

A Study on the Effect of HR Policies on Reducing Work–Family Conflict in the Automobile Industry in Tamilnadu

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ABSTRACT

The employees in the automobile sector of Tamil Nadu are forced to work under a lot of pressure to accomplish tasks, alter working hours, and intense production pressure. All these culminate into work-family conflict (WFC). The authors of this study examine the way Human Resource (HR) policies can be successful in reducing conflicts and employee well-being. A sample of 120 employees (selected through descriptive and correlational methods) of various departments was examined.

The research establishes that HR practices such as flexible working hours, leave days, and managerial support do not help much to minimize work-family conflict since individuals do not utilize them or are not well-informed about them. “The correlation analysis shows that there is weak positive correlation ($r = 0.19$) that means that effectiveness of a policy is a variable of the culture and accessibility of the organization. As identified in the paper, there is a need of improved policy implementation and management support to accommodate work-life balance....

Keywords: HR Policies, Work–Family Conflict, Automobile Industry, Employee Well-being, Tamil Nadu

INTRODUCTION:

1.1 Industrial Context: Tamil Nadu Automobile Sector

Tamil Nadu is one of the most appropriate locations in India where cars can be produced. It is home to many Indian and foreign companies. The industry should be very productive and should be on time and indefinite production cycles. Employees in these locations often have busy schedules, and they work at night and long hours and are thus more stressed and thus difficult to balance between work and personal lives.

1.2 Work–Family Conflict in Industrial Environments
This is what is termed as work-family conflict when work demands come in between family demands. This paradox is particularly clear in the automobile industry as there is a lot to be done, schedules are strict, and time frames are not adjustable. Employees experiencing such a kind of work-related conflict are more likely to report experiencing emotional exhaustion, less content with their working experience, and typically unhealthy.

1.3 Problem Statement

Despite the existence of HR policies that are enforced to help employees to strike a balance between work and family life, majority of them still encounter a lot of work family conflict. This indicates that not all policies that people have are actually working as they should. The purpose of the analysis is to evaluate the effectiveness of

the HR practices and their performance in alleviating the work family conflict.

1.4 Research Objectives

Conduct a study on the level and type of work-family conflict among the employees at the Tamil Nadu automobile industry, especially with reference to the working hours, the shift and job stress and its effects on them and their families.

To identify and evaluate the various Human Resource policy tools which organizations have implemented such as flexible working schedule, leave policies, supervisor support systems, wellness programs and grievance redressal mechanisms and also to identify their presence and application by the employees.

To examine the relationship between the HR policies and the reduction in work-family conflict to determine how well the HR policies are organizational resources that reduce stress levels among employees and improve the work-life balance.

To evaluate employees' awareness, perceptions, and satisfaction concerning current HR policies, and to comprehend the disparity between policy formulation and actual implementation in the workplace.

To find out how the corporate culture and managerial support may influence the performance of HR policies in minimizing the work-family conflict.

To provide effective recommendations and ideas in relation to the study findings to enhance the HR practices and to enhance the well being of the employees in the automobile industry.

2. THEORETICAL FRAMEWORK AND CONTEXT

2.1 Job Demands–Resources (JD-R) Model

The current research is based on the Job DemandsResources (JD-R) model that is discussed to emphasize the stress and motivation in the workplace. This model says:

The job requirements of your job that have made you experience stress are the ones that have excess job to be done, time pressure, and work shifts.

Such HR policies as flexible schedules, supervisor support, and wellness programs are job resources.

The unsuitability of the resources to address high job demands causes the stress and family problems of the employees.

2.2 Operational Variables

HR rules: Shifts which are flexible, leave policies and supervisor assistance.

Work–Family Conflict: The work and family roles come in conflict.

Employee Outcome: Reduced stress and health.

3. RESEARCH METHODOLOGY

3.1 Research Design

The research used a descriptive and correlational design.

3.2 Sample Design

Number of employees in the sample: 120

Stratified sampling was used as the sample approach.

Departments: Production, Quality, Maintenance, and Administration

3.3 Data Collection

Primary data was collected using structured questionnaires with a 5-point Likert scale. We obtained secondary data in the form of papers and publications.

4. DATA ANALYSIS AND INTERPRETATION

4.1 Demographic Profile

Table 1: Respondent Characteristics (n = 120)

Characteristic	Category	Count	Percentage
Gender	Male	65	54%
	Female	55	46%
Age	20–30	42	35%

Characteristic	Category	Count	Percentage
	31–45	39	32%
	Above 45	39	33%
Education	Diploma/ITI	56	47%
	Degree	64	53%

Interpretation: The workforce is mostly young and proficient in technology, with most workers between the ages of 20 and 30.

4.2 HR Policy Utilization

Table 2: HR Policy Usage

HR Policy	Respondents
Flexible Shift Timings	28
Leave Policies	20
Supervisor Support	22
Wellness Programs	32
Grievance Handling	18
Total	120

4.3 Derivation of Mean (Example)

$$Mean(M) = \frac{\sum X}{N}$$

Example: If total score of HR policy satisfaction = 420

$$M = 420 \div 120 = 3.5$$

Interpretation: The average answer is 3.5 out of 5, which suggests moderate pleasure.

4.4 Correlation Analysis

Table 3: Correlation Calculation

X	X ²	Y	Y ²	XY
10	100	28	784	280
16	256	20	400	320
21	441	22	484	462
40	1600	32	1024	1280
33	1089	18	324	594
$\sum X = 120$	$\sum X^2 = 3486$	$\sum Y = 120$	$\sum Y^2 = 3016$	$\sum XY = 2936$

Formula

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{(N\sum X^2 - (\sum X)^2)(N\sum Y^2 - (\sum Y)^2)}}$$

Calculation

$$r = \frac{5(2936) - (120 \times 120)}{\sqrt{(5 \times 3486 - 120^2)(5 \times 3016 - 120^2)}}$$

$$r = \frac{14680 - 14400}{\sqrt{(17430 - 14400)(15080 - 14400)}}$$

$$r = \frac{280}{\sqrt{3030 \times 680}} = 0.19$$

Interpretation

The value $r = 0.19$ shows a poor positive correlation, which means that HR regulations don't do much to reduce work-family conflict.

5. DISCUSSION OF FINDINGS

Analysis reveals that there are HR policies and they are not working as well as they should. The low correlation indicates that workers are either not aware of such policies or they are unable to apply them. Supervisor support is highly valued and the policies cannot be effective unless implemented in the right way.

6. CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The paper highlights that work-family conflict remains a big challenge among employees in the automobile industry in Tamil Nadu, which can be largely explained by long working hours, shift schedules, and high level of production. Businesses have formulated many rules with an aim of supporting their employees such as flexible timetables, leave schemes, and wellness schemes. However the outcome is that mere presence of these rules does not actually reduce work-family conflict.

The correlation study indicates that HR policies and conflict reduction have weak positive correlation. This implies that such policies are not being employed to their full advantage or implemented correctly. Such a gap can be attributed to factors such as the lack of knowledge by employees in regard to it, inability to access it readily and lack of sufficient assistance of managers". Moreover, the firm culture is also significant when it comes to determining whether employees are motivated to take advantage of the HR benefits which are provided to them.

That is why, it is possible to say that good implementation plans, continuous communications, and active involvement of supervisors should support HR policies to make a real impact. Our entire solution must involve not just the availability of policies but also organizational support to make the employees happier and enable them to achieve a better work-life balance.

6.2 Recommendations

Organizations should conduct regular training, workshop and internal communication programs to ensure that employees are aware of HR regulations to make employees understand the benefits they are entitled to.

Supervisor support systems are required to be improved as immediate managers are highly essential to guide employees and motivate them to apply HR policies without fear of punishment and other unfavorable outcomes.

Companies ought to implement flexible scheduling systems to assist employees to cope more effectively with their personal and family lives by altering their work schedules through changes in shifts or providing employees with prior notice of their working schedules.

To deal with the psychological effects of work-family conflict, more should be done to improve employee wellness programs, such as stress management programs, counseling services, and mental health support.

Different companies must ensure that their complaint management systems are transparent and functional to ensure that employees can raise their concerns regarding their work-life balance problems and receive adequate and prompt responses.

On the one hand, feedback systems and surveys of the employees allow the company to check the effectiveness of their HR policy regularly and identify any gaps that should be addressed..

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