



THE EMPLOYEE RETENTION MANAGEMENT IN MAHINDRA, COIMBATORE

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Cite This Article: Dr. B. Merceline Anitha, R. Blesly & S. Archana, "The Employee Retention Management in Mahindra, Coimbatore", International Journal of Multidisciplinary Research and Modern Education, Volume 11, Issue 1, January - June, Page Number 109-112, 2025.

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Abstract:

Employee retention has become a key challenge for organizations across industries, and Mahindra, Coimbatore, is no exception. This study explores the strategies and practices implemented by Mahindra to retain its talent, focusing on employee satisfaction, career development, organizational culture, and work-life balance. Through a combination of qualitative and quantitative research methods, including employee surveys, interviews, and data analysis, the article investigates the factors influencing employee retention and the effectiveness of the company's retention programs. Key findings indicate that Mahindra's focus on leadership development, recognition programs, and a collaborative work environment have played a significant role in enhancing employee loyalty and reducing turnover. The research highlights best practices in employee retention and offers recommendations for improving retention strategies within the company. This article provides valuable insights for organizations seeking to strengthen their workforce and create a more engaged and committed team.

Key Words: Employee Retention, Talent Management, Organizational Culture, Employee Satisfaction, Workforce Engagement

Introduction:

In today's highly competitive business environment, employee retention has become a critical factor for organizations striving to maintain a skilled and motivated workforce. With a growing presence in Coimbatore, Mahindra has continually sought to develop effective employee retention strategies that align with its core values of innovation, leadership, and customer-centricity. The success of any organization largely depends on its ability to retain top talent, and Mahindra has recognized that fostering a positive work culture, offering growth opportunities and maintaining strong engagement are integral to reducing turnover and enhancing productivity.

This article delves into the employee retention management strategies at Mahindra, Coimbatore, examining the company's approaches to creating a conducive work environment, addressing challenges, and implementing programs that enhance employee loyalty. By exploring Mahindra's best practices and learning from its experiences, this study aims to provide valuable insights for other organizations facing similar retention challenges.

Objectives:

- To study about foster environment that encourages current Employees
- To explore the role of employee engagement practices.
- To know about the career growth and opportunities at Mahindra.

Review of the Literature:

Zhou and Lee (2020) conducted research on the work-life balance (WLB) practices of organizations and their impact on employee retention. This study was especially relevant as organizations increasingly adopted flexible work arrangements, such as remote work and flexible hours, particularly during the COVID-19 pandemic. The findings indicated that employees who enjoyed a healthy balance between their work and personal lives were significantly less likely to leave their employers. Organizations that prioritize work-life balance create environments where employees feel valued not only for their professional contributions but also for their personal well-being.

Jain and Chhabra (2021) explored the direct relationship between employee engagement and retention. Their research highlighted that engaged employees, who feel emotionally invested in their work, are far less likely to leave their organization. The study emphasized the role of recognition programs, career development opportunities, and job enrichment in fostering engagement. Engaged employees are motivated by intrinsic factors such as opportunities for growth, a sense of purpose in their work, and recognition of their contributions. The study also linked higher engagement with increased productivity and a reduction in absenteeism.

Reddy and Sharma (2022) explored the influence of employee well-being programs on retention, particularly in the post-pandemic era. Their research found that organizations focusing on mental health support, stress management programs, and wellness initiatives saw higher retention rates among employees. Employees who felt that their well-being was a priority in the workplace were more likely to remain loyal to the organization. The study concluded that investing in employee well-being not only enhances job satisfaction but also reduces absenteeism and turnover.

Kumar and Malhotra (2023) explored the relationship between employee engagement and retention in the retail sector. Their study found that engaged employees were 40% more likely to stay with an organization compared to disengaged employees. The study also found that employee recognition, career development programs, and a sense of belonging were the top drivers of engagement. Moreover, organizations with higher engagement levels reported lower absenteeism and turnover rates.

Singh and Kaur (2024) focused on the role of organizational support in employee retention within the financial sector. The research highlighted that employees who perceived high levels of support from management and colleagues were more likely

to remain with the organization. Factors such as training opportunities, career development, and recognition were strongly linked to lower turnover rates.

Research Design:

Descriptive Study:

The major purpose of the descriptive research is the description of the state of affairs as it exists at present. Descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in a situation.

Method of Data Collection:

There are two types of data collection,

- Primary Data
- Secondary Data

Primary Data:

The primary data are those which are collected a fresh and for the first time and thus happen to be original in chapter. The primary data are collected from the respondents through questionnaires.

Secondary Data:

The secondary data, on the other hand, are those which have already available. The secondary data were collected from the websites of the organization and the journal and book available.

Statistical Tools:

The collected data have been analyzed with the help of tools that are,

- Simple Percentage Method
- Chi-Square Method
- Correlation
- One Sample t-Test Method

Data Analysis and Interpretation:

Table Shows Age of the Respondents:

Age	Number of Respondents	Percentage
20-30	76	50.70%
31-40	54	36%
41-50	14	9.30%
Above 50	6	4%
Total	150	100%

Interpretation:

From the above table 50.7% respondents are in the age group of 20-30 years, 36% respondents are in the group of 31-40 years, 9.3% respondents are in the group of 41-50 years, 4% respondents are in the age group of Above 50 Majority of 50.7% of the respondents are in the group of 20-30 years.

Table Shows Gender of the Respondents:

Gender	No. of Respondents	Percentage
Male	96	64%
Female	54	36%
Total	150	100

Interpretation:

From the above table, 64% of the respondents are in the gender of Male, 36% of the respondents are in the group of Female. Majority of 64% of the respondents are in the gender of Male

Table Shows the Comparison Between Marital Status and Satisfaction of Non-Monetary Benefits by Using Chi-Square:

Case Processing Summary:

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Marital Status*Are you satisfied with your Non-Monetary benefits? (E.g., Health Insurance, time off)	150	100.00%	0	0.00%	150	100.00%

Chi-Square Tests:

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	10.802a	2	0.005
Likelihood Ratio	11.126	2	0.004
Linear-by-Linear Association	7.993	1	0.005
N of Valid Cases	150		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.25..

Interpretation:

Null Hypothesis:

HO: There is no significant relationship between marital status and satisfaction level of nonmonetary benefits.

Alternative Hypothesis:

H1: There is significant relationship between marital status and satisfaction level of nonmonetary benefits.

The Chi-Square tests show a significant association between marital status and satisfaction with non-monetary benefits ($p = 0.005$), indicating that marital status influences satisfaction with benefits. The Pearson Chi-Square value of 10.802 and the likelihood ratio (11.126) both suggest a strong relationship. The result is statistically significant with no expected cell count less than 5, ensuring the reliability of the findings.

Table Shows The Comparison Between Satisfaction With Current Role And Worklife Balance By Using Correlation: Descriptive Statistics:

	Mean	Std. Deviation	N
How are you satisfied with your current role?	3.89	1.094	150
How satisfied are you with your work-life balance at Mahindra?	3.88	1.093	150

Correlations:

		How are you4 with your current role?	How satisfied are you with your work-life balance at Mahindra?
How are you satisfied with your current role?	Pearson Correlation	1	.517**
	Sig.(2-tailed)		0
	N	150	150
How satisfied are you with your work-life balance at Mahindra?	Pearson Correlation	.517**	1
	Sig.(2-tailed)	0	
	N	150	150

** Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

The descriptive statistics show that respondents rated their satisfaction with their current role (mean = 3.89, SD = 1.094) and work-life balance (mean = 3.88, SD = 1.093) similarly. The correlation between these two variables is moderate ($r = 0.517$), indicating a positive relationship. This correlation is statistically significant ($p < 0.01$), suggesting that higher satisfaction with the current role is linked to better work-life balance.

Table Shows Comparison Between Satisfied With Current Role, Satisfaction of Non-Monetary Benefits and Satisfied With Training Programs by Using One Sample T-Test:

One-Sample Statistics:

	N	Mean	Std. Deviation	Std. Error Mean
How are you satisfied with your current role?	150	3.89	1.094	0.089
Are you satisfied with your Non-Monetary benefits? (E.g., Health Insurance, time off)	150	1.84	0.715	0.058
How satisfied are you with the training programs offered?	150	2.03	1.029	0.084

One-Sample Test:

	t	df	Sig.(2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
How are you satisfied with your current role?	43.591	149	0	3.893	3.72	4.07
Are you satisfied with your Non-Monetary benefits? (E.g., Health Insurance, time off)	31.521	149	0	1.84	1.72	1.96
How satisfied are you with the training programs offered?	24.112	149	0	2.027	1.86	2.19

One-Sample Effect Sizes:

	Standardizer _a		Point Estimate	95% Confidence Interval	
				Lower	Upper
How are you satisfied with your current role?	Cohen'sd	1.094	3.559	3.124	3.992
	Hedges' Correction	1.099	3.541	3.108	3.972
Are you satisfied with your non-monetary benefits? (E.g., Health Insurance, time off)	Cohen'sd	0.715	2.574	2.24	2.905
	Hedges' Correction	0.719	2.561	2.228	2.891
How satisfied are you with the training programs offered?	Cohen'sd	1.029	1.969	1.693	2.242
	Hedges' Correction	1.035	1.959	1.684	2.231

Interpretation:

The one-sample t-tests show that all variables (current role, non-monetary benefits, and training programs) have significant mean differences from 0, with p-values less than 0.01. The effect sizes (Cohen's d and Hedges' correction) indicate large effects for satisfaction with the current role ($d = 1.094$) and training programs ($d = 1.029$), and a medium effect for nonmonetary benefits ($d = 0.715$). These results suggest strong positive perceptions of the current role and training programs, and a moderate perception of non-monetary benefits.

Findings:

- Majority of 50.7% of the respondents are in the group of 20-30 years.
- Majority of 64% of the respondents are in the gender of Male
- The Chi-square tests indicate a significant relationship between marital status and satisfaction with non-monetary benefits. The results suggest that marital status influences employees' perceptions of benefits like health insurance and time off. The association is statistically significant at a 5% level.
- The correlation between satisfaction with the current role and work-life balance suggests a positive relationship, meaning that as satisfaction with the role increases, work-life balance tends to improve as well. This relationship is statistically significant, highlighting the importance of both factors being interconnected.
- The one-sample t-tests show that employees are significantly satisfied with their current role, non-monetary benefits, and training programs. All mean differences are statistically significant, indicating positive satisfaction in these areas. The effect sizes suggest that satisfaction with the current role and training programs has a large impact, while satisfaction with non-monetary benefits is moderate

Suggestions:

- With the majority of respondents in the 20-30 age group, companies could focus on creating programs that appeal specifically to younger employees, such as career development and mentoring opportunities.
- Since a large portion of respondents are male, it may be beneficial for organizations to create gender-inclusive initiatives to foster a more diverse and supportive work environment.
- The significant relationship between marital status and satisfaction with non-monetary benefits suggests that benefits packages could be customized based on employees' marital status, offering tailored support such as family health insurance or extra time off.
- The positive relationship between satisfaction with the current role and work-life balance highlights the importance of offering flexible work arrangements and policies that help employees manage their personal and professional responsibilities.
- Given the strong satisfaction with roles and training programs, companies should continue to invest in these areas while also exploring ways to improve non-monetary benefits, such as health insurance or wellness programs, to enhance overall employee satisfaction

Conclusion:

In conclusion, these findings highlight the importance of understanding the specific needs and preferences of employees across different demographics. By focusing on tailored initiatives, such as career development for younger employees, gender-inclusive programs, and customized benefits based on marital status, organizations can enhance employee satisfaction and engagement. Additionally, emphasizing flexible work arrangements and continued investment in training and non-monetary benefits will further improve work-life balance and overall job satisfaction. These targeted strategies can help organizations foster a more inclusive and supportive

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