). Various research on topics related to human resource strategies and organisational performance have been undertaken during the last several years, and the findings have been published. In this part, we will look at a few of the research projects. A study conducted by Sarkuobeh (2013) examined the impact of human skills on the performance of middle school principals in Iran, and the findings revealed that there was a statistically significant association between human skills and the performance of the administrators.

Atafar et al. (2011) evaluated the impact of human resource strategies on organisational performance in the revenue agency of the province of Isfahan, Iran, using the aligned scores model.

They found that the absorption and employment approach had an impact on organisational performance to some extent in all four areas of the balanced scores model, which they described as follows: The human resource management strategies in Bangladeshi firms were investigated by Rahman (2010) for a case study of the Bangladesh Center for Communication Program (BCCP). According to the findings of the study, human issues such as the ability to provide services, the development of skills, and motivating them had a significant impact on the performance of different organisations, as well as on their continued cooperation with the organisation and their commitment to the achievement of the organization's goals and objectives. Different perspectives on strategic human resource management and organisational performance were investigated by Liu et al. (2007). The management of a business is often motivated to enhance the human resources policies in order to attain higher levels of performance inside the organisation itself. One of the numerous approaches to achieving this aim is to apply the best performance and best cohesion (coordination) viewpoints, which is one of the various approaches. Generally speaking, if there is a technique that is superior to human resource policy, or a combination of better ways, improved organisational performance may be attained. They said that in order to extend the function of the human resources unit as a strategic unit, human resources policies must be strategic in their approach.

3. OBJECTIVE OF THE STUDY

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

- To study the various HR strategies of Pharma leaders to face the global competition
- Examine various HR strategies in select Pharma companies.

4. 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:** Recruitment and selection related HR strategies have no significant impact on the organizational development of selected pharma companies
- **H02:** Employee development related HR strategies have no significant impact on the organizational development of selected pharma companies

5. 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

Table-1:Reliability Statistics		
Cronbach's Alpha	**Cronbach's Alpha Based on Standardized Items**	**N of Items**
.822	.775	23

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 0.822 for the. It shows that the data has a high level of dependability and validity.

5.1 DEMOGRAPHIC VARIABLES: The frequency distribution of demographic variables is presented in the following table.

Table 2 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%**

5.2 ANOVA RESULTS

ANOVA for Recruitment and selection 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 recruitment and selection related HR strategies and organizational development of selected pharma companies; ANOVAs were conducted and results pertain below

H01: Recruitment and selection related HR strategies have no significant impact on the organizational development of selected pharma companies

Table 3 ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	50.575	4	12.644	22.027	.000
Within Groups	341.543	595	.574		
Total	392.118	599			

Table shows the performance of the ANOVA study on Recruitment and selection (HR strategies) and organizational development of selected pharma companies. Recruitment and selection, 50.575 is the between-group variation and 341.543 is the within-group variation. It also reveals that F-distribution 22.027. Followed by, the level of significance is .000, which is less than 0.05. Thus, there is a significant impact of Recruitment and selection on the organizational development of selected pharma companies.

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

Table 4 ANOVA results

		Sum of Squares	df	Mean Square	F	Sig.
Employee Development	Between Groups	53.137	4	13.284	9.588	.000
	Within Groups	824.356	595	1.385		
	Total	877.493	599			

Table shows the performance of the ANOVA study on Employee Development (HR strategies) and organizational development of selected pharma companies. Concerning Employee Development, 53.137 is the between-group variation and 824.356 is the within-group variation. It also reveals that F-distribution 9.588. Followed by, the level of significance is .000, which is less than 0.05. Thus, there is a significant impact of Employee Development on the organizational development of selected pharma companies.

5.3 MULTIPLE REGRESSIONS RESULTS

Multiple regressions between Recruitment and selection and the organizational development of selected pharma companies: In order to understand relationship between recruitment and selection and the organizational development of selected pharma companies, multiple regressions has conducted and results illustrated in following tables

H01: Recruitment and selection related HR strategies have no significant impact on the organizational development of selected pharma companies

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.416[a]	.573	.567	.75779	29.968	.000[b]

a. Predictors: (Constant), RS1, RS2, RS3, RS4, RS5, RS6, RS7, RS8.

R^2 valu revealsthat the amount of difference in the dependent variables, and it is explained by the independent variables. Followed by the R^2 value is the found that .573, it implies the meaning by 57.3% variation of difference explained by the independent variables. This is the total strength of association between dependent variables and independent factors.

Table 6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.202	.135		16.295	.000
	Before beginning the recruiting process, my company's human resource professionals do a thorough job analysis: **RS1**	.093	.043	-.119	2.174	.030
	HR managers select skilled individuals based on their needs. **RS2**	.105	.039	.143	2.709	.007
	My company uses social media for effective recruiting. **RS3**	.087	.037	.033	.724	.009
	My company accepts applications both online and via employment boards. **RS4**	.140	.030	.184	4.613	.000
	Employees are likewise subjected to reference checks at my company. **RS5**	.178	.033	.252	5.451	.000
	Internal recruiting through promotions stimulates current staff. **RS6**	.214	.022	.083	2.066	.009
	The business closely adheres to recruitment and selection processes. **RS7**	.112	.048	.347	8.008	.000
	HR managers provide a good job description, which allows employees to apply for jobs with sufficient role clarity. **RS8**	.084	.034	.026	1.609	.003

Dependent Variable: OD

From above table, it is evident that there is a significant influence of Recruitment and selection (RS) measurement items namely RS1 (β=.093; $p \leq$ 0.001); RS2 (β= .105; $p \leq 0.001$); RS3 (β= .087; $p \leq$ 0.001); RS4 (β= .140; $p \leq 0.001$); RS5 (β= .178; $p \leq$ 0.001); RS6 (β= .214; $p \leq 0.001$); RS7 (β= .112; $p \leq$ 0.001) and RS8 (β= .084; $p \leq 0.001$) on the OD.

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

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.437[a]	.391	.383	.75055	24.094	.000[b]

a. Predictors: (Constant),   ED1, ED2, ED3, ED4, ED5, ED6, ED7.

R^2 value reveals that the amount of difference in the dependent variables, and it is explained by the independent variables. Followed by the R^2 value is the found that .391, it implies the meaning by 39.1% variation of difference explained by the independent variables. This is the total strength of association between dependent variables and independent factors.

Table 8 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.784	.149		11.974	.000
	My company has a well-defined training and development programme. **ED1**	.114	.030	.154	3.752	.000
	Employees in my organization see growth both during and after the training session. **ED2**	-.026	.029	-.034	-.881	.379

Training programmes empower workers to self-manage and aid in the acquisition of new skills, information, and behaviours. **ED3**	.073	.025	.110	2.864	.004
Management assists people in developing their skills so that they can make choices in the future. **ED4**	.006	.036	.007	.179	.858
Employee motivation at my firm rises as a result of a training programme. **ED5**	.104	.031	.130	3.335	.001
The senior management has unique programmes and schemes in place to ensure the well-being of all personnel. **ED6**	.104	.030	.144	3.462	.001
Management assists workers in their development so that they can make choices in the future. **ED7**	.090	.034	.119	2.632	.009

a. Dependent Variable: OD

From above table, it is evident that there is a significant influence of Employee development HR strategies namely ED1 (β=.114; $p \leq 0.001$); ED3 (β=.093; $p \leq 0.001$); ED4 (β=.093; $p \leq 0.001$); ED6 (β=.093; $p \leq 0.001$); ED7 (β=.093; $p \leq 0.001$) on OD; these factor sig. value were less than p-value; therefore it conclude that there is a significant impact of these factors on OD; but factor like ED2 (β=.093; $p \leq 0.001$); and ED5 (β=.093; $p \leq 0.001$) had no effect on the organizational development of selected pharma companies ($p>0.5$).

6. CONCLUSION

This research study explored the HR strategies factor, namely Recruitment and Selection Strategy, Employee Development HR Strategies and 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, and multiple regression methods. 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 Recruitment and selection related HR strategies have a significant impact on the organizational development of selected pharma companies (H01) Employee Development HR Strategies have a significant impact on the organizational development of selected pharma companies **(H02).**

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