Impact of Family-Friendly HRM Policies in Organizational Employees Performance with Special Reference to Coimbatore District

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ABSTRACT

This study investigates the influence of family-friendly human resource management (HRM) policies on employee performance, including practices such as flexible working hours, parental leave, childcare support, work-from-home options and wellness initiatives. These policies are increasingly recognized as strategic tools to enhance employee satisfaction and productivity. Despite their global significance, the adoption and effectiveness of such policies in the Indian context, particularly in Tier-II cities like Coimbatore, remain underexplored. A mixed-methods approach was adopted, with data collected from 60 employees across selected manufacturing companies in Coimbatore. Quantitative data were analyzed using regression and correlation models to examine the relationship between family-friendly policies and key dimensions of employee performance such as job satisfaction, organizational commitment, absenteeism and productivity. Qualitative insights were gathered through focus group discussions with HR managers and employees to capture perceptions of inclusivity, work-life balance and organizational support. The research design involved data collection through in-depth interviews, focus groups, participant observations and content analysis of text. Data analysis included identifying patterns, themes and narratives within the data, employing techniques such as thematic analysis, grounded theory and discourse analysis. Rich descriptions provided detailed insights and interpretations, with results often presented as themes or narratives rather than statistical data.

KEYWORDS: *Family-Friendly, HRM Policies, Organizational Employees Performance.*

INTRODUCTION

In today's ever-changing business environment, human resource management (HRM) policies are crucial for enhancing employee performance and organizational success. Among these, family-friendly HRM policies have become increasingly significant as a strategic tool to support employees in managing their professional obligations alongside personal and family responsibilities. These policies include flexible working hours, parental leave, childcare support, remote work options, wellness initiatives and employee assistance programs. By addressing family-related needs, such policies not only improve job satisfaction and loyalty but also help reduce stress, absenteeism and employee turnover, thereby boosting overall organizational performance. Globally, organizations have increasingly recognized the value of family-friendly policies in fostering inclusive, supportive and productive workplaces. However, in developing countries like India, the adoption and effectiveness of such policies vary significantly across sectors and regions. The Coimbatore district in Tamil Nadu, a major center for textiles, manufacturing, information technology and higher education, presents a unique setting for studying the impact of family-friendly HRM policies. With a diverse workforce that spans traditional industries to modern services, Coimbatore offers both opportunities and challenges in implementing these policies. While some organizations in the district have started adopting flexible work practices and wellness

programs, the extent to which these policies influence employee performance remains largely unexplored.

Definition
Armstrong (2006):
"Human resource policies are continuing guidelines on the approach the organization intends to adopt in managing its people. They define the philosophies and values of the organization on how people should be treated."

Armstrong (2014):
"Performance refers to both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action, while results are the outcomes of these behaviors.".

REVIEW OF LITERATURE
Yadav, V. & Sharma, H. **(2023)** "Family-friendly policies, supervisor support and job satisfaction: mediating effect of work-family conflict" Sample: 369 employees from different organizations in the service sector in India; sampling method was primary data collection, presumably random / non-specified beyond service sector.

Anam Anayat **(2023)** "Family-friendly human resource management practices and employee performance: explaining the mediating role of psychological empowerment" Sample: 121 respondents (female employees) from organizations in Pakistan; method: survey + PLS-SEM to test hypotheses.

Firdaus Bashir & Santhi Venkatakrishnan **(2022)** "The impact of HRM practices on affective commitment: An empirical study in micro, small and medium enterprise Coimbatore Sample: employees from MSMEs in Tirupur / Coimbatore region; method: PLS-SEM; sample size not explicitly given in the short summary, but since it's "empirical study micro, small and medium enterprises", likely several dozens/hundreds. (If you find full text, you'll get exact "n".)

PURPOSE OF THE STUDY
The goal of this study is to look at how family-friendly human resource management (HRM) policies affect the performance of employees in organizations, especially in different industries and institutions in Coimbatore. Today, having a good work-life balance is very important for employees' happiness and how well an organization runs. Policies that support families, like flexible hours, time off for parents, help with childcare, wellness activities and the option to work from home, are becoming key factors in how productive, satisfied and loyal employees are. The study will check how much organizations in Coimbatore use these family-friendly policies. It will

also look at how these policies connect to employee performance, like job satisfaction, how much they care about the company, how much they produce, how often they miss work and how long they stay with the company. The research will also find out how different industries, such as IT, manufacturing, education and services, use and benefit from these policies in different ways. It will also look at what employees think about the good and difficult parts of these policies in the local culture and work environment. The study will give useful ideas for HR managers and people who make policies to create better family-friendly strategies that match both the company's goals and the well-being of employees. Since Coimbatore is a fast-growing area for both industry and education in Tamil Nadu, this study will give information that is specific to the region, helping both researchers and businesses. In the end, the research will help strengthen the connection between HR policies and the long-term success of organizations by focusing on being inclusive and supporting work-life balance.

SIGNIFICANCE OF THE STUDY
The significance of this study lies in its potential to provide valuable insights into the role of family-friendly human resource management (HRM) policies in enhancing employee performance, particularly within the context of Coimbatore district. In today's competitive organizational environment, employees' work-life balance and overall well-being have emerged as critical factors influencing productivity, engagement and retention. By examining the impact of family-friendly HRM policies, this study highlights how organizations can strategically align employee welfare initiatives with performance outcomes. The research provides evidence-based guidance on designing and implementing HRM policies that support employees' family and personal needs while simultaneously improving organizational performance. It emphasizes practices such as flexible work arrangements, parental leave, childcare support and wellness initiatives. By exploring employees' perceptions and experiences, the study identifies how family-friendly policies contribute to job satisfaction, motivation and loyalty, fostering a supportive work environment that enhances overall performance. The study offers region-specific insights relevant to policymakers, industry associations and educational institutions in Coimbatore, enabling them to frame policies and programs that promote inclusivity, work-life balance and employee productivity. This study contributes to the growing body of HRM literature on family-friendly practices, particularly in the Indian context, where empirical research on their effectiveness in regional industrial and educational

settings remains limited. By demonstrating the link between family-friendly HRM policies and improved employee performance, the study underscores the strategic value of such policies in building sustainable, high-performing and socially responsible organizations.

RESEARCH METHODOLOGY
Objectives of the study
➢ To find out personal profile of the respondents.

➢ To assess the level of family-friendly HRM policies in organizational employees performance.

➢ To analysis the difference between personal profile and family-friendly HRM policies in organizational employees performance.

➢ To analyze the valuable suggestion on family-friendly HRM policies in organizational employees performance.

Research design: It is a logical and systematic plan prepared directing research study. A descriptive survey design is adopted for this study.

Universe of the study: The present study is conducted in employees of Coimbatore district. The RNT Industry was selected in Coimbatore for conducting the study, considering the factors such as familiarity with the place, convenience to travel and accessibility of data. **Sampling:** The researcher has used probability sampling method to collect data for the present study. The researcher has adopted simple random sampling technique to collect data from employees of Coimbatore district. In this manner 60 respondents were selected for the present study.

Tools for data collection: A self-prepared questionnaire and two scales were used for data collection. The first scale was family-friendly HRM policies in organizational employees performance which consists of 14 items that were chosen as the most prototypical items representing the construct definition for each facet of well-being.

The information was dissected utilizing different factual devices like straightforward rate, autonomous t-test and ANOVA.

Finds of the Study

Factors	MEDIUM	FREQUENCY	PERCENTAGE %
Age	25yrs – 35yrs	32	53.3%
Gender	Male	33	55%
Marital status	Unmarried	49	81.7%
Locality	Semi- Urban	40	66.7%
Type of family	Nuclear family	52	86.7%
Education Qualification	UG	32	53.3%
Experience	5yrs-10yrs	25	41.7%
Income	15001-20000	22	36.7%

Simple Percentage Analysis
➢ Nearly (53.3%) of the respondents is in the age group between 25yrs – 35yrs.
➢ Nearly (55%) of the respondents have male.
➢ Majority (81.7%) of the respondents have unmarried marital status.
➢ More than half (66.7%) of the respondents have semi-urban.
➢ Majority (86.7%) of the respondents have Nuclear family.
➢ Nearly (53%) of the respondents have father's education UG.
➢ Less than half (41.7) of the respondents have 5yr-10yr experience.
➢ Less than half (36.7) of the respondents income have 15001-20000.

DISTRIBUTION OF THE RESPONDENTS BY LEVEL OF HRM POLICIES IN ORGANIZATIONAL EMPLOYEES PERFORMANCE

S. No	Level of HRM policies in organizational employees performance	No. of Respondents	Percentage (%)
1	High	12	20%
2	Moderate	39	65%
3	Low	9	15%
	TOTAL	**60**	**100**

INTERPRETATION
The above table depicts that (65%) of the respondents have moderate level of HRM policies in organizational employees performance, (20%) of the respondents have high level of HRM policies in organizational employees

performance and (15%) of the respondents have low level of HRM policies in organizational employees performance.

Influence of Personal profile Factors and HRM Policies in Organizational Employees Performance of the respondents

Variables	Statistical tool	Value	Result
Age and HRM policies in organizational employees performance of the respondents	ANOVA	F= .034 T<0.05	Significant
Education qualification and HRM policies in organizational employees performance of the respondents	ANOVA	F= .000 T<0.05	Significant
Gender and HRM policies in organizational employees performance of the respondents	t-test	t = .040 p<0.05	Significant
Marital status and HRM policies in organizational employees performance of the respondents	ANOVA	F= .353 P>0.05	Not-Significant
Income and HRM policies in organizational employees performance of the respondents	ANOVA	F= .743 P>0.05	Not-Significant
Locality and HRM policies in organizational employees performance of the respondents	ANOVA	F= .003 P<0.05	Significant
Experience and HRM policies in organizational employees performance of the respondents	t-test	t = .032 p<0.05	Significant

➢ There is significant difference in the age and HRM policies in organizational employees performance of the respondents.

➢ There is significant difference in the education and HRM policies in organizational employees performance of the respondents.

➢ There is significant difference in the gender and HRM policies in organizational employees performance of the respondents.

➢ There is no significant difference in the marital status and HRM policies in organizational employees performance of the respondents.

➢ There is no significant difference in the income and HRM policies in organizational employees performance of the respondents.

➢ There is significant difference in the locality and HRM policies in organizational employees performance of the respondents.

➢ There is significant difference in the experience and HRM policies in organizational employees performance of the respondents.

Recommendations

➢ **Implement Flexible Working Hours:** Organizations in Coimbatore should provide flexible start and end times to help employees balance family and work responsibilities, which can enhance productivity and reduce absenteeism.

➢ **Introduce Remote/Hybrid Work Options:** Especially for IT and service sector employees, offering work-from-home or hybrid arrangements can improve job satisfaction and overall performance.

➢ **Provide Parental Leave Policies:** Extend maternity, paternity and adoption leave beyond statutory requirements to support employees during critical family periods, fostering loyalty and retention.

➢ **Offer Childcare Support:** Organizations can introduce on-site childcare facilities or childcare subsidies, reducing stress and helping employees remain focused on work.

➢ **Develop Wellness Programs:** Health, mental well-being and stress management initiatives can improve employee resilience, engagement and performance.

➢ **Conduct Awareness Workshops:** Educate employees and managers about the benefits and proper utilization of family-friendly HRM policies to ensure maximum uptake and effectiveness.

➢ **Ensure Policy Consistency:** Standardize family-friendly policies across departments and roles to

promote fairness and transparency, avoiding perceptions of favoritism.

➢ **Encourage Managerial Support:** Train supervisors to actively support family-friendly practices and accommodate individual employee needs without affecting team productivity.

➢ **Monitor and Evaluate Policy Impact:** Implement systems to regularly assess the effectiveness of family-friendly policies on employee performance, job satisfaction and retention, adjusting programs as needed.

➢ **Promote Inclusive Organizational Culture:** Foster a culture where work–life balance is valued and supported, ensuring that employees feel comfortable using family-friendly policies without stigma or career penalties.

CONCLUSION

The study on how family-friendly human resource management (HRM) policies affect employee performance in Coimbatore shows that matching employee support programs with company goals is a smart business move. The research found that policies like flexible hours, time off for parents, help with childcare, working from home and wellness activities improve how well employees do their jobs. These policies make workers happier, more committed to the company, more motivated and more productive. When employees feel their company supports them in balancing work and family life, they are more involved, miss work less and stay loyal longer. The study also says that to make these policies work well, companies need more than just written rules they need managers who back them up, training to help everyone understand them, and a workplace culture where people feel comfortable using these benefits without feeling judged. In Coimbatore, some challenges include different companies not following the same policies, not enough awareness about these policies among workers and bosses and resistance from traditional workplaces that don't like changes.

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