ORIGINAL RESEARCH PAPER

Management

MENTORING: IS IT SUCCESSFUL IN INDIAN BLUECHIP IT COMPANIES?

Dr.K. Chandrasekar	Assistant Professor, Alagappa Institute Of Management, Alagappa University, Karaikudi-04
A.Anitha	Assistant Professor, Dept. Of Management Studies, Rajalakshmi Engineering College, Chennai-602105

ABSTRACT

Mentoring is an affluent way of helping people to advance in their profession . Mentoring as a prominent methodology that leads in the empowerment of people. Career ,family, Decision making , Higher studies etc are some areas which seek mentoring. It has positive influence in job involvement and satisfaction .Mentee feels valuable and there is essentially a transfer of knowledge and skills. Many Corporates have Mentoring as a part of their employee development and CSR. In few companies Mentoring has become an integral part of HR activities.

For this study Indian Bluechip IT companies's employees have been considered and a descriptive research has been done to know the successfulness of Mentoring in Indian IT Bluechip companies. Blue chip 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.

Mentoring has a history right from Indian epic literature. It is a mutual beneficial relationship where a more experienced and more knowledgeable helps a less experienced and less knowledged person so that it can pave way for clarity and gaining knowledge for the latter.

Mentoring could also be traced back to the Industrial Revolution in the form of apprenticeships. The need for skilled workers within the trades led to a more career focused relationship of master-apprentice (Davis, 2005). The apprentice would shadow the master and learn the skills necessary for successful work. This form of induction into the work force was crucial to the continuance and improvement of many occupations (English, 1998). Presently, mentorship continues to be an effective means of induction within the trades.

A more traceable facet of this relationship may be the work of research. According to Zachary (2005), research on the mentoring relationship can be traced back to the mid-1970s to present where much of the focus was in the fields of education, management, and psychology. Much of the work was qualitative in nature, with an interest in understanding why this may be a significant relationship. The focus of the research was on three broad areas: mentoring of youth, faculty-student mentoring, and mentoring within the workplace (Allen &Eby, 2007).

Mentoring relationships are helping relationships intended to help out and support the mentee in the achievement of their goals. Mentoring relationships often include emotional or psychological support, sometime they support in career and professional development, and role modelling.

The mentees are not the only benefactor in the mentoring relationship. It is considered to be a mutual relationship where the mentor may benefit emotionally in some way.

Objective and Methodology

There are few objectives based on which this study is conducted. To know the basic expectations of mentees regarding mentoring and understanding the demographic features affecting mentee's preference in mentor selection are the prominent objectives.

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 : simple random sampling was used.

Tools for Analysis:
- **Cross tabulation**
- **Chi square test**
- **Weighted Average**

To enable the study the Chi square and weighted average analysis has been done. But before that few Frequency analysis has been done to facilitate the above mentioned tests.

Table 1:Frequency Analysis on respondents having a good relation with Mentors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	47	54.7	54.7	54.7
	no	39	45.3	45.3	100.0
	Total	86	100.0	100.0	

In the above table we find that most of the mentees have good relation with their Mentor. This may be due to the affinity and the similarity in job functions.

Table 2:Frequency Analysis on choice of Span for mentoring

Span

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<12 months	60	69.8	69.8	69.8
	1-2years	22	25.6	25.6	95.3
	3-4years	4	4.7	4.7	100.0
	Total	86	100.0	100.0	

From the above table it can be inferred that the ideal span that most mentees prefer for mentoring is less than 12 months, now it again induces a query if it is dependent on experience within the company, hence yet another chi square is scheduled at the later part.

Table 3:Frequency Analysis on Involvement of Mentees in Formal Mentoring

involvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	least	47	54.7	54.7	54.7
	somewhat	13	15.1	15.1	69.8

highly	26	30.2	30.2	100.0
Total	86	100.0	100.0	

To find the mentees' involvement in mentoring in formal atmosphere, the above tabulation is done, which shows an interesting pattern that most of them like mentoring in an informal set up.

Table 4:Frequency Analysis on Mentor Selection in Blechip IT companies

Selection

		Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid	own choice	60	69.8	69.8	69.8
	formally alloted	11	12.8	12.8	82.6
	don't mind whatever	15	17.4	17.4	100.0
	Total	86	100.0	100.0	

As per the mentees, their own choice of mentor occupies the top preference. This is usually 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 5:Frequency Analysis on stage of mentoring need

stage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	initial	49	57.0	57.0	57.0
	mid-career	34	39.5	39.5	96.5
	late	3	3.5	3.5	100.0
	Total	86	100.0	100.0	

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 6: Frequency Analysis on Mentees' positive experience from the process

policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	59	68.6	68.6	68.6
	no	27	31.4	31.4	100.0
	Total	86	100.0	100.0	

Blue Chip IT companies working pattern, the organizational climate all makes the mentees enjoy mentoring and the Skillset and knowledge of the Mentors make the experience a positive .

Table 7: Frequency Analysis on Impact of Mentoring on employee performance

involvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high	47	54.7	54.7	54.7
	somewhat	13	15.1	15.1	69.8
	low	26	30.2	30.2	100.0
	Total	86	100.0	100.0	

From the above table we can see that the employees in Bluechip IT companies have opined that Mentoring really has a great positive influence on their performance.

Table 8: Frequency Analysis on Mentees' experience in the current company

exp

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1	28	32.6	32.6	32.6
	1-2	37	43.0	43.0	75.6
	2-3	20	23.3	23.3	98.8
	3-4	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

The above table shows that most of the respondents are in the experience of 1-2 years in the current company. The next highest category is 0-1 year. The former contributes nearly 37% of the respondents.

Table 9: Frequency Analysis on Mentees' Age

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<=23	30	34.9	34.9	34.9
	24-26	27	31.4	31.4	66.3
	27-30	23	26.7	26.7	93.0
	>30	6	7.0	7.0	100.0
	Total	86	100.0	100.0	

In the above analysis of Age we find majority of the respondents are in the category less than 23 years of age constituting 35% nearly. The next category is 24-26 years about 31%.

Table 10: Cross tabulation between experience in the current company and expected span of mentoring

span * exp Crosstabulation

Count		exp				Total
		0-1	1-2	2-3	3-4	
Span	<12 months	23	20	17	0	60
	1-2years	1	17	3	1	22
	3-4years	4	0	0	0	4
Total		28	37	20	1	86

The table shows that majority of the respondents employed in the present Bluechip IT companies prefer Mentoring span to be less than 12 months. This may be due to lack of time and project deadlines.

Conclusion:

Mentoring is an aspect which helps IT employees experience many positive impacts. It is found from the response from the respondents that they are benefited from Mentoring specially if the mentors are of their choice and when mentoring happens in an informal ambience. It is observed that many of the employees in Blechip IT companies prefer mentoring period less than 12 months.

On the whole we Can say that Mentoring is having a positive face among Bluechip IT employees.

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