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Title: Mentoring as a tool of Performance of Management in IT Industry

Abstract

This study focuses on the relationship between formal mentoring programs and the effect they have on the performance of an individual in an organization in comparison to its effect on the performance of a non-mentored individual. To understand the factors, those affect the success of a formal mentoring relationship. The factors such as career support, psychosocial support (and role modeling), subjective measures of performance, objective measure of salary increment & promotion, age of protégée, tenure of service, gender of protégé, effect of mentor gender on mentoring, protégé interest in the program, effects of mentoring on career progression, method of mentor-protégé matching, duration of mentoring program, educational qualifications of the protégé, mode of communication had the most significant correlations in supporting formal mentoring programs. The research results indicated that mentoring increased the salary of the mentored employees. However, mentoring did not help to improve the rate of promotions in the mentored employees. The finding can be helpful to encourage organizations to adopt mentoring in an effort to improve the gains of the organization by retaining and motivating the employees and in achieving a competitive advantage.

Findings

The results of the study mention that mentoring improved the performance measure of salary increment, but not, promotions. The results obtained by analyzing the mentors' questionnaire responses. The eight skills of general competencies for executives were analyzed using hypotheses testing for protégés and non mentored employees. It was found that the protégés showed improvement in all the eight skills after mentoring. The data collected from the managers on the performance of the non mentored employees were subjected to the same tests and it was found that the non mentored employees also showed improvement of performance after a year. Cross testing of Data found that the protégés performed better than the non mentored employees on one front of 'maintenance of discipline', for the rest it appears that the visible improvements for all other dimensions were the same. The data of protégés was subjected to correlation analysis and the correlations were noted before conducting factor analysis. The factors that influenced mentoring were found to be career support, psychosocial support (and role modeling), subjective measures of performance, objective measure of

salary increment & promotion, age of protégée, tenure of service, gender of protégé, effect of mentor gender on mentoring, protégé interest in the program, effects of mentoring on career progression, method of mentor-protégé matching, duration of mentoring program, education qualification of the protégé, mode of communication with mentor.

Recommendation

The objectives of the program has to be set by the protégé and mentor by mutual discussions as it has been found from the study that protégé give preference of developing skills related to decision making, improving communication skills and understanding the best practices of the industry as the most important objectives of the program. The end result of the program was that only 31.33% who believed that all their goals have been met. This shows that the objectives of the protégé are not being met by the organization as there is a lacuna between the expected and actual objectives achieved. This is also reflected in the interest generated in the employee when he is first informed about the program. Monitoring of the mentoring program and re-matching facility appears to be poor in organizations. Regular feedback and evaluations of the program in the organization must be followed religiously as these feedbacks may provide vital clues for improvement of the program and also help the dyads to align the objectives of the program closer to the objectives set by the protégé. This will also help develop a positive opinion about the program and the employees who complete the program successfully will also promote the benefits of mentoring among the new comers more vigorously.

Conclusions

The results of the study indicated that the rating of the protégé performance by the mentor visibly improved with the ratings 'good' and 'excellent' increasing. The comparison of average rate of promotion of protégé and non mentored employees showed that both these groups showed similar patterns. However, the rate of salary increment of the protégé was higher than non mentored employees. The tests were carried out on manager's data and the results indicated that non-mentored employees too like the protégés may have improved in all the categories except skill set of 'maintenance of personal discipline'. The Protégés also perceived a higher level of satisfaction with promotions and salary increment than non mentored employees. Mentoring did have a positive effect on one aspect of performance and initial feeling of the participants contributed in the success of the program. Further research may be conducted to understand the mediating effect of other developmental interactions on the relationship of mentoring and performance. The various program characteristics may be studied in detail to assist the organization to formulate a better mentoring program.