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GREEN HUMAN RESOURCE MANAGEMENT IMPACT ON ORGANIZATIONAL PERFORMANCE IN SELECT PHARMA SECTOR ORGANIZATIONS IN NORTH COASTAL ANDHRA PRADESH, INDIA

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ABSTRACT
Carbon foot print and greenhouse gas reduction become highly challenging for the mankind in this global era. According to the recent reports pharmaceutical industry produces 4.4% of worlds carbon foot prints and WHO estimated that it is going to be tripled by 2050. Though the percentage seems to be less, but the demand for reduction of pollution is high. Because, a study on 255 rivers across 104 countries found that the pharmaceutical contaminants become threat to the mankind. The high usage of power and water are also an import problem to be delt with. Therefore, it is import to examine the green organizational performance of pharma sector organizations. From the literature it is observed that green human resource management have significant impact on the organizational performance. Therefore, in the current study the organizational performance is studied in the light of green human resource management.
KEYWORDS: *Green Human Resource Management, Environmental Outcomes, Operational Outcomes, Stakeholders' Awareness Outcomes.*

INTRODUCTION
The term "Organizational Performance" describes the effectiveness and efficiency with which an organization may attain its common goals and objectives. It's a broad concept that reflects how well an organization functions and achieves its goals while accounting for a number of variables that affect its overall performance.

The Role of Environmental Outcomes in Organizational Performance
Environmental outcomes, as used in business, are quantifiable effects and results of an organization's operations on the environment. These outcomes address the real, palpable impacts that an organization's activities, goods, and services have on the environment; they go beyond a company's "being green" efforts. They go beyond merely following the law and are becoming more and more recognized as an essential component of a business's total performance, frequently referred to as the triple bottom line (People, Planet, Profit).

Measuring Environmental Outcomes
To determine its actual environmental impact and establish improvement objectives, a business must measure these results. Businesses employ a range of precise measures and international standards rather than making nebulous assertions.

- **Carbon Footprint:** Measuring the overall quantity of greenhouse gas (GHG) emissions produced by a business's operations, this is one of the most significant measures. This is frequently divided into three "scopes" in order to take into consideration supply chain indirect emissions, emissions from purchased energy, and direct emissions.
- **Resource Consumption:** This gauges how much energy, raw materials, water, and other natural resources are consumed. A gradual decrease in consumption, which is commonly expressed in cubic meters of water or kilowatt-hours (kWh) of electricity, would have a favourable environmental impact in this case.

The Role of Operational Outcomes Matter in Organizational Performance
Focusing on these outcomes is crucial for several reasons:

- **Cost Reduction:** Profitability is directly increased by efficient operations since they cut waste and expenses.
- **Enhanced Productivity:** More productivity and better utilization of resources are the results of streamlined procedures and skilled workers.
- **Competitive Advantage:** A business is more likely to be successful in the market if it can create goods of a higher Caliber or provide services more quickly than its rivals.

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- **Strategic Alignment:** Operational results guarantee that the organization's daily activities are in line with its long-term strategic objectives.

A business can create a solid basis for long-term growth and financial success by tracking and enhancing its operational results. With a more detailed understanding of performance, leaders can make focused enhancements that eventually help the entire business.

The Role of Stakeholder Awareness Outcomes in Organizational Performance

The results of an organization's efforts to manage its relationships and reputation with outside parties are known as stakeholder awareness outcomes. Anybody with an interest in the business, such as clients, investors, suppliers, and the neighbourhood, is considered a stakeholder.

The significance of Long-term success depends on a strong brand reputation, which is developed through positive stakeholder awareness. Increased client loyalty, investment, and community goodwill are all possible outcomes.

Key Metrics

- **Brand perception:** The public's opinion of the business, as determined by sentiment analysis on social media and media mentions.
- **Customer satisfaction scores:** These are evaluations of how satisfied clients are with a business's goods or services.
- **Customer Retention and Loyalty:** The rate at which clients stick with the business.
- **Investor Confidence:** The level of trust investors have in the company's leadership and strategic direction.

Essentially, employee and stakeholder awareness results are about accomplishing the work with the help of a cohesive internal team and a trustworthy external audience, whereas operational outcomes are about doing the job well. These human-centered results are frequently the best predictors of future financial and operational success. These are the foundation helps to success and sustain a business.

Green Human Resource Management (Green HRM)

Green Human Resource Management (Green HRM) is becoming a strategic tool for firms looking to improve economic performance and ecological responsibility in the face of global environmental concerns and growing stakeholder pressure for sustainable practices. The term "green HRM" describes how environmental management is included into HR procedures, such as green hiring, training, performance reviews, and incentive programs, all of which encourage employees to act in ways that are environmentally friendly.

Although Green HRM is well known for having a beneficial effect on organizational performance, including reputation, employee engagement, and operational efficiency, the degree of this link frequently varies depending on other dynamic organizational factors. Green innovation, or the creation and application of new environmentally friendly goods, services, and procedures that lessen damage to the environment, is one such crucial element.

Green HRM, or green human resource management, is the key variable that combines environmental sustainability objectives with conventional HR procedures. To promote pro-environmental behaviour among employees, it consists of green hiring practices, green training and development, green performance reviews, and green incentives (Renwick et al., 2013). By using these strategies, companies hope to foster a culture of environmental consciousness, boost employee involvement in sustainability initiatives, and match company and personal goals with more general environmental goals. Research has demonstrated that Green HRM has a favourable impact on long-term organizational performance, environmental performance, employee behaviour, and operational efficiency (Jabbour & Santos, 2008; Tang et al., 2018). Green HRM-trained and motivated staff members are more likely to support energy-saving measures, reduce waste, and suggest eco-friendly ideas.

Social and environmental consequences are included in organizational performance when considering sustainability, which goes beyond profitability. Businesses are now judged on their contributions to the triple bottom line-profit, people, and the environment-in addition to their financial results. By enhancing staff retention, brand reputation, and environmental compliance, green HRM supports this multifaceted performance. However, how well Green HRM is connected with other strategic activities, especially innovation, will determine how effective it is at reaching high performance levels (Jackson et al., 2011). Green HRM's environmental consciousness might not fully materialize into observable performance results without innovation.

REVIEW OF LITERATURE

Naila, Chaudhry, Muhammad Amir (2021) makes a timely, substantial, and well-organized value addition to the field on green HRM. It provides a knowledgeable grasp of how human resources may drive environmental accomplishment via the combination of both creativity and a common vision. It is prominent for its ability to connect strategic HR practices with performance and innovation while extending clear avenues for future study and real-world execution.

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R. Wijesingha, et. al, (2020) offer a methodical approach that integrates statistical rigor with MLR and RII analysis to assess the efficacy of particular GHRM approaches, including employee discipline management, training and development, performance evaluation, and green hiring. Notably, the research reveals that private segment companies perform well compared to public sector companies in the majority of GHRM aspects, especially in the areas of hiring, training, and incentive schemes. Nonetheless, public sector organizations excel in performance evaluations and staff discipline. The study majorly identifies important gaps and makes the case that systemic investments and legislative changes could improve GHRM outcomes, specifically in the public sector.
Ridhi Sharma and Neha Gupta (2020), Green Human Resource Management (HRM) is a crucial strategic approach for businesses looking to be environmentally sustainable. By integrating environmental goals into core HR processes (staffing, training, performance, and rewards), empowering and engaging employees to create a supportive culture, leveraging frameworks like ISO 14000 and GRI, and positioning HRM as a key driver in developing the necessary human capital (skills, attitudes, and behaviours), it goes beyond compliance. In order to achieve operational efficiency, cost savings, improved reputation, employee happiness, and a smaller environmental impact all of which contribute to organizational success and ecological sustainability it is ultimately necessary to align the workforce with environmental objectives. Future studies should keep looking into the precise causal relationships that exist between employee behaviours, Green HRM practices, and quantifiable environmental performance outcomes.

RESEARCH GAP

There are many researchers conducted study to examine the green HRM impact on organizational performance, but not much researches are conducted in pharma sector. Therefore, the current article examines, green HRM impact on organizational performance in pharma sector.

OBJECTIVES

- To study the factors contributing for green HRM and organizational performance in the study area.
- To examine the impact on green HRM on organizational performance in the study area.
- To put forth suggestions based on the findings of the study.

SAMPLE AND DATA COLLECTION

A quantitative approach was followed in this exploratory study. The participants selected for this study consisted of employees working in the select Pharma Companies in North Coastal Andhra Pradesh, India. 810 questionnaires were distributed among the selected companies. Simple random technique was deployed in the sample selection. The respondents were solicited to complete the green HRM and organizational performance questionnaire.

DATA ANALYSIS

Table- 1: Regression Model of Green Human Resource Management and Organisation's Environmental Outcomes in Select Pharma Sector Organizations

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.639[a]	.408	.406	1.07284
a. Predictors: (Constant), Green Performance Management, Green Recruitment and Selection, Green Training and Development				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .639. It indicates the relation between Green Human Resource Management and Organisation's Environmental Outcomes is constructive and both alter in identical path. The coefficient of variance R^2 shows that 40.8% of the deviation in the dependent factor (Environmental Outcomes) is explained by the independent factor (Green Human Resource Management). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select pharma sector organizations to the universe. It is observed that the value of adjusted R^2 = .406 is close to the value of R^2 = .408. If the adjusted R^2 is expelled from the R^2 the value will be (.408-.406= .002). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	639.915	3	213.305	185.323	.000[b]
	Residual	927.698	806	1.151		
	Total	1567.613	809			
a. Dependent Variable: Environmental Outcomes						
b. Predictors: (Constant), Green Performance Management, Green Recruitment and Selection, Green Training and Development						

(Source: Primary Data)

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The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 185.323 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that green human resource management effects pharma sector organization's environmental outcomes.

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.102	.116		9.466	.000
	Green Recruitment and Selection	.554	.048	.557	11.574	.000
	Green Training and Development	.026	.065	.025	.392	.695
	Green Performance Management	.091	.044	.094	2.067	.039
a. Dependent Variable: Environmental Outcomes						

(Source: Primary Data)

The result in the above coefficient table revealed that green human resource management effects pharma sector organization's environmental outcomes.

Table- 2: Regression Model of Green Human Resource Management and Organisation's Operational Outcomes in Select Pharma Sector Organizations

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.754[a]	.569	.568	.89152
a. Predictors: (Constant), Green Performance Management, Green Recruitment and Selection, Green Training and Development				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .754. It indicates the relation between Green Human Resource Management and Organisation's Operational Outcomes is constructive and both alter in identical path. The coefficient of variance R^2 shows that 56.9% of the deviation in the dependent factor (Operational Outcomes) is explained by the independent factor (Green Human Resource Management). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select pharma sector organizations to the universe. It is observed that the value of adjusted R^2 = .569 is close to the value of R^2 = .568. If the adjusted R^2 is expelled from the R^2 the value will be (.569-.568= .001). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.1% less difference in the outcome.

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	846.632	3	282.211	355.068	.000[b]
	Residual	640.615	806	.795		
	Total	1487.248	809			
a. Dependent Variable: organization's operational outcomes						
b. Predictors: (Constant), Green Performance Management, Green Recruitment and Selection, Green Training and Development						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 355.068 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that green human resource management effects pharma sector organization's operational outcomes.

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Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
m1	(Constant)	.893	.097		9.224	.000
	Green Recruitment and Selection	.530	.040	.547	13.310	.000
	Green Training and Development	.161	.054	.163	2.963	.003
	Green Performance Management	.092	.037	.098	2.526	.012
a. Dependent Variable: organization's operational outcomes						

(Source: Primary Data)

The result in the above coefficient table revealed that green human resource management effects pharma sector organization's operational outcomes.

Table- 3: Regression Model of Green Human Resource Management and Organisation's Stakeholder's Awareness Outcomes in Select Pharma Sector Organizations

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736[a]	.542	.540	.92854
a. Predictors: (Constant), Green Performance Management, Green Recruitment and Selection, Green Training and Development				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .736. It indicates the relation between Green Human Resource Management and Organisation's Stakeholder's Awareness Outcomes is constructive and both alter in identical path. The coefficient of variance R^2 shows that 54.2% of the deviation in the dependent factor (Stakeholder's Awareness Outcomes) is explained by the independent factor (Green Human Resource Management). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select pharma sector organizations to the universe. It is observed that the value of adjusted R^2 = .540 is close to the value of R^2 = .542. If the adjusted R^2 is expelled from the R^2 the value will be (.542-.540= .002). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	822.350	3	274.117	317.935	.000[b]
	Residual	694.915	806	.862		
	Total	1517.265	809			
a. Dependent Variable: Organisation's Stakeholder's Awareness Outcomes						
b. Predictors: (Constant), Green Performance Management, Green Recruitment and Selection, Green Training and Development						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 317.935 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that green human resource management effects pharma sector organization's Stakeholder's Awareness outcomes.

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Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.918	.101		9.113	.000
	Green Recruitment and Selection	.504	.041	.515	12.155	.000
	Green Training and Development	.177	.056	.178	3.134	.002
	Green Performance Management	.092	.038	.097	2.426	.015
a. Dependent Variable: Organisation's Stakeholder's Awareness Outcomes						

(Source: Primary Data)

The result in the above coefficient table revealed that green human resource management effects pharma sector organization's Stakeholder's Awareness outcomes.

FINDINGS

- In pharma sector organizations green human resource management is explaining 40.8% deviation in Organisation's Environmental Outcomes. From the ANOVA table it is observed that green human resource management impacting Organisation's Environmental Outcomes. Organisation's Environmental Outcomes can be explained by constant value 1.102, green recruitment& selection beata value .554, green training& development beta value .026, and green performance management beta value .091.
- In pharma sector organizations green human resource management is explaining 56.9% deviation in Organisation's Operational Outcomes. From the ANOVA table it is observed that green human resource management impacting Organisation's Operational Outcomes. Organisation's Operational Outcomes can be explained by constant value .893, green recruitment& selection beata value .530, green training& development beta value .161, and green performance management beta value .092.
- In pharma sector organizations green human resource management is explaining 54.2% deviation in Organisation's Stakeholders' Awareness Outcomes. From the ANOVA table it is observed that green human resource management impacting Organisation's Stakeholders' Awareness Outcomes. Organisation's Stakeholders' Awareness Outcomes can be explained by constant value .918, green recruitment& selection beta value .504, green training& development beta value .177, and green performance management beta value .092.

SUGGESTIONS

- ✓ From the analysis it is understood that green performance management has significant impact on organizational environmental outcomes. This implies that the employees will be more concerned about the environmental outcomes when their environmental efforts are considered while exercising performance appraisal. Therefore, the organizations must keep environmental perspective in mind while appraising employees, if they are expecting environmentally friendly behaviour from the employees.
- ✓ From the analysis it is observed that green training& development has significant impact on the organizational operational outcomes. If the organizations conduct training programs on the latest environmental practices, then the employees will also start implementing those latest skills or knowledge in day-to-day operations of the organization. Therefore, the organizations must observe the external environment and if they find any suitable development in the pharma sector then; it should be adopted and the same training should be provided to their employees.
- ✓ Pharma sector employees felt that, if organization want to ensure the stakeholders awareness, then it should start with employee recruitment and selection. Right from entering in to the organization, if employees know that the organization is much concerned about the environmentally friendly behaviour, then the employees with similar moto will join the organization or those with different moto also come to know that they have to adopt this mindset to sustain in the organization.

CONCLUSION

The current research is conducted to examine the green human resource management impact on the organizational performance. For this research green recruitment& selection, green training& development and green performance management are considered for the study. For the organizational performance; environmental outcomes, operational outcomes and stakeholders' awareness outcomes are considered for the study. Regression test is administered to examine the green HRM impact on organizational outcomes. From the analysis it is found that green performance management has significant impact on environmental outcomes,

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green training& development has significant impact on organizational operational outcomes and green recruitment& development has significant impact on organization's stakeholder's awareness outcomes. Therefore, the organizations should ensure that all these conditions are met to create a pro-environmental environment in the organization.

Scope for Future Research

1. The current research is confined to pharma sector only, in the future research can be extended to other sectors as well.
2. This research did not consider the demographical factors impact on employee perception, in future researchers may examine the demographical factors impact on employee perception.

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