CHAPTER 6

RESULTS

6.1 Research Conclusions

The conclusion of this research study is that barring the influence need of motivation, all the other five motives i.e. need for achievement, need for control, need for dependence, need for extension and need for affiliation are positively related to mentoring.

Table 6.1 Research Conclusions

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Need /motive</th>
<th>Findings</th>
<th>Behavioural implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Achievement</td>
<td>There is a relation between mentoring and achievement need.</td>
<td>Mentored employees have high concern for excellence and goal setting.</td>
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<tr>
<td>2</td>
<td>Influence</td>
<td>There is no relation between mentoring and influence need.</td>
<td>The need to make an impact on others and to change matters/people is similar in both the groups.</td>
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<td>3</td>
<td>Control</td>
<td>There is a relation between mentoring and control need.</td>
<td>Mentored employees have stronger urge to monitor and take corrective action when needed, have a stronger desire to remain informed and higher concern for orderliness.</td>
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<td>4</td>
<td>Dependence</td>
<td>There is a relation between mentoring and dependence need.</td>
<td>The willingness to accept help from others and an urge to maintain an ‘approval’ relationship is higher in mentored group.</td>
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<tr>
<td>5</td>
<td>Extension</td>
<td>There is a relation between mentoring and extension need.</td>
<td>Mentored employees have higher concern for others; have higher interest in superordinate goals and a stronger urge to be relevant and useful to society at large.</td>
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<td></td>
<td>Affiliation</td>
<td>There is a relation between mentoring and affiliation need.</td>
<td>Mentored employees have a higher concern for maintaining close personal relationships and a tendency to express their emotions freely.</td>
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6.2 Case study – Informal Mentoring at IOCL

Indian Oil Corporation Ltd. is currently India's largest company by sales with a turnover of Rs. 247,479 crore (US $59.22 billion), and profit of Rs. 6963 crore (US $ 1.67 billion) for fiscal 2007. Indian Oil is also the highest ranked Indian company in the prestigious Fortune 'Global 500' listing, having moved up 19 places to the 116th position in 2008. It is also the 18th largest petroleum company in the world. Indian Oil’s vision is driven by a group of dynamic leaders who have made it a name to reckon with.

Vision

A major diversified, transnational, integrated energy company, with national leadership and a strong environment conscience, playing a national role in oil security & public distribution.

Beginning in 1959 as Indian Oil Company Ltd., Indian Oil Corporation Ltd. was formed in 1964 with the merger of Indian Refineries Ltd. (established 1958). Indian Oil and its subsidiaries account for 49% petroleum products market share, 34% national refining capacity and 71% downstream sector pipelines capacity in
India. For the year 2007-08, the Indian Oil group sold 59.29 million tons of petroleum products, including 1.74 million tons of natural gas, and exported 3.33 million tons of petroleum products. The Indian Oil Group of companies owns and operates 10 of India's 20 refineries with a combined refining capacity of 60.2 million metric tons per annum (MMTPA, i.e. 1.2 million barrels per day). These include two refineries of subsidiary Chennai Petroleum Corporation Ltd. (CPCL).

The Corporation's cross-country network of crude oil and product pipelines, spanning more than 10,000 kms and the largest in the country, meets the vital energy needs of the consumers in an efficient, economical and environment-friendly manner. Indian Oil is investing Rs. 43,393 crore (US $10.8 billion) during the period 2007-12 in augmentation of refining and pipeline capacities, expansion of marketing infrastructure and product quality upgradation as well as in integration and diversification projects. As the flagship national oil company in the downstream sector, Indian Oil reaches precious petroleum products to millions of people everyday through a countrywide network of about 35,000 sales points. They are backed for supplies by 166 bulk storage terminals and depots, 101 aviation fuel stations and 89 Indane (LPG) bottling plants. About 7,100 bulk consumer pumps are also in operation for the convenience of large consumers, ensuring products and inventory at their doorstep. Indian Oil operates the largest and the widest network of petrol & diesel stations in the country, numbering over 17,600. It reaches Indane cooking gas to the doorsteps of over 50 million
households in nearly 2,700 markets through a network of about 5,000 Indane distributors.

**Pilot Study at IOCL for Testing of the Questionnaire – MAO-B**

The objective of this study was to test the research-tool for its appropriateness for usage in the final study across companies and business sectors. The tool used was the ‘Motivational Analysis of Organizations – Behaviour (MAO-B)’ developed by Dr. Udai Pareek. The MAO-B measures six motives or needs that influence managerial behaviour. These are Achievement, Influence, Control, Extension, Dependence and Affiliation. This study was carried out in December 2007-Feb 2008. The research objective of the study was to find out whether mentored and non-mentored managerial employees have different motivational needs.

The research was carried out in the Marketing division Head office of IOCL at Mumbai. The randomly selected sample consisted of 58 employees of which 35 were mentored employees and 23 were non-mentored employees. The statistical tool used for data analysis was the ‘unpaired t test’ and the conclusions are statistically significant at 95 % level of confidence. Out of six motives or needs that influence managerial behaviour, mentored employees scored higher than their non-mentored colleagues on three motives viz. control, extension and affiliation.
Non-mentored employees had higher influence need while the two groups were similar on dependence and achievement needs.

Through the study it is concluded that the mentoring process improves the managerial competence on two aspects of managerial behaviour viz. ‘monitoring’ and taking corrective action. This study statistically proves that mentored employees have higher concern for others (other employees) and have more interest in superordinate goals than non-mentored employees. Mentored employees also have a stronger urge to be relevant and useful to larger groups, including society at large. This research also concluded that mentored employees have a higher concern for establishing and maintaining close, personal relationships than non-mentored employees.

Insights gained at the completion of the pilot study at IOCL --

1. Mentored employees have a higher concern for orderliness than non-mentored employees.

2. Mentored employees have a stronger urge to monitor and take corrective action whenever needed than non-mentored employees.
3. Mentored employees have a higher concern for others than non-mentored employees.

4. Mentored employees have a stronger urge to be useful and relevant to society at large, than non-mentored employees.

5. Mentored employees have a higher concern for others than non-mentored employees.

6. Mentored employees have a higher concern for maintaining close personal relationships and a tendency to express their emotions freely.

The following changes were brought about in the final questionnaire, as a result of the interaction with IOCL Mumbai employees –

1. The word ‘admonish’ on item number 23 of the questionnaire was not well understood by most respondents. The meaning ‘to punish’ was voluntarily explained by the researcher henceforth.

2. The formatting of the questionnaire was changed i.e. instead of providing a separate answer sheet for writing the MAO-B responses: the same was
clubbed on the sheet which had the 60 statements. This new format was more convenient and receptive to the employees.

Final Study at IOCL – Delhi

The randomly selected sample consisted of 112 employees from the three offices of Indian Oil Corporation Limited viz. Northern Region – IOCL, Delhi State Office – IOCL and UP State Office II - IOCL. The employees were from departments such as Aviation, Finance, LPG, HR, Internal Audit, Vigilance, Materials, Pricing, Quality Control, Management Services, Information Systems, Corporate Communications, Defense, Legal, Hindi, OPS, Retail Sales, Engineering, Consumer Sales, Fleet Marketing and GM’s office. The chi-square technique of hypothesis testing was used for data analysis.

The statistical conclusions at 10 % LOS are as follows –

1. The mentored and the non mentored employees have similar needs for achievement, influence and affiliation motives.

2. The mentored employees have higher need for control, dependence and extension motives.
Perspectives of few mentees about their mentoring experience -

1. “My mentor takes keen interest in my personal life so much so that I consider him as a part of my family.”
   - Deputy Manager

2. “My association with my mentor has really motivated me to explore new arenas. This has given me a great sense of satisfaction and achievement as he has always encouraged me to do things which I have never done before.”
   - Deputy Manager

3. “My mentor helps me develop practical and appropriate solutions to problems rather than the ideal ones.”
   - Deputy Manager

4. “I give the credit of my present post to my mentor failing which I would not have accepted this promotion.”
   - Assistant Manager

Key Insights -

1. Employees can become mentees only if they have high achievement needs.
2. Extension needs are a good indicator of leadership.

3. Informal mentoring in the organizational context can be politically oriented or to create power centers.

4. Mentoring could be selfish behavior by employees wanting to network.

5. Informal mentoring may not be mentoring in the true spirit. It could be political behavior by high achievers.

**Recommendations** -

A formal mentoring program can be initiated in IOCL. The following are some suggestions to implement the same.

1. Formulation of a mentoring policy

2. Documentation and communication of the policy to the employees

3. Identification of mentors

4. Identification of mentees
5. Training the mentors

6. Training the mentees

7. Motivating the mentor

8. Motivating the mentee

9. Role of the facilitator of the mentoring process

10. Evaluation of the effectiveness of the process
6.3 Case study – Informal mentoring at SBI

State Bank of India has an extensive administrative structure to oversee the large network of branches in India and abroad. The Corporate Centre is in Mumbai and 14 Local Head Offices and 57 Zonal Offices are located at important cities spread throughout the country. The Corporate Centre has several other establishments in and outside Mumbai, designated to cater to various functions. The Corporate Accounts Group is a Strategic Business Unit of the Bank set up exclusively to fulfill the specialized banking needs of top corporates in the country. State Bank of India has 52 foreign offices in 34 countries across the globe. State Bank of India invites you to take a journey to understand the potential of not just a large but truly global organization.

The State Bank of India is entering into many new businesses with strategic tie ups – Pension Funds, General Insurance, Custodial Services, Private Equity, Mobile Banking, Point of Sale Merchant Acquisition, Advisory Services, structured products etc – each one of these initiatives having a huge potential for growth. The Bank is forging ahead with cutting edge technology and innovative new banking models, to expand its Rural Banking base, looking at the vast untapped potential in the hinterland and proposes to cover 100,000 villages in the next two years. It is also focusing at the top end of the market, on whole sale
banking capabilities to provide India’s growing mid/large Corporate with a complete array of products and services. It is consolidating its global treasury operations and entering into structured products and derivative instruments. Today, the Bank is the largest provider of infrastructure debt and the largest arranger of external commercial borrowings in the country. It is the only Indian bank to feature in the Fortune 500 list. The Bank is changing outdated front and back end processes to modern customer friendly processes to help improve the total customer experience. With about 8500 of its own 10000 branches and another 5100 branches of its Associate Banks already networked, today it offers the largest banking network to the Indian customer. The Bank is also in the process of providing complete payment solution to its clientele with its over 8500 ATMs, and other electronic channels such as Internet banking, debit cards, mobile banking, etc.

With four national level Apex Training Colleges and 54 Learning Centres spread all over the country the Bank is continuously engaged in skill enhancement of its employees. Some of the training programmes are attended by bankers from banks in other countries. The bank is also looking at opportunities to grow in size in India as well as internationally. It presently has 82 foreign offices in 32 countries across the globe. It has also 7 Subsidiaries in India – SBI Capital Markets, SBICAP Securities, SBI DFHI, SBI Factors, SBI Life and SBI Cards - forming a
formidable group in the Indian Banking scenario. It is in the process of raising capital for its growth and also consolidating its various holdings.

**Research Study at SBI**

The research study was carried out in the Local Head office of The State Bank of India, Mumbai. A standardized questionnaire on motivation viz. ‘Motivational Analysis of Organizations – Behaviour’ (MAO-B) was used for the study.

MAO-B was administered on two groups of managerial employees; the first group comprising non-mentored while the second group comprising employees who had volunteered to be mentored by a senior and more experienced member from the same organization. The sample size for this study was 83 employees. The randomly selected sample of 83 employees from the Local Head office of The State Bank of India were from departments such as Liaison, Cross Selling, I.T., O.S.F., Personal Banking, Agriculture, Administration, Vigilance, Disciplinary Proceedings Dept and Credit-GM Secretariat.

The statistical tool used for data analysis was the ‘chi square technique of hypothesis testing’ and the conclusions are statistically significant at 5% level of
significance. The study concludes that mentoring is related to four out of the six motivational needs viz. control, extension, dependence and affiliation.

**Perspectives of few mentees about their mentoring experience -**

1. “I am a self motivated and a self driven person. My mentor understood my dreams for my organization and helped me convert it into a reality by giving me proper exposure, responsibility and he had full confidence in my potential.”

   - Chief Manager

2. “My mentor has provided me the direction when I joined this organization 25 years back. His directions have been useful thereafter till date, though I do not have regular contacts with him today.”

   - Chief Manager

3. “My mentor has accepted me as a part of his family. When I interact with his family members, I get to know aspects about his personality which I otherwise would never know. I talk to my mentor as if I am talking to my father. I know I can discuss anything and everything with him.”

   - Chief Manager
4. “My mentor helps me develop practical and appropriate solutions to problems rather than the ideal ones.”

- Deputy Manager

**Recommendations** -

A formal mentoring program can be initiated in SBI. The following are some suggestions to implement the same.

The company can initiate a mentoring process within the organization for the senior members of the company to handhold and guide the less experienced and junior members. The company can draft a mentoring policy and can identify a set of people as ‘mentors’ and another category of employees (usually lower in the organization hierarchy) as ‘mentees’. The following steps can be implemented in the right spirit by the Senior Management, potential Mentors / Mentees & apart from these significant stake holders, the immediate superiors of the Mentees, who do not opt or are not chosen for Mentoring roles. In essence, the Mentoring Alliance of Mentors, Mentees and Immediate Superiors [Managers] should be in place, their roles clearly understood, norms for boundary management amongst these roles etc need to be clarified.
Suggested Road Map for Implementing Mentoring Initiatives in SBI

1. Gain absolute ownership & commitment of the top management team
2. Determine business case of the organization to initiate Mentoring
3. Business case can include: improve retention, culture building
4. Focus issues like productivity, building trust, developing future leaders
5. Set 1 to 3 year objectives for internal initiatives
6. Identify scope, coverage, evaluation processes etc
7. Form a Steering Committee or Core group – a helpful structure
8. Select a Coordinator for the process who could be from the Human Resources function of the organization.
9. Define the roles of Steering Committee / Core group and Coordinator
10. Consider Systems, Support and Measurements while framing roles
11. Clarify Mentoring Alliance of Mentors, Mentees and Managers
12. Examine boundary management issues of the Alliance
13. Ensure confidentiality norms to be absolutely respected
14. Evolve criteria and guidelines for selection of Mentors and Mentees
15. Ascertain a voluntary group of Mentors to opt for formal training
16. Decide on profile of Mentees – fresh recruits / lateral entrants
17. Position expectations for participating Mentors and Mentees
18. Conduct a Mentor Skill / Value Building workshop – 2 days duration
19. Carry out a Mentee Orientation workshop – 1 day duration
20. Instill a learning orientation and focus for Mentors & Mentees
21. Arrange an initial Mentor – Mentee Interface / Integration program – 1 day duration

22. Implement a transparent Mentor – Mentee matching process

23. Outline roles and responsibilities, first steps, meetings and processes

24. Communicate Mentoring initiatives within the whole Organization

25. Intervene with quarterly reviews, after launch with Mentors & Mentees

26. The quarterly reviews would be of 2 days each, which includes separate sessions for Mentors & Mentees

27. Organize a Transition meet of Mentors & Mentees, a year after launch

28. End formal Mentoring cycle & leave it open for being semi formal or informal.

SBI needs to secure a clear mandate / support on all of these steps, from their senior management team, as mentoring initiatives otherwise would not yield the desired outcomes to avoid the initial euphoria to be consigned as flavour of the month. No doubt, implementing and sustaining Mentoring initiatives is one of the most challenging opportunities for HR & senior management team and has far reaching long term benefits for organizations, Mentors & Mentees.
Scope to Take This Study Forward -

1. A ‘before and after’ model of experimentation can be coupled with the experimental and control design to minimize the influence of extraneous variables in the study.

2. The same study can be conducted at different locations of the company to find out similarities and differences.

3. The same study can be conducted using a larger sample to permit generalization of results.