

A STUDY ON MENTORING AS AN OD INITIATIVE IN IT COMPANY, CHENNAI

A. Shamim Banu¹ & G. Sundharavadivel²

¹Research Scholar, Department of Adult & Continuing Education, University of Madras, Tamil Nadu, India

²Associate Professor, Department of Adult & Continuing Education, University of Madras, Tamil Nadu, India

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ABSTRACT

Mentoring is a developmental relationship between a more experienced individual (the mentor) and a less experienced partner (the mentee) for purposes of sharing technical information, institutional knowledge and insight with respect to a particular occupation, profession, organization or endeavor. Mentoring is the process of using especially selected and trained individuals to provide care and advice that will help to develop the careers of other employees who have been allocated to them. The employees are the proteges of the mentors because of the closeness that must exist between the mentor and whoever is allocated to him for the scheme to succeed. This paper focuses on mentoring in the workplace with particular reference to the academic setting; since mentoring can be applied to a variety of people, situations and purposes.

KEYWORDS: Mentor, Workplace, Occupation, Employee

INTRODUCTION

Human resource is the most valuable and sensitive resource in an organization. Every organization has realized the importance of the human resource and is striving hard to satisfy them. The study undergone also clearly reveals the initiatives undertaken by the organization to satisfy their employees. This study gives special emphasis on the mentoring system rolled out as an OD initiative. The study clearly reveals the effectiveness of the mentoring system rolled out in the company.

RELEVANCE TO HR PROFESSION

Mentoring is a process which is implemented to know and rectify the problems faced by the new employees both inside and outside the organization. This concept in a welcoming move performed to make the employees "FEEL AT HOME". In other words mentoring is a term which refers to taking care of the employee's problem. It is a motivating force to the employees by the management. This study undergoes an overview of OD initiative rolled out in the organization. The study is directly and closely related to the HR functions and it is most relevant to the HR profession.

MENTORING

Mentoring is an OD initiative. Mentoring is the process of training, nurturing the new employees to adopt the environment, knowing the problems faced by them and giving them valuable suggestions & help to overcome. Mentoring basically consists of mentors and mentees. Mentees are the new employees of the company and mentors are the existing employees who are assigned to the mentees for guidance. It is a process in which one person (mentor) is

responsible for overseeing the development of another person (protégé) outside the normal manager/subordinate relationship

CHARACTERISTICS OF A MENTOR

- A desire to help
- Have had positive experiences
- Good reputation for developing others
- Time& energy
- Up-to-date knowledge
- Learning attitude
- Demonstrated effective managerial (mentoring) skills

Table 1: Difference between Mentor and Coach

	Mentoring	Coaching
FOCUS	Individual	performance
ROLE	Facilitator with no agenda	Specific agenda
RELATIONSHIP	Self-selecting	Comes with job
SOURCE OF INFLUENCE	Perceived value	Position
PERSONAL RETURNS	Affirmation/learning	Teamwork/ performance
ARENA	Life	Task-related

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically

Table 2: Research Design

S. No	Key Issue	Options Selected
1.	Data sources	Primary Data and Secondary Data
2.	Research Approach	Descriptive Research-Survey Method
3.	Instrument Used	Questionnaire
4.	Area of Study	IT company
5.	Sampling Plan (a) Sampling Size (b) Sampling Method	100 Convenience Sampling
6.	Tools for Analysis	1. Percentage Method 2. Chi-Square Test

Time Factor Stands as a Constraint for Mentoring to the Effectiveness of the Mentoring Process

Table 3: Effectiveness

Time Constraints	Strongly Disagree	Disagree	Agree	Strongly Agree	Total
Strongly disagree	1	0	0	0	1
Disagree	0	5	15	4	24
Agree	1	8	41	5	55
Strongly agree	2	3	10	5	20
Total	4	16	66	14	100

Null Hypothesis (Ho): No significant relationship between the time factor standing as a constraint for mentoring to the effectiveness of the mentoring process.

Alternative Hypothesis (H1): Significant relationship between the time factor standing as a constraint for mentoring to the effectiveness of the mentoring process.

$$\text{Chi-square} = \sum (O-E)^2/E$$

O = Observed Frequency

E = Expected Frequency

$$\text{Calculated value} = \sum (O-E)^2/E$$

$$E = \text{Row total} * \text{Column total}$$

Grand Total

Table 4

O	E	(O-E)	(O-E) ²	(O-E) ² / E
1	0.04	0.96	0.9216	0.9216
0	0.16	-0.16	0.0256	0
0	0.66	-0.66	0.4356	0
0	0.14	-0.14	0.0196	0
0	0.96	-0.96	0.9216	0
5	3.84	1.16	1.3456	0.26912
15	15.84	-0.84	0.7056	0.04704
4	3.36	0.64	0.4096	0.1024
1	2.2	-1.2	1.44	1.44
8	8.8	-0.8	0.64	0.08
41	36.3	4.7	22.09	0.538780488
5	7.7	-2.7	7.29	1.458
2	0.8	1.2	1.44	0.72
3	3.2	-0.2	0.04	0.013333333
10	13.2	-3.2	10.24	1.024
5	2.8	2.2	4.84	0.968
			(O-E)²/E	7.5823

Calculated Chi-square value = 7.5823

$$\begin{aligned} \text{Degree of freedom} &= (r-1)(c-1) \\ &= (4-1)(4-1) \\ &= 9 \end{aligned}$$

Table value = 16.919

Inference

From the above analysis, the table value is greater than the calculated value, ie the null hypothesis is accepted. So, there is no significant relationship between the time factors standing as a constraint for mentoring to the effectiveness of the mentoring process.

SUGGESTIONS & RECOMMENDATIONS

- Regular meeting should be conducted at least monthly once and feedback should be collected.
This should be done mandatory.
- Organization should take initiative steps to recreate mentors and mentees at least once or twice a year.
- As future interaction
- Mentors can be allotted on the basis of native place, language etc

CONCLUSIONS

The study has been conducted for evaluating the effectiveness of the mentoring program rolled out in the company. It clearly states the pros and cons of the mentoring system and this report acts as a tool for the modifications to make the program more effective. Every program has both merits and demerits, as it is the initial stage the outcome result of the mentoring is tremendous and it is obvious from the graphs shown above. The pitfalls are usual and it can be eradicated by necessary actions. Above listed suggestions/recommendation help to increase the effectiveness of the program and can be considered while taking decisions in concerns regarding mentoring.

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