

**AN EMPIRICAL STUDY ON WHETHER THE HUMAN RESOURCE  
MANAGEMENT GIVES SOLUTION TO THEIR EMPLOYEES PROBLEMS: A  
STUDY IN CHENNAI CITY**

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**ABSTRACT**

This study explores how HRM provides effective solutions to employees' problems, ultimately contributing to a productive work environment. Human Resource Management plays a crucial role in modern organizations by serving as a bridge between employees and the management. HRM facilitates conflict resolution, acting as a mediator in disputes between employees or between employees and supervisors. By encouraging open communication and understanding, HRM helps resolve conflicts amicably, fostering positive relationships among team members. HRM establishes Employee Assistance Programs to address personal and emotional challenges faced by employees. EAPs offer confidential support, counseling and resources to employees dealing with stress, mental health issues, or substance abuse, promoting well-being and enhancing overall job satisfaction. HRM involved in performance management, setting clear expectations and conducting regular performance appraisals. By identifying performance-related issues, HRM provides constructive feedback and support to help employees improve and reach their full potential

**Keywords:** Human Resource Management, performance management, counseling, well-being and job satisfaction.

**1. INTRODUCTION**

Human Resource Management plays a crucial role in the success and well-being of any organization. It is the strategic approach to managing an organization's most valuable asset.

In this dynamic business environment, employees face a many challenges and problems that can impact their productivity, morale and overall satisfaction at work. As a result, HRM has evolved to not only handle administrative tasks but also to act as a problem-solving and support system for employees. The role of HRM goes beyond simply hiring and firing employees; it extends to fostering a positive work culture, promoting employee development and addressing the various issues that arise in the workplace. By proactively identifying and resolving employee problems, HRM ensures that the workforce remains engaged, motivated and committed to achieving the organization's goals. This study will address the importance of HRM in addressing employees' problems, the various challenges employees face in the workplace and the different strategies HRM employs to provide effective solutions. Also, it will explore the benefits of a proactive HRM approach, such as increased employee retention, enhanced productivity and improved organizational performance.

## 2. REVIEW OF LITERATURE

**Muhammad HASHIM, Fazal HAMEED (2012)**, they stated that the one of the major challenges in attaining competitiveness of human resources is the gap between the skills possessed by the workforce and the skills required by the job market. Rapid technological advancements and evolving industries can lead to outdated skillsets among employees. Attracting and retaining top talent is a challenge for many companies. Competitive job markets and a mobile workforce can make it difficult to keep skilled employees from seeking better opportunities elsewhere. Adopting diversity and inclusion is essential for competitiveness. Engaged employees tend to be more productive and innovative. However, many organizations struggle to maintain high levels of engagement, leading to decreased competitiveness.

**Sefa CETIN Yadigarjon GAYIPOV Tahir AKGEMCI (2016)**, they analyzed that the high turnover rates can be costly for organizations, leading to increased recruitment and training expenses and a loss of institutional knowledge. Focus on employee engagement, career development opportunities and creating a positive work culture to reduce turnover. Finding and attracting qualified candidates can be challenging, especially for niche positions or in competitive job markets. Utilize a mix of recruitment strategies, such as employee referrals, job boards, social media and partnerships with educational institutions. Implement regular performance evaluations, provide constructive feedback and offer training and development opportunities to help employees.

**Miller, J.S&Cardy, R.L (2000)** examined that the advancements in technology have revolutionized various aspects of human resources management, streamlining processes and improving efficiency. However, as organizations increasingly rely on technology, there is a growing concern about losing the human touch in HR practices. It highlights how technology has simplified the tasks, enabling HR professionals to focus on strategic initiatives. The digital communication may lead to a lack of personal interaction, affecting employee engagement and fostering feelings of isolation. Moreover, algorithm-based hiring practices may perpetuate biases and hinder diversity and inclusion efforts.

**Wong & Snell (2003)** ascertained that the employees' workplace effectiveness is the extent to which employees are able to perform their job responsibilities efficiently and produce high-quality outcomes that contribute to the overall success of the organization. It is a critical aspect of organizational performance, as the effectiveness of individual employees directly impacts the productivity, innovation and competitiveness of the company as a whole. The level of skills, knowledge and competencies possessed by employees significantly influences their ability to perform their tasks effectively. Ongoing training and development programs can enhance their capabilities and keep them updated with the latest industry trends. Highly motivated and engaged employees tend to be more productive and committed to their work. Providing challenging assignments, recognition for achievements and a positive work environment can boost motivation and engagement.

**Liu, Y., Combs, J.G., Ketchen, D.J., & Ireland, R.D. (2007)** explores the value of HRM in enhancing employee productivity, promoting a positive work culture and contributing to overall organizational effectiveness. Human Resource Management plays a vital role in driving organizational performance and success. The effective recruitment and selection processes ensure that organizations have a skilled and diverse workforce capable of meeting present and future challenges. Also, HRM facilitates employee development through training programs and career advancement opportunities, empowering employees to reach their full potential and contribute to organizational growth. By promoting open communication, collaboration and employee engagement initiatives, HRM develops a supportive environment where employees feel valued and motivated. A positive work culture enhances employee satisfaction, reduces turnover and improves overall organizational morale.

**Belizon M. J., Morley M. J., and Gunnigle P (2017)** they highlights the various modes of integrating HRM practices to enhance organizational effectiveness. The effective integration

of human resource management practices is crucial for organizations seeking to optimize their workforce's potential and achieve strategic business objectives. HRM practices encompass a wide range of activities, including recruitment, training, performance management, compensation, employee engagement and talent development. Integrating these practices cohesively ensures that they complement and reinforce each other, leading to a more engaged, productive and satisfied workforce.

**Majumder M (2017)** this study investigates the relationship between human resource management practices and employees' satisfaction in the private banking sector. Employee satisfaction is a critical aspect of organizational success, as it is linked to increased productivity, reduced turnover and overall workforce engagement. It highlights the competitive nature of the banking industry, where talent retention and motivation play a role in achieving a sustainable edge. Employees who perceive a supportive and conducive work environment, driven by effective HRM practices, demonstrate higher levels of job satisfaction and commitment to the organization.

**Guest D. E. (2017)** this study explore the integral relationship between HRM and employee well-being. Human Resource Management plays a vital role in ensuring the well-being and overall satisfaction of employees within an organization. Employee well-being encompasses the physical, mental and emotional health of individuals in the workplace. It is a crucial aspect of organizational success as it directly impacts employee productivity, engagement and retention. HRM practices encompass various initiatives and policies that contribute to creating a supportive work environment where employees can thrive and perform at their best.

### **3. HUMAN RESOURCE MANAGEMENT**

In the modern business landscape, Human Resource Management has emerged as a critical function that goes beyond administrative tasks to become a strategic partner in fostering a thriving workplace environment. One of the primary roles of HRM is to address the diverse problems faced by employees. By recognizing and proactively resolving these challenges, HRM ensures a motivated, engaged and productive workforce. In this study, we will explore how HRM provides effective solutions to their employees' problems, thereby contributing to the overall success of organization.

### **3.1. Identifying Employee Problems**

The first step in providing effective solutions is to identify the various issues that employees encounter in the workplace. These problems can range from interpersonal conflicts, work-related stress, workload imbalances, to concerns about career growth and job satisfaction. HRM employs various methods, such as surveys, interviews and feedback sessions, to gain insights into employees' experiences and challenges.

### **3.2. Creating a Supportive Work Culture**

A supportive work culture is vital in fostering a sense of belonging and well-being among employees. HRM plays a key role in promoting an inclusive and compassionate environment where employees feel comfortable discussing their problems. This may include initiatives such as open-door policies, employee assistance programs and mental health support services. By fostering trust and transparency, HRM empowers employees to seek help and share their concerns.

### **3.3. Employee Development and Training**

HRM recognizes that investing in employee development is a strategy. By providing opportunities for skill enhancement and career growth, HRM not only improves employees' competencies but also enhances their job satisfaction. Training programs, workshops and mentorship opportunities are some of the ways HRM ensures employees' personal and professional growth, ultimately leading to higher retention rates.

### **3.4. Conflict Resolution and Mediation**

Interpersonal conflicts are inevitable in any workplace, but unresolved disputes can negatively impact team dynamics and overall productivity. HRM acts as a mediator in such situations, facilitating open communication and constructive dialogue to reach amicable solutions. By addressing conflicts promptly and fairly, HRM fosters a harmonious work environment.

### **3.5. Work-Life Balance Initiatives**

In today's fast-paced work culture, achieving a healthy work-life balance is a constant struggle for many employees. HRM implements policies and programs to support work-life integration, such as flexible working hours, remote work options and family-friendly

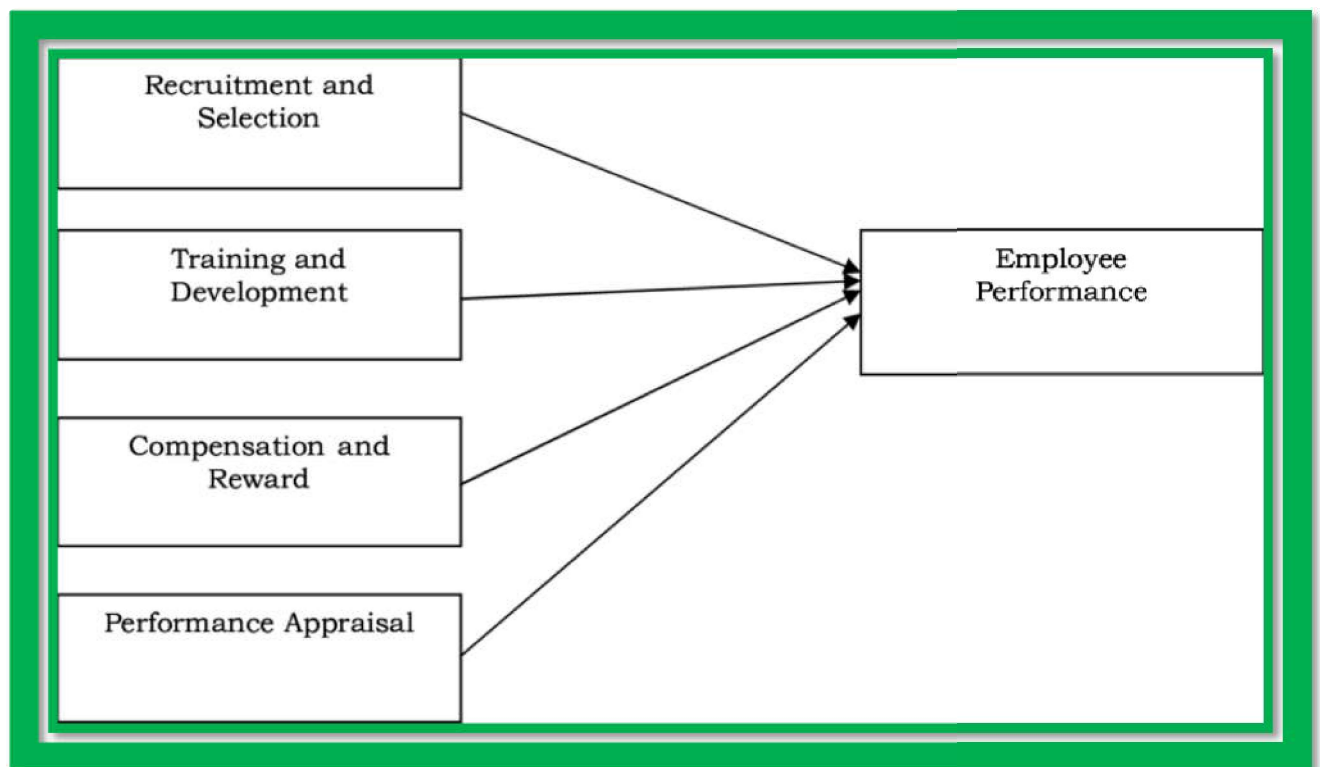
benefits. By acknowledging the importance of work-life balance, HRM helps employees maintain their well-being and reduce burnout.

### 3.6. Performance Management and Feedback

Regular performance evaluations and constructive feedback are essential to employee growth and development. HRM ensures that managers provide timely and actionable feedback to employees, acknowledging their achievements and addressing areas for improvement. This feedback-driven approach motivates employees to excel and align their goals with the organization's objectives.

## 4. THEORETICAL FRAMEWORK

Figure: 1



## 5. OBJECTIVES

- ❖ To study the HRM policies and programs to support work-life integration.
- ❖ To analyze the flexible working hours are available with the organizations.

## 6. HYPOTHESIS

H1: HRM policies and programs to support work-life integration

H2: There is an association between employees feel comfortable to discussing the problems and age of the respondents.

## 7. METHODOLOGY

The researcher used 152 questionnaire for this study. One – sample test, Chi-square test, one-way ANOVA and post Hoc- Tukey HSD test were adopted to analyze the factors of whether the human resource management gives solution to their employee's problems.

## 8. DATA ANALYSIS AND RESULTS

### KMO and Bartlett's Test

**Table: 1**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.589
Bartlett's Test of Sphericity	Approx. Chi-Square	304.912
	df	36
	Sig.	.000

The KMO test value is 0.589 which is more than 0.5, so that it can be considered as acceptable and valid to conduct data reduction technique.

### Communality Table

**Table: 2**

Communalities		
	Initial	Extraction
HRM address the diverse problems faced by employees	1.000	.721
Providing effective solutions for the identified issues	1.000	.761
Employees feel comfortable to discussing the problems	1.000	.742

Supportive work culture is vital in fostering a sense of belonging and well-being among employees	1.000	.758
HRM plays a key role in promoting the compassionate environment	1.000	.730
HRM empowers employees to seek help and share their concerns	1.000	.675
HRM implements policies and programs to support work-life integration	1.000	.742
HRM helps employees maintain their well-being and reduce burnout	1.000	.805
Flexible working hours are available with the organizations	1.000	.812
Extraction Method: Principal Component Analysis.		

Initially all variables in the communality table is expected to share 100% variance. Therefore, the initial value of each items is 1.00 which means 100% variance share by each item. The extraction value is ranging from 0.675 to 0.812 which shows that minimum variance share of item after extraction is 67.5% and the maximum variance share of item is 81.2%.

**Table: 3**

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.273	25.253	25.253	2.273	25.253	25.253
2	1.697	18.857	44.110	1.697	18.857	44.110
3	1.532	17.020	61.130	1.532	17.020	61.130



4	1.243	13.814	74.944	1.243	13.814	74.944
5	.541	6.011	80.955			
6	.516	5.734	86.689			
7	.466	5.178	91.868			
8	.412	4.583	96.450			
9	.319	3.550	100.000			
Extraction Method: Principal Component Analysis.						

Total variance contributed by first component is 25.253, second = 44.110, third = 61.130 and fourth component is 74.944. The Eigen value for a given factor measures the variance in all the variables which is accounted by that factor. It is also clear that there are four distinct components having the Eigen values greater than 1 from the given set of variables. Eigen value for factor 1 is 2.273, factor 2 is 1.697, factor 3 is 1.532 and factor 4 is 1.243.

### One sample Statistics

**Table: 4**

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
HRM address the diverse problems faced by employees	152	1.76	.763	.062
Providing effective solutions for the identified issues	152	2.18	1.045	.085
Employees feel comfortable to discussing the problems	152	1.55	.753	.061
Supportive work culture is vital in fostering a sense of belonging and well-being among employees	152	1.58	.676	.055

HRM plays a key role in promoting the compassionate environment	152	1.66	.831	.067
HRM empowers employees to seek help and share their concerns	152	1.76	.755	.061
HRM implements policies and programs to support work-life integration	152	1.89	.915	.074
HRM helps employees maintain their well-being and reduce burnout	152	2.46	1.212	.098
Flexible working hours are available with the organizations	152	2.03	.993	.081

The above table specified that the mean values of all variables range from 1.55 to 2.46, standard deviation ranges from .676 to 1.212 and standard error mean is estimated within the limit .055 to .098. The value of the T. Test is revealed in the below one sample test table.

**Table: 5**

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
HRM address the diverse problems faced by employees	28.370	151	.000	1.757	1.63	1.88
Providing effective solutions for the identified issues	25.773	151	.000	2.184	2.02	2.35
Employees feel comfortable to discussing the problems	25.305	151	.000	1.546	1.43	1.67

Supportive work culture is vital in fostering a sense of belonging and well-being among employees	28.786	151	.000	1.579	1.47	1.69
HRM plays a key role in promoting the compassionate environment	24.604	151	.000	1.658	1.52	1.79
HRM empowers employees to seek help and share their concerns	28.698	151	.000	1.757	1.64	1.88
HRM implements policies and programs to support work-life integration	25.541	151	.000	1.895	1.75	2.04
HRM helps employees maintain their well-being and reduce burnout	25.032	151	.000	2.461	2.27	2.65
Flexible working hours are available with the organizations	25.245	151	.000	2.033	1.87	2.19

It was discovered from the above table, the range of T values =24.604to28.786. The above 'T' values are statically significant and presented with two-tailedsignificance. From the above table, it can be ascertained that the HRM adopt better policies to solve their employees' problems.

**Table:6**

<b>Chi-Square Tests -Age</b>			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.151a	12	.908
Likelihood Ratio	7.219	12	.843
Linear-by-Linear Association	.005	1	.945
N of Valid Cases	152		
a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .17.			

The Pearson's  $X^2=6.151$ ,  $P=.908$  are statistically insignificant @5% level of significance.

**Table: 7**

Chi-Square Tests - Gender			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.536a	12	.213
Likelihood Ratio	15.830	12	.199
Linear-by-Linear Association	.002	1	.960
N of Valid Cases	152		
a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .60.			

The Pearson Chi-square value of the above table is 15.536 at 5% level of significance. The P value is more than 0.01. Hence the null hypothesis is accepted for the variables of whether the human resource management gives solution to their employees' problems.

### ONE- WAY ANOVA

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
HRM address the diverse problems faced by employees	Between Groups	.314	3	.105	.177	.912
	Within Groups	87.679	148	.592		
	Total	87.993	151			
Providing effective solutions for the identified issues	Between Groups	.943	3	.314	.284	.837
	Within Groups	163.899	148	1.107		
	Total	164.842	151			

Employees feel comfortable to discussing the problems	Between Groups	3.612	3	1.204	2.171	.094
	Within Groups	82.066	148	.555		
	Total	85.678	151			
Supportive work culture is vital in fostering a sense of belonging and well-being among employees	Between Groups	2.159	3	.720	1.593	.194
	Within Groups	66.893	148	.452		
	Total	69.053	151			
HRM plays a key role in promoting the compassionate environment	Between Groups	.236	3	.079	.112	.953
	Within Groups	103.975	148	.703		
	Total	104.211	151			
HRM empowers employees to seek help and share their concerns	Between Groups	.796	3	.265	.461	.710
	Within Groups	85.198	148	.576		
	Total	85.993	151			
HRM implements policies and programs to support work-life integration	Between Groups	.756	3	.252	.297	.828
	Within Groups	125.560	148	.848		
	Total	126.316	151			
HRM helps employees maintain their well-being and reduce burnout	Between Groups	4.443	3	1.481	1.009	.391
	Within Groups	217.320	148	1.468		
	Total	221.763	151			
Flexible working hours are available with the organizations	Between Groups	.744	3	.248	.248	.863
	Within Groups	148.091	148	1.001		
	Total	148.836	151			

The P value of the variables of whether the human resource management gives solution to their employees' problems are more than 0.05 at 5% level of significance. Thus, Null hypothesis of the above variables are accepted at 5% level of significance. It was found from this study there is no significant difference between the variables of whether the human resource management gives solution to their employees' problems and age of the respondents.

## 9. FINDINGS

- ❖ Encouraging and providing opportunities for continuous learning and up-skilling is crucial for competitiveness. However, some organizations may not have the necessary resources or may face resistance from employees who are reluctant to invest time in learning new skills.
- ❖ Companies should invest in regular training and development programs to bridge the skills gap and keep employees updated with the latest industry trends and technologies.
- ❖ Promote a culture of continuous learning where employees are encouraged to take part in workshops, seminars and online courses to enhance their skills.
- ❖ Offer competitive compensation packages and attractive benefits to attract and retain top talent.
- ❖ Create an inclusive work environment that embraces diversity and provides equal opportunities for all employees to thrive.
- ❖ Implement recognition programs to acknowledge and reward employees for their contributions, develop a sense of engagement and motivation.
- ❖ Integrate technology thoughtfully, providing employees with the necessary training and support to adapt new tools and systems.
- ❖ Offer flexible work arrangements and promote work-life balance, which can lead to increased job satisfaction and productivity.
- ❖ Encourage teamwork and collaboration among employees to develop skills and perspectives for more innovative solutions.
- ❖ Provide regular feedback and coaching to employees to help them improve and stay competitive.
- ❖ Prioritize employee well-being through initiatives that promote physical and mental health, leading to a healthier and more productive workforce.

## 10. CONCLUSION

A well-functioning HRM department plays a pivotal role in development a harmonious and productive work environment by offering viable solutions to the issues faced by

employees. By addressing these challenges, HRM contributes to the overall success and sustainability of the organization while ensuring the well-being and growth. Human Resource Management plays an important role in supporting and empowering employees by offering effective solutions to their problems. Fostering a supportive work culture to addressing conflicts and providing opportunities for development, HRM contributes significantly to employee well-being and overall organizational success. By placing employees at the heart of their initiatives, HRM cultivates a motivated and engaged workforce, leading to increased productivity, higher retention rates and a positive work environment for everyone involved. By preserving personal connections, empathetic communication and promoting employee well-being, organizations can create a prosperous work environment that values and respects the individuality of each employee.

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