



A Comparative Analysis of HR Strategies and Their Impact on Employee Performance: A Case Study of Mankind and Sun Pharma Ltd.

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Abstract:

In the fast-paced pharmaceutical industry, effective human resource (HR) strategies play a crucial role in driving employee performance and organizational success. This research paper presents a comparative analysis of human resource (HR) strategies and their impact on employee performance by examining two prominent pharmaceutical companies: Mankind and Sun Pharma Ltd. The study evaluates various HR practices, including recruitment and selection, training and development, performance management, compensation and rewards, and employee engagement initiatives, within the context of these organizations. Through a comprehensive case study approach, this paper seeks to identify similarities, differences, and the effectiveness of HR strategies employed by Mankind and Sun Pharma Ltd. in enhancing employee performance and organizational success.

Keywords: *HR strategies, HRD, HR Practices, HRM, employee performance, pharmaceutical industry, case study, Mankind, Sun Pharma Ltd.*

Introduction:

Effective HR strategies are essential for fostering employee performance and organizational success, particularly in dynamic industries like pharmaceuticals.

Mankind Pharmaceuticals and Sun Pharma Ltd. serve as notable examples of companies with distinct HR approaches. In today's dynamic and highly competitive pharmaceutical industry, human resources (HR) play a pivotal role in driving organizational success. As companies strive to innovate, adapt to market

changes, and maintain a competitive edge, the effectiveness of their HR strategies becomes increasingly critical. Among the pharmaceutical giants shaping the industry, Mankind Pharmaceuticals and Sun Pharma Ltd. stand out for their innovative approaches to HR management.

Mankind Pharmaceuticals and Sun Pharma Ltd. are renowned for their commitment to creating a conducive work environment that prioritizes employee well-being, growth, and engagement. Through strategic HR practices, these companies aim to attract, develop, and

retain top talent while fostering a culture of innovation and excellence.

Review of Literatures:

Johnson and White (2020)¹, in their research titled "Investing in Training and Development: A Case Study of Pharmaceutical Companies," underscore the significance of training and development programs in enhancing employee skills, knowledge, and performance within pharmaceutical organizations. The authors advocate for continuous learning initiatives to ensure employees remain competitive and adaptable in a rapidly evolving industry landscape. They assert that investing in employee development is crucial for maintaining a skilled and motivated workforce.

Lee and Kim (2020)², in their study "Rewards Programs and Employee Retention: A Comparative Analysis in the Pharmaceutical Industry," examine the impact of rewards programs on employee retention within pharmaceutical companies. They find that well-designed rewards programs, including recognition schemes and career development opportunities, contribute to higher levels of employee satisfaction and retention. The authors conclude that investing in rewards programs is crucial for fostering employee loyalty and reducing turnover rates in the pharmaceutical sector.

Smith et al. (2018)³, in their study titled "Evolving Recruitment Strategies in the Pharmaceutical Industry," emphasize the need for pharmaceutical companies to adapt their recruitment strategies to meet

the evolving preferences of a diverse workforce. The authors highlight the importance of leveraging digital platforms, enhancing employer branding, and implementing targeted recruitment campaigns to attract top talent. They conclude that proactive measures in recruitment are essential for pharmaceutical firms to remain competitive in talent acquisition and retention.

Gupta et al. (2017)⁴, in their study "Performance Management Systems in the Pharmaceutical Sector: Impact on Employee Engagement," explore the impact of performance management systems on employee engagement, motivation, and productivity. They find that aligning performance management processes with organizational goals provides employees with clear expectations, feedback, and opportunities for growth and development. The authors conclude that effective performance management systems are vital for fostering employee engagement and driving organizational success.

Jones and Robinson (2018)⁵, in their research titled "Compensation Strategies and Employee Satisfaction: Insights from the Pharmaceutical Industry," investigate the role of compensation structures and rewards programs in shaping employee satisfaction and retention within the pharmaceutical sector. They highlight the importance of offering competitive compensation packages, performance-based incentives, and opportunities for career advancement to attract and retain top talent. The authors conclude that

strategic compensation strategies are essential for attracting, motivating, and retaining high-performing employees.

Research Problem:

The pharmaceutical industry operates in a highly competitive environment where human capital plays a critical role in driving organizational success. However, there is a lack of comprehensive understanding regarding the effectiveness of HR strategies in optimizing employee performance within this industry. The research problem thus centers on exploring and comparing the HR strategies employed by two leading pharmaceutical companies, Mankind Pharmaceuticals and Sun Pharma Ltd., and assessing their impact on employee performance.

Significance of the Research:

This research holds significant importance for various stakeholders within the pharmaceutical industry, including HR practitioners, organizational leaders, and industry analysts. Firstly, it provides valuable insights into the HR practices of two prominent companies, shedding light on best practices and areas for improvement. Secondly, by examining the link between HR strategies and employee performance, the research offers actionable recommendations for enhancing organizational effectiveness and competitiveness. Additionally, the study contributes to the existing body of knowledge in HR management and pharmaceutical industry research, filling a

gap in understanding the role of HR in driving organizational success.

Research Objectives:

1. To analyze and compare the HR strategies employed by Mankind Pharmaceuticals and Sun Pharma Ltd.
2. To assess the impact of these HR strategies on employee performance within the respective organizations.
3. To identify key similarities, differences, strengths, and areas for improvement in HR practices between the two companies.
4. To provide actionable recommendations for optimizing HR strategies to drive employee performance and achieve organizational goals within the pharmaceutical industry.

Research Hypotheses:

1. **H1:** There will be significant differences in the HR Strategies employed by Mankind Pharmaceuticals and Sun Pharma Ltd.
2. **H2:** HR strategies in both the companies have impacted the performance of the employees.

Research Methodology:

This research adopts a comparative case study approach to analyze the HR strategies of Mankind Pharmaceuticals and Sun Pharma Ltd. The methodology involves a systematic examination of key HR areas, including recruitment, training,

performance management, compensation, and employee engagement, within each organization. Data collection methods include a review of existing literature, analysis of company reports, interviews with HR practitioners and organizational leaders, and surveys to gather employee perspectives.

- **Research Design:** A Descriptive and exploratory research design is used to describe and explore the comparative insights about the study.
- **Types of Data:** Qualitative secondary as well as primary data are used in this study.
- **Literature Review:** A comprehensive review of scholarly articles, books, and industry reports will provide a theoretical foundation and insights into best practices in HR management and the pharmaceutical industry.
- **Document Analysis:** Company reports, HR policies, and other relevant documents will be analyzed to understand the HR strategies and practices implemented by Mankind Pharmaceuticals and Sun Pharma Ltd.
- **Interviews:** Semi-structured interviews will be conducted with HR practitioners and organizational leaders from both companies to gain firsthand insights into their HR strategies, challenges, and successes.

- **Surveys:** Surveys will be administered to employees to gather their perspectives on HR practices, organizational culture, and job satisfaction.
- **Data analysis:** Data analysis will involve thematic analysis of interview transcripts, content analysis of documents, and statistical analysis of survey data to identify patterns, themes, and correlations related to HR strategies and employee performance.

Comparative Analysis:

1. HR Strategies at Mankind:

Introduction: Mankind Pharma Ltd. is a prominent Indian pharmaceutical company headquartered in New Delhi, India. Founded in 1995 by R.C. Juneja, Mankind Pharma has rapidly grown to become one of the leading players in the Indian pharmaceutical market. The company focuses on the development, manufacturing, and marketing of a diverse range of pharmaceutical products, including prescription drugs, over-the-counter medications, and healthcare products. Known for its emphasis on innovation, quality, and affordability, Mankind Pharma has a strong presence across various therapeutic categories and has expanded its operations globally, exporting products to over 40 countries. Mankind Pharmaceuticals, a leading player in the pharmaceutical industry, has implemented a range of HR strategies aimed at attracting, developing, and

retaining top talent while fostering a culture of innovation and excellence. This subsection provides an overview of the HR strategies employed by Mankind, highlighting key initiatives in recruitment, training and development, performance management, compensation and rewards, and employee engagement.

Recruitment: Mankind Pharmaceuticals adopts a strategic approach to recruitment, focusing on identifying candidates who not only possess the requisite technical skills but also align with the company's values and culture. The organization utilizes a combination of traditional recruitment methods and modern techniques such as social media recruitment and employee referrals to attract a diverse pool of candidates. Additionally, Mankind emphasizes internal talent development and promotion, fostering a culture of career growth and advancement.

Training and Development: Mankind places a strong emphasis on employee development through comprehensive training programs tailored to the specific needs of various roles within the organization. These programs encompass technical training, leadership development, and soft skills enhancement, providing employees with the necessary tools and knowledge to excel in their roles. Mankind also encourages continuous learning and professional development through initiatives such as tuition reimbursement and access to online learning platforms.

Performance Management: Mankind Pharmaceuticals has established robust performance management systems aimed at setting clear goals, providing regular

feedback, and recognizing employee achievements. The organization utilizes performance appraisals to assess individual performance against predefined objectives and provide constructive feedback for improvement. Additionally, Mankind fosters a culture of transparency and accountability, where employees are empowered to take ownership of their performance and career growth.

Compensation and Rewards: Mankind offers competitive compensation packages and rewards programs designed to attract and retain top talent. The organization benchmarks its salary and benefits against industry standards to ensure competitiveness. Additionally, Mankind recognizes and rewards employee contributions through performance-based bonuses, incentives, and recognition programs, fostering a culture of meritocracy and excellence.

Employee Engagement: Mankind Pharmaceuticals prioritizes employee engagement initiatives to create a positive work environment where employees feel valued, motivated, and empowered. The organization promotes open communication, collaboration, and teamwork, encouraging employee participation in decision-making processes. Mankind also organizes regular employee engagement activities, such as team-building events, wellness programs, and social gatherings, to foster a sense of belonging and camaraderie among employees.

Overall, Mankind Pharmaceuticals' HR strategies are aligned with its organizational goals and values,

emphasizing the importance of talent acquisition, development, and engagement in driving employee performance and organizational success. Through its holistic approach to HR management, Mankind continues to position itself as a preferred employer in the pharmaceutical industry, attracting and retaining top talent while maintaining a culture of excellence and innovation.

2. HR Strategies at Sun Pharma Ltd:

Introduction: Sun Pharmaceutical Industries Ltd. is an Indian multinational pharmaceutical company headquartered in Mumbai, India. Founded in 1983 by Dilip Shanghvi, Sun Pharma is one of the largest pharmaceutical companies in India and the world. The company specializes in the development, manufacturing, and marketing of branded and generic pharmaceuticals, active pharmaceutical ingredients (APIs), and over-the-counter healthcare products. Sun Pharma is known for its extensive product portfolio, robust research and development capabilities, and global presence, with operations spanning more than 150 countries. The company is committed to improving access to high-quality and affordable healthcare solutions worldwide.

Sun Pharma Ltd., a prominent player in the pharmaceutical industry, has implemented a range of HR strategies aimed at fostering a culture of innovation, excellence, and employee empowerment. This subsection provides an overview of the HR strategies employed by Sun Pharma Ltd., highlighting key initiatives in recruitment, training and development, performance

management, compensation and rewards, and employee engagement.

Recruitment: Sun Pharma Ltd. adopts a strategic approach to recruitment, focusing on attracting top talent from diverse backgrounds to drive innovation and growth. The organization utilizes a mix of traditional recruitment methods, online job portals, and campus hiring to identify candidates with the requisite skills and expertise. Sun Pharma emphasizes cultural fit and values alignment during the recruitment process, ensuring that new hires embody the company's ethos of excellence and integrity.

Training and Development: Sun Pharma places a strong emphasis on employee development through comprehensive training and development programs. The organization offers a wide range of learning opportunities, including technical training, leadership development, and soft skills enhancement. Sun Pharma encourages employees to take ownership of their career growth and provides support for continuous learning through access to online courses, workshops, and seminars.

Performance Management: Sun Pharma has established robust performance management systems to align employee goals with organizational objectives and drive performance excellence. The organization conducts regular performance reviews and provides feedback to employees to help them improve their performance and achieve their career aspirations. Sun Pharma also rewards high performers through performance-based bonuses, incentives, and recognition

programs, fostering a culture of meritocracy and accountability.

Compensation and Rewards: Sun Pharma offers competitive compensation packages and rewards programs to attract and retain top talent. The organization benchmarks its salary and benefits against industry standards to ensure competitiveness. Sun Pharma recognizes and rewards employee contributions through a variety of mechanisms, including performance-based bonuses, stock options, and employee recognition programs, fostering a culture of appreciation and motivation.

Employee Engagement: Sun Pharma prioritizes employee engagement initiatives to create a positive work environment where employees feel valued, motivated, and engaged. The organization encourages open communication, collaboration, and teamwork, fostering a culture of transparency and trust. Sun Pharma organizes regular employee engagement activities, such as town hall meetings, team-building events, and employee recognition ceremonies, to foster a sense of belonging and camaraderie among employees.

Overall, Sun Pharma's HR strategies are aligned with its organizational goals and values, emphasizing the importance of talent development, engagement, and performance excellence in driving organizational success. Through its holistic approach to HR management, Sun Pharma continues to position itself as an employer of choice in the pharmaceutical industry, attracting and retaining top talent while

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fostering a culture of innovation and collaboration.

Findings and Discussion:

The comparative analysis of HR strategies at Mankind Pharmaceuticals and Sun Pharma Ltd. reveals several key findings and insights regarding the effectiveness of different HR practices in driving employee performance and organizational success.

Both companies prioritize talent acquisition, development, and engagement, but they employ different approaches to achieve these objectives. Mankind Pharmaceuticals focuses on internal talent development and promotion, fostering a culture of career growth and advancement. In contrast, Sun Pharma emphasizes attracting top talent from diverse backgrounds through strategic recruitment efforts and comprehensive training and development programs.

Performance management systems at both organizations are robust, emphasizing regular feedback, goal alignment, and performance recognition. However, Mankind Pharmaceuticals places greater emphasis on fostering transparency and accountability, while Sun Pharma focuses on performance-driven incentives and rewards to motivate employees.

Compensation and rewards strategies at both companies are designed to attract and retain top talent, but they differ in their emphasis on performance-based bonuses and recognition programs. Mankind Pharmaceuticals prioritizes employee recognition and appreciation,

while Sun Pharma offers competitive compensation packages and stock options to reward high performers.

Employee engagement initiatives at both organizations aim to create a positive work environment where employees feel valued, motivated, and empowered. Mankind Pharmaceuticals emphasizes open communication, collaboration, and teamwork, while Sun Pharma focuses on fostering a culture of transparency and trust through regular engagement activities and town hall meetings.

Overall, the findings suggest that while Mankind Pharmaceuticals and Sun Pharma Ltd. share similar HR objectives and practices, they also exhibit distinct approaches in certain areas. While Mankind Pharmaceuticals emphasizes internal talent development and cultural alignment, Sun Pharma focuses on external training opportunities and long-term incentives. Both approaches have their merits and contribute to employee performance and organizational success in unique ways. However, continuous evaluation and refinement of HR strategies are essential to address evolving workforce needs and ensure sustained competitive advantage in the pharmaceutical industry.

Conclusion:

In conclusion, the comparative analysis of HR strategies at Mankind Pharmaceuticals and Sun Pharma Ltd. reveals distinct approaches with significant implications for employee performance and organizational success. While both prioritize cultural fit in recruitment, Sun Pharma's campus hiring emphasizes

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innovation. Mankind's internal talent development fosters loyalty, while Sun Pharma's external training broadens perspectives. Robust performance management is evident in both, yet Sun Pharma's inclusion of stock options promotes ownership. Similarly, both offer competitive compensation, but Sun Pharma's long-term incentives align with organizational goals more directly. To enhance HR strategies, continuous evaluation, innovation in recruitment, focus on development, consideration of long-term incentives, and enhanced engagement are recommended. Leveraging these insights, both organizations can cultivate a workforce poised for sustained excellence and competitive advantage in the pharmaceutical industry.

Recommendations:

1. ***Continuous Evaluation:*** Both organizations should regularly assess their HR strategies to ensure alignment with organizational goals and adapt to evolving workforce dynamics. Implementing feedback mechanisms and performance metrics will help identify areas for improvement and optimize HR practices effectively.
2. ***Innovative Recruitment Practices:*** Explore innovative recruitment methods, including leveraging technology, social media platforms, and industry partnerships, to attract top talent. Both companies should consider expanding recruitment channels to include diverse candidate pools and enhance organizational agility and creativity.

3. *Focus on Employee Development:*

Invest in comprehensive training and development programs tailored to individual employee needs and career aspirations. Provide opportunities for continuous learning, skill enhancement, and career advancement to foster employee engagement and retention at both Mankind Pharmaceuticals and Sun Pharma Ltd.

4. *Long-Term Incentives:* Incorporate long-term incentives such as stock options, profit-sharing schemes, or retirement benefits to align employee interests with organizational success. By offering these incentives, both companies can motivate employees to contribute to long-term growth and profitability, enhancing organizational performance and employee loyalty.

5. *Enhanced Employee Engagement Initiatives:* Strengthen employee engagement initiatives such as communication channels, recognition programs, and team-building activities. Foster a culture of collaboration, inclusivity, and appreciation to boost morale, motivation, and job satisfaction among employees at both Mankind Pharmaceuticals and Sun Pharma Ltd.

Implementing these recommendations will enable both organizations to optimize their HR strategies, enhance employee performance and satisfaction, and maintain a competitive edge in the pharmaceutical industry.

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