



**A DETAILS STUDY OF HR POLICY ADOPTED BY MAHINDRA AND
MAHINDRA TO UNDERSTAND EMPLOYEE ATTITUDE TOWARD STRESS
MANAGEMENT**

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Abstract

This study explores the strategies used by Mahindra and Mahindra to manage employee stress and improve overall well-being. It examines how HR policies impact employees' approach to stress management and evaluates their role in fostering work-life balance, reducing stress, and enhancing productivity. The research utilizes both qualitative and quantitative methods, including employee surveys and interviews, to assess the effectiveness of these initiatives.

Key areas of focus include wellness programs, employee assistance programs (EAPs), and flexible work arrangements. Wellness programs aim to support employees' physical and mental health, while EAPs offer professional guidance and counselling services. Flexible work options, such as remote work and adaptable schedules, help employees balance their personal and professional lives more effectively.

By analysing these policies, the study aims to determine their impact on employee satisfaction and workplace efficiency. The findings will provide insights into how Mahindra and Mahindra's HR strategies contribute to a positive work culture. Furthermore, the research will offer recommendations to refine stress management practices, promoting a healthier and more productive workforce.

This study serves as a valuable resource for businesses seeking to enhance employee well-being. By identifying effective HR strategies, organizations can implement policies that reduce stress, boost morale, and improve overall workplace performance.

KEYWORDS: HR policies, stress management, employee attitudes, work-life balance, productivity.

INTRODUCTION

Mahindra and Mahindra, a prominent multinational company, is renowned for its progressive human resource policies that focus on employee welfare and overall business success. In the modern corporate landscape, effectively managing employee stress has become essential for maintaining a motivated and productive workforce. As businesses face increasing demands, stress can affect performance, job satisfaction, and mental health, making it critical for organizations to implement strategies that mitigate its impact.

In industries such as automotive, manufacturing, and technology, employees often face high-pressure work environments, which can lead to significant stress. Recognizing this, Mahindra and Mahindra have integrated several HR policies aimed at reducing stress and creating a healthy work-life balance. These initiatives are designed to provide employees with support systems that foster both personal and professional growth.

This research will explore the HR policies implemented by Mahindra and Mahindra to manage stress and their effect on employee attitudes. The study will focus on key policies such as wellness programs, flexible working hours, and mental health initiatives to assess their role in improving employee engagement and organizational productivity.

By understanding how employees perceive and respond to these policies, the study will offer valuable insights for enhancing stress management strategies in the workplace.

LITERATURE REVIEW

The literature review explores the relationship between HR policies and stress management in organizations, with a focus on the Indian context. It examines the role of HR in managing employee stress, reviews existing research on stress management initiatives, and discusses employee attitudes toward such policies. It highlights the importance of effective stress management practices to improve overall organizational productivity and employee well-being.

2.1 Stress in the Workplace

Stress is a complex and multi-dimensional issue that can manifest in various ways in the workplace. This section discusses its causes and effects on employees in organizations, particularly in India.

- **2.1.1 Causes of Workplace Stress:** Workplace stress can arise from various factors, such as high workload, role ambiguity, and poor communication. According to Singh (2018), excessive job demands, combined with unclear job roles and expectations, are some of the most common causes of stress among Indian employees. Patel & Desai (2017) further argue that stress is also induced by organizational culture, particularly in highly hierarchical workplaces where employees may feel a lack of autonomy or control.
- **2.1.2 Effects of Stress on Employee Health and Well-being:** Stress, if not managed properly, can lead to a range of physical and mental health issues. Sharma (2019) identifies health problems such as hypertension, anxiety, and sleep disturbances as common outcomes of prolonged stress. These issues, in turn, reduce overall well-being and job satisfaction. Verma and Gupta (2016) add that stress also leads to increased absenteeism and turnover, affecting the organization's productivity and financial performance

2.2 Stress Management in Indian Organizations

Indian organizations have increasingly focused on implementing stress management strategies to ensure employees' well-being. The next section reviews various HR practices that have been adopted by Indian firms.

- **2.2.1 Stress Reduction Through Work-Life Balance Policies:** Research by Kumar & Gupta (2020) highlights that work-life balance is a critical factor in managing stress. Policies like flexible working hours, telecommuting, and paid leaves can greatly reduce the stress caused by job demands. In their study, the authors found that employees who have the freedom to manage their work hours report lower levels of stress and higher job satisfaction.
- **2.2.2 Mental Health Support and Employee Assistance Programs (EAPs):** As stress management becomes a critical focus, many organizations are implementing mental health support initiatives, including Employee Assistance Programs (EAPs). Nair (2021) emphasizes that these programs are essential in offering confidential counselling services to employees. Her research shows that companies that offer EAPs report improved employee engagement and better coping mechanisms for stress.
- **2.2.3 Wellness Programs and Fitness Initiatives:** Wellness programs that encourage physical activity have also been found to reduce stress and improve employee well-being. Chandra & Raghavan (2019) found that organizations with fitness programs, such as gym memberships or in-house yoga classes, see a noticeable reduction in stress levels among employees. Regular physical exercise, according to their study, releases endorphins that help improve mood and decrease anxiety.

2.3 Employee Attitudes Towards Stress Management Programs

Employee attitudes play a crucial role in the effectiveness of stress management programs. This section discusses how employees perceive and react to the available stress reduction initiatives.

- **2.3.1 Employee Perception of Wellness Programs:** Rao & Singh (2018) found that employees generally perceive wellness programs positively, especially when these programs are tailored to meet specific employee needs. However, the researchers noted that employee participation is often lower when programs are perceived as generic or poorly communicated. Therefore, organizations must ensure that wellness programs are well-promoted and accessible.
- **2.3.2 Employee Participation in Stress Management Programs:** Patel & Sharma (2017) emphasize the importance of creating an inclusive environment that encourages participation in stress management programs. Their research suggests that simply offering programs is not enough; companies must actively involve employees by educating them about the benefits of these initiatives and removing any stigma associated with stress-related issues.
- **2.3.3 Addressing the Stigma Around Mental Health:** A key challenge in stress management is the stigma surrounding mental health. According to Kapoor (2020), many employees may hesitate to use mental health resources due to the fear of judgment. Kapoor's study recommends that HR departments must create an open

environment where mental health issues can be discussed freely, and employees are assured of confidentiality and support.

2.4 HR Role in Stress Management: Challenges and Opportunities

This section delves into the role of HR departments in managing stress, the challenges they face, and the opportunities for improvement.

- **2.4.1 Challenges Faced by HR in Implementing Stress Management Policies:** Mehta & Agarwal (2019) discuss several challenges HR faces in managing workplace stress. One major challenge is limited awareness among employees about the importance of stress management. The authors suggest that HR must invest in training programs to educate employees about the signs of stress and the available resources. Additionally, organizational resistance to change and lack of resources can hinder the implementation of effective stress management policies.
- **2.4.2 The Role of HR in Shaping Organizational Culture:** HR has a crucial role in shaping an organization's culture towards employee well-being. Jain & Bhattacharya (2021) argue that when HR focuses on building a supportive and empathetic culture, it reduces the chances of stress-related issues. The authors highlight that HR policies should promote mutual respect, trust, and open communication, which foster a stress-free working environment.

METHODOLOGY

This section outlines the research design, data collection methods, and the analysis techniques employed to examine the HR policies adopted by Mahindra and Mahindra and their effectiveness in managing employee stress. The goal of this research is to understand employee attitudes towards stress management initiatives and evaluate the impact of these policies on employee well-being and productivity.

3.1 Research Design

This study employs a descriptive research design, which allows for the systematic collection and analysis of data regarding employee attitudes and the effectiveness of stress management policies. Descriptive research helps in identifying patterns, relationships, and trends by examining existing practices within the organization.

The study is based on a quantitative approach combined with qualitative insights. The quantitative aspect focuses on measuring employees' perceptions and the effectiveness of HR policies, while the qualitative component involves understanding the underlying reasons behind these perceptions through open-ended responses.

3.2 Data Collection Methods

To gather the necessary data for this study, two primary methods of data collection were used: surveys and interviews.

3.2.1 Survey: A structured questionnaire was developed to collect quantitative data from employees at Mahindra and Mahindra. The survey consisted of both closed and Likert scale questions to assess employees' attitudes towards stress management policies and their perceived effectiveness.

The questionnaire focused on the following key areas:

1. Awareness of stress management programs
2. Frequency of participation in wellness programs
3. Perceived benefits of stress management initiatives
4. Attitude towards work-life balance and flexibility in the workplace
5. Overall satisfaction with HR policies regarding stress management

3.2.2 Interviews

In addition to the survey, semi-structured interviews were conducted with a select group of employees to gain deeper insights into the personal experiences of individuals with the stress management policies. The interviews allowed for open-ended responses, enabling employees to share specific challenges, benefits, and suggestions for improving stress management practices at Mahindra and Mahindra.

3.3 Sample Size and Selection

For this study, a sample of 100 employees from Mahindra and Mahindra was selected. The employees were chosen through simple random sampling to ensure that every individual in the population had an equal chance of being selected. The sample included employees from different departments and hierarchical levels, including entry-level staff, mid-level managers, and senior leadership, to provide a broad perspective on the effectiveness of stress management policies across various roles.

3.4 Limitations of the Study

While the study aims to provide a thorough analysis of stress management practices at Mahindra and Mahindra, there are certain limitations:

- **Response Bias:** Employees may have provided socially desirable responses, especially when discussing mental health and stress.
- **Sample Bias:** The study may not have captured the experiences of employees in certain remote locations or departments that were not included in the sample.

OBJECTIVE

1. To assess the impact of HR policies on employee stress levels at Mahindra and Mahindra.
2. To evaluate employee attitudes toward stress management programs implemented by Mahindra and Mahindra.
3. To identify the key stressors in the workplace and their influence on employee well-being.
4. To recommend strategies for improving the effectiveness of stress management initiatives based on employee feedback.

HYPOTHESIS

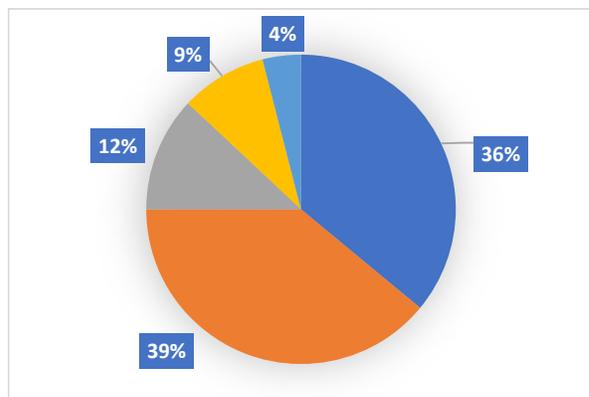
1. **H1:** HR policies related to stress management significantly reduce employee stress levels at Mahindra and Mahindra.
2. **H2:** Employees who actively participate in stress management programs exhibit higher job satisfaction and better overall well-being.

RESULTS AND DISCUSSION

1. Are you aware of the stress management policies implemented by Mahindra and Mahindra?

Response	Count	Percentage (%)
Fully Aware	36	36%
Somewhat Aware	39	39%
Neutral	12	12%
Slightly Aware	9	9%
Not Aware	4	4%
Total	100	100%

Table No.1



Graph No.1

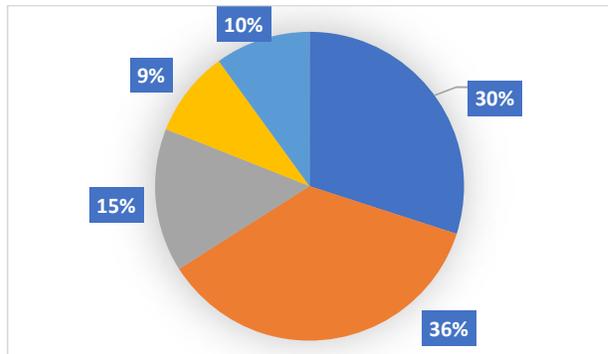
Interpretation: The survey results indicate that 75% of employees (36% Fully Aware and 39% Somewhat Aware) have knowledge of Mahindra and Mahindra’s stress management policies. However, 13% (9% Slightly Aware and 4% Not Aware) are not well informed, and 12% remain neutral. This suggests that while the majority understand the policies, additional awareness campaigns or training programs could help improve communication and ensure that all employees benefit from these initiatives.

2. Do you believe the current stress management initiatives effectively help in reducing workplace stress?

Response	Count	Percentage (%)
Highly Effective	30	30%
Moderately Effective	36	36%
Neutral	15	15%
Slightly Effective	9	9%

Not Effective	10	10%
Total	100	100%

Table No.2



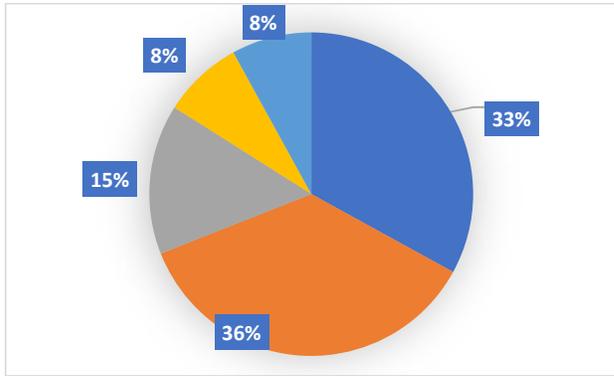
Graph No.2

Interpretation: A total of 66% of employees (30% Highly Effective and 36% Moderately Effective) believe the stress management initiatives effectively reduce workplace stress. Meanwhile, 19% (9% Slightly Effective and 10% Not Effective) do not find the policies useful, and 15% remain neutral. The results highlight that while most employees find these initiatives beneficial, further enhancements, such as personalized support programs, may improve overall effectiveness.

3. How satisfied are you with the support provided by HR in managing workplace stress?

Response	Count	Percentage (%)
Very Satisfied	33	33%
Satisfied	36	36%
Neutral	15	15%
Slightly Dissatisfied	8	8%
Very Dissatisfied	8	8%
Total	100	100%

Table No.3



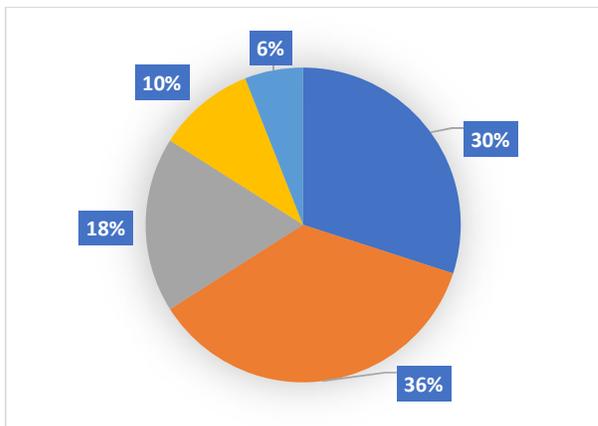
Graph No.3

Interpretation: The findings reveal that 69% of employees (33% Very Satisfied and 36% Satisfied) are happy with HR’s support in managing workplace stress. However, 16% (8% Slightly Dissatisfied and 8% Very Dissatisfied) feel the support is inadequate, and 15% are neutral. These results indicate that while the majority appreciate HR’s efforts, there is still a need to strengthen stress management strategies to address the concerns of dissatisfied employees.

4. Do you feel that stress management programs improve your overall job performance?

Response	Count	Percentage (%)
Strongly Agree	30	30%
Agree	36	36%
Neutral	18	18%
Disagree	10	10%
Strongly Disagree	6	6%
Total	100	100%

Table No.4



Graph No.4

Interpretation: The data shows that 66% of employees (30% Strongly Agree and 36% Agree) believe that stress management programs improve their job performance. However, 16% (10% Disagree and 6% Strongly Disagree) do not see significant improvement, and 18% remain neutral. These findings suggest that while most employees find stress management initiatives helpful, continuous monitoring and improvements are necessary to maximize their impact on workplace productivity.

CONCLUSIONS

This study highlights the significance of stress management policies at Mahindra and Mahindra and their impact on employees. The findings indicate that while 75% of employees are aware of these initiatives, a small percentage lacks awareness, emphasizing the need for better communication. Additionally, 66% of employees find the stress management programs effective, though some believe further improvements are required.

HR support in managing stress is appreciated by 69% of employees, but a minority remains dissatisfied, suggesting the need for enhanced engagement strategies. Furthermore, 66% of employees believe stress management programs improve their job performance, demonstrating their effectiveness in workplace productivity.

Overall, while the company has implemented effective stress management initiatives, continuous improvements in awareness, personalized support, and employee engagement can further enhance their impact. Strengthening these strategies will help in creating a more supportive and productive work environment for employees at Mahindra and Mahindra.

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