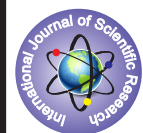


MENTEES' NEEDS FROM MENTORING: INDIAN BLUECHIP IT COMPANIES' ANALYSIS



Management

KEYWORDS: Mentor, Mentee,
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ABSTRACT

Mentoring is one of the most effective career development program these days. It is a process of developing formal relationships between junior and senior members of the organisation, in certain cases mentoring also takes place between peers. Every person undergoes some kind of mentoring in his/her lifetime. Mentoring is also targeted to psychological functions; role modeling, counseling and benchmarking individual practices are various ways in which the latter is achieved. Mentoring, apart from employee development also leads to increased job satisfaction, organisational dedication and career achievement. To analyse the Mentees' needs from Mentoring, the Blue chip companies' employees are taken as samples. These companies are known to operate profitably in the face of adverse economic conditions, which helps to contribute to their long record of stable and reliable growth. Hence there we can expect more employee development activities. In some form or the other Mentoring is available, hence this study is carried out to probe further into the topic.

Mentoring is a very common phenomenon that occurs in almost all human being's life at least once in their lifetime. In other words it is a process of developing relationships between more experienced members of an organisation and the less experienced ones for transfer of knowledge and skills. Mentoring is a rising concern in IT companies as IT industries employ people at very young age say 21-25 where still their mind would not have attained a maturity level.

At this young age, being away from trustworthy relations and deadline driven work pressure forces employees to be mentored. There is always Technology change and constant need for updation leading to something known as "Survival of the fittest".

Human interaction face to face has almost vanished. Facebook, Twitter, Whatsapp are few things that are in the name of Social Networking. That is not same as societal interaction. An individual can learn fully from the society. This lack of interaction also leads to the need for Mentoring.

For this study Blue chip Indian IT employees were considered who are below 5 years of experience as they are the raising issues of concern. Bluechip companies are the companies that have stable earnings and do not have extensive liabilities. The stocks of these bluechip companies, referred to as 'blue chip stocks', pay regular dividends even during the bad time of the organization. In India Wipro, TCS, HCL and Infosys have this reputation when it comes to IT companies.

RESEARCH METHODOLOGY

OBJECTIVES OF THE STUDY

1. To know the mentees' requirements from mentoring
2. To understand the mentee's preference of mentor selection.
3. To get insights on the Mentoring aspect wrt Indian Bluechip IT companies.

RESEARCH DESIGN

Quantitative research methodology is used in this study as it provides with quantifiable information that can be analyzed to get definite results. It is a descriptive research where a questionnaire was used to get inputs for the objectives.

Sample size: Response from 86 respondents is used for this study

Sampling technique: Judgemental sampling is used as the response was collected from only those who were having less than 5 years of experience.

TOOLS FOR ANALYSIS:

- Cross tabulation
- Chi square test
- Percentage Analysis

To enable the study the Chi square and cross tabulation analysis has been done. But before that few percentage analysis has been done to facilitate the above mentioned tests.

ANALYSIS AND INTERPRETATION

Table 1:Percentage Analysis on Mentor preference from same team/Dept

Response	Frequency	Percentage
Yes	47	54.65
No	39	45.35
Total	86	100

(Source: Primary data)

In the above table we find that most of the mentees prefer Mentor from the same team or department. This may be due to the affinity and the similarity in job functions. This further probes into a pondering question if it is a gender dependent option, so in the later part a Chi-Square is worked out to find that.

Table 2:Percentage Analysis on choice of Span for mentoring

Span	Frequency	Percentage
< 12 months	60	69.77
1-2 years	22	25.58
3-4 years	4	4.65
>5 years	0	0
Total	86	100

(Source: Primary data)

From the above table it can be inferred that the ideal span that most mentees prefer for mentoring is less than 12 months, Next preferred span is 1-2 years.

Table 3:Percentage Analysis on Mentor Selection

Response	Frequency	Percentage
Own choice	60	69.77
Formally Alloted	11	12.79
Don't mind whatever	15	26.44
Total	86	100

(Source: Primary data)

As per the mentees, their own choice of mentor occupies the top preference. This may be because they are comfortable with being mentored by a known person. So when choosing a mentor if they are allowed to choose a mentor of their own choice that proves to be a welcome among the mentees.

Table 4: Percentage Analysis on stage of mentoring need

Response	Frequency	Percentage
Initial	49	57.0
Mid-career	34	40.0
Late	3	3
Total	86	100

(Source: Primary data)

In the analysis to find which career stage requires a great deal of mentoring, it is found that mentees seek it in the initial stage the most as they are unaware of the organizational practices, work nature and have adaptability issues. Mid career stage is also voted the most, it is when they know about the organizational practices and working but have other interpersonal issues and struggle to sort out work life balance.

Table 5: Percentage Analysis on Mentees' opinion on Making Mentoring a HR policy

Response	Frequency	Percentage
Yes	59	68.6
No	27	31.4
Total	86	100

(Source: Primary data)

Blue Chip IT companies working pattern, the organizational climate all has urged the mentees to vote for making Mentoring as one of the HR policies.

Table 6: Percentage Analysis on Mentees' experience

Years	Frequency	Percentage
0-1	28	35.6
1-2	37	43
2-3	20	20.2
3-4	1	1.2
Total	86	100

(Source: Primary data)

Though the mentees were chosen with less than 5 years of experience yet it can be seen in the table that most of them are in the experience category of 1-2 years. This category is the ideal for study as they are relatively acquainted with the work and organization and can clearly have mentoring needs.

Table 7: Percentage Analysis on Mentees' Age

Age	Frequency	Percentage
<=23	43	50
24-26	21	24.42
27-30	22	25.6
>30	0	0
Total	86	100

(Source: Primary data)

Majority of the respondents are in the less than 23 years category. These respondents are in the initial stage of career and with a great need for Mentoring.

Table 8: Percentage Analysis on Gender

Gender	Frequency	Percentage
Male	53	61.63

Female	33	38.37
Total	86	100

(Source: Primary data)

This is tabulation is to know what percentage of the respondents are male and female, We can see that majority of them are male.

Table 9: Crosstabulation of the purpose of Mentoring and frequency

Sl No.	Purpose	Frequency	Often	Sometimes	Rare	Never	Total
1	Setting performance objectives	18	22	20	12	14	86
2	Career planning Assistance	25	25	10	12	14	86
3	Developing future potential	30	20	20	8	8	86
4	Assessing past performance	10	18	32	16	10	86
5	Improve present performance	19	31	20	8	8	86
6	Assessing training & development needs	20	30	10	16	10	86

(Source: Primary data)

From the above table we can find that mentees need mentoring for career planning assistance and to Develop future potential. Sometimes to assess past performance and to learn from them mentees seek mentoring. These all indicate that most of them need mentoring for growth and development purpose.

Table 10: Chi-Square Analysis to find association between choice of Mentor and Gender

Hypothesis:

H0: There is no association between gender and Choosing Mentor

H1: There is some association between gender and Choosing Mentor

Calculation

$$X^2_{cal} = \sum (O-E)^2/E$$

OBSERVED FREQUENCY:

Gender/Acceptance	Y	N	Total
M	36	17	53
F	11	22	33
	47	39	86

EXPECTED FREQUENCY:

Gender/Acceptance	Y	N	Total
M	28.96512	24.03488	53
F	18.03488	14.96512	33
	47	39	86

From the calculation we find $p=0.001727$. Since $p<0.05$ we reject H0 and accept H1 which indicates that choice of mentor from the same

team or department is a gender based factor

Conclusion:

Innumerable concepts such as Work life balance, Quality of work, Knowledge Management, Job satisfaction etc are areas where many research has already been carried out and yet being done. All these can be more effective if Mentoring is added to these areas. Thus Mentoring is a promising area of research which can contribute not only to Indian society but also to the Multinational setup of organizations. Keeping the mentees needs in mind a proper mentoring program can be designed in Bluechip IT companies so that Mentoring needs can be fulfilled.

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