CHAPTER 2
REVIEW OF LITERATURE

2.1. Indian Management

Researchers have stated the limitations of western management principles across the world. Due to which, the interest of academicians is growing towards indigenous management practices (Gonzalez et al., 1961; Britto, 1973; Hofstede, 1980, 1984, 1993; Kiggundu, et.al., 1983; Boyacigiller et al., 1991; Gopinath, 1998; Rousseau et al., 2001; Kanungo et al., 1990; Rosenzweig, 1994; Gopinath, 1998; Rousseau et al., 2001). It has been found that there is a need to develop the theories and practices based on local environment. Studies have indicated that many of the western management principles are not universally applied (Tsui, 2004). The behavior of firms and individuals inside them is influenced by cultural as well as political environment of the nation. Which requires detailed knowledge of the local environment. The existing knowledge about management is not universal (Bhagat et al., 1982; Roberts et al., 1984; Doktor et al., 1991). Hence, there is a need to develop local management practices which suits the environment most. Pandey & Srivastava, (2006) have identified that management Practices and Principles are the basic building blocks of every manager. Many of these principles were practiced even before they were discovered and collectively presented by Henri Fayol. In fact, management may be taken to have commenced from the time of evolution of human beings on earth. The study presents evidence of these principles from ancient texts and their importance and relevance in providing solution to some of the modern day management problems. Arora et al. (2014) have explored that many organizations are trying to find out the guidance from ancient scriptures for improving management practices. It has been explored that Indian scriptures are the unlimited sources of information and inspiration for so many centuries. The strategies and attributes available in Indian scriptures related to business ethical policies and standards can be followed by organizations successfully in the fast growing competitive world. Bhattacharjee, (2011) has also explored the significance of the Indian scriptures like Vedas, Upanishads, Bhagavad Gita, Manusmriti, Arthashastra, etc. in the Contemporary Management. India has one of the
oldest histories of unbroken culture and was considered one of the most developed
countries in ancient times. Indian Management is gaining popularity in recent years. It
has been observed that there is a need to create awareness about holy books and the
practices used by our ancestors in Indian context (Sharma, Agarwal & Ketola, 2009).
Indian scriptures have majorly contributed in the four areas of management practices
(Sharma, 1999)

1. Stress management;
2. Psycho-spiritual improvement in the work environment;
3. Business ethics and human values
4. Enlightened leadership.

Sharma (2007) discuss the contribution to Indian Management thought with the help
of new management mantras, models, having global significance. He discussed the
contribution in three parts, part one explores the Indian social settings and part two
focuses on self-development whereas part three of the book focuses on applicability
of the various models. Seven models have been developed based on Guna theory. All
the models developed by the author are useful for managers and corporate leaders.
Sharma (2003) further explores the journey and growth of Indian Management
knowledge tree within the context of historical changes at the global and Indian
society level. The four phases of growth of Indian Management (1960-2010) have
been stated where first is related to the adoption of scientific methods, second phase is
all about exploring effects of cultural approach through indigenous theories and
concepts, third phase is about the motivation towards Indian ideas through the
influence of modernity and fourth phase is concerned with the importance of Indian
New Age Western Windows Eastern Doors” discusses a new management ideas
which facilitates the holistic globalization. The book discovers the link between
management thought, social discourse and spiritual concerns which establish three
themes such as Holistic Development and Management (HDM), Human Quality
Development (HQD) and Total Quality of Mind (TQM). These themes market,
society and self.
Sharma (2008) developed the Holistic Performance Scorecard. It links the spirituality and strategy by adding the new dimension of higher self in the process of forming a strategy. Higher self is beyond the self-actualization and self-interest.

Mishra (2007) has tried to discover the wisdom hidden in Indian scriptures in the area of leadership, supervision, discipline, training, financial management, communication, and crisis management. Various concepts given by western management thinkers were already present in the Indian scriptures. A manager should understand and apply Indian scriptures for practice in today’s context. The ancient Indian philosophy provides insights on human capital development (Satpathy & Muniapan, 2008). Bansal (2009) discussed that the continuous and intensive self-evaluation and self-regulation can be used as the important tool to enable leaders and managers for the future challenges. There is a practical need to execute the Indian values to make nation competitive, peaceful and successful.

Spirituality and management are related to each other. Narayanaswamy, (2013) has explored the puranas for the same. He emphasized on the importance and need of spirituality in today’s context. If insights are grasped and internalized from puranas, they can transform the roles of managers from executors to trustees by changing their viewpoint. Our great scriptures like Bhagwat Gita, Vedas, Ramayana and Mahabharata are disclosures of Vaastu Shastra (architecture) & Arthashastra (political science). The extent of knowledge in these texts is unlimited. Kannan, (2007) has developed the integrated and unified theory of Vedic Management, which is essentially a holistic art of management with individual, social, cosmic and spiritual dimensions. He identified the management principles preserved in the Vedas. Vedas are diamond mines of managerial wisdom with great contemporary relevance and significance. Further a vibrant and versatile model of managerial excellence aimed at achieving individual and organizational excellence was presented (Kannan, 2007). Charkaborty & Charkaborty (2008) observed that experts should follow the principles of Nishkam Karma to conserve psychosomatic energy. Their study also includes illustrations from India history about spiritually inspired leaders for example Swami Vivekananda, Mahatma Gandhi & Rabindranath Tagore and concludes that the religious and spiritual texts can offer the healing to the sincere souls in the era of social deprivation. Jain (2008) has also explored the applicability of Jain philosophy for
managerial effectiveness of Jainism in organizations. The importance of Jain knowledge is being recognized and valued for their rich text in the field of Indian management. Yoga-satrap composed by Acharya Hemachandra offers a list of the 35 attributes of general principles for suitable conduct which are called as Sravaka-gunas. Sutra gives valuable knowledge for the conduct of a manager. These rules are not only applicable for individuals but also applicable to a manager in organizations (Jain, 2014). The author developed the model by using the ideologies of Jainism like Satya, Asteya, Ahimsa, Aparigraha, Brahmacharya, Disha & Upbhog-Paribhog Parimana and Anartha Danada Viraman. The model is useful for the leaders in critical situations. Reference of religion should be taken at the time of formulating ethical code of conduct for leaders and employees since they are always influence by religious philosophy and economic thought (Chaudhary, 2007).

Patki (2014) has discussed that the success of the organization depend upon the type of management model used. Kautilya’s Arthashastra provides insights about transformational leadership styles. A relationship between Rajarishi, Indirajaya, Mitra and Durg i.e. was established which are the key elements of management model. These key elements can make existing management model more sustainable. It has been mentioned that through the insights of Kautilya’s Arthashastra we can have more ethical and accountable leadership on an individual as well as the organizational level which leads to harmony. Sharma (2012) in his book “New Earth Sastra- towards Holistic Development and Management (HDM)” has proposed a new Earth Sastra based on the amalgamation of Indian thoughts with new growths in economics. Four lions of Ashoka period have been interpreted as the four forces which impact the world. These forces are as follows: a) Force of Market, b) Force of state, C) Forces of People d) Forces of Self. New Earth Shastra takes the Economics beyond the Adam Smith which is defined as the Wise Economics. Wise Economics is based on Science, Art, Transcendental approach and spirituality.

Muniapan (2007) has also examined the transformational Leadership Style as Revealed by lord Rama in Ramayana. It has been discussed that transformational leadership had long been demonstrated by Sri Rama thousands of years before the model was developed by Burns (1978) and later by Bass & Avolio (1994). Traits
exhibited by lord Ram as a transformational leader were also discussed. Lord Ram displayed the four traits like individualized consideration, inspirational motivation, and intellectual stimulation and idealized influence. The study determines that Lord Rama can guide and inspire to the whole world as a great transformational leader (Muniapen, 2007). Kautilya’s Arthshastra offers the total framework for Values Based Management. A model which is based upon the framework of Kautilya’s Arthshastra was developed (Kumar & Rao, 1996). The model has three components: first component- organizational philosophy, second component –value based leadership and third component-organizational culture. It has assimilated Kautilya’s belief. Kautilya’s belief recognized the significance of different components of corporate culture, philosophy, feedback and policies in effective value-based management. The unique feature of Arthshastra which is called as Yoga-Keshma was also identified. Arthshastra has been also been explored for the corporate governance. The basic purpose of writing Kautilya’s Arthshastra was to provide guidelines to the people who govern. According to Arthshastra, happiness can be attained by doing right things not by earning profits. It is considered as treatise for dealing with scams and other issues related ethical conducts (Muniapan & Sheikh, 2007).

The lessons from Mahabharata have been well laid in this piece of literary work. Devi (2005), observed the traits of some of the memorable names from Mahabharata in the context of management – Bhishma, Dhritarashtra, Dharamaputra Yudhishtira, Karna, Arjun, Abhimanyu, Draupadi and Lord Krishna; important lessons for the corporate warriors have been extracted. From article Mahabharata advocates that be it Narayan Murthy or the Ambani brothers – the corporate Mahabharata is the study of the use and abuse of power. It is not that in itself power is good or bad. It is essentially a force, a weapon, which can be used to save and foster or to harm or exhort. Tattwajananda, (2002) has identified two concepts of Dharma and Karma have and their practical application by taking the support of preaching’s in Mahabharata and Gita. Karma (action) leaves samskara – impression on mind brings in material results – Karamphala. These two (samskara and karamphala) combined seeks a person just as a calf find out his mother out of thousand cows, so says Mahabharata. Hence, past karma and self – efforts are considered two wheels of this chariot called body whose horses are the senses, reins the
mind, charioteer the budhi and owner the atman. The article ends its value laden thoughts on the note that Indian Ethic of dharma, karma and gunas is much more comprehensive and includes Right, Good and Ought. The great Indian epic Mahabharata is a goldmine of the insights for global managers in today’s context. Chakravarty, (2006) has explained the philosophy of Mahabharata which provides a broad framework of the course of action to be taken by toady’s manager is emphatically laid down in this very article. The Mahabharata emphasizes that only physical strength or courage do not lead to victory, the victorious must take to truth, non-violence and an abundance of enthusiasm. It brings the message to the corporate managers that war is not only won with numerical strength of soldiers, but also with the soldiers, who are attached, satisfied, committed, disciplined and pure in dharma. Singh & Rebello (2010) have developed the model of Sattvik Approach to leadership and its relevance in the present day situation based on Lord Krishna’s thoughts. The model contains the detailed explanation of societal values, group values, individual values and Sattvik values with reference to leadership. The author has also explained the concept of Vasudhaiv Kutumbakam. The world is a family whatever a leader does directly or indirectly will reach to the world. Indian Ethos offers guidelines for becoming a successful leader. Leadership can be improvised by adding qualities of Sattvik leaders. If leaders sacrifice and focus on selfless giving and self-discipline they can become more successful (Singh & Rebello, 2010).

Chakraborty (1995) offered the applicability of Vedanta philosophies in the field of management. The guidelines for the complete awareness for ethical and moral values have been proposed. The contribution of great philosophers also been studied for the same. It has been stated that for sustainability of organizational morality, there is a need to integrate western technologies and managerial skills with a holistic cultural philosophy. Dave (2003) has also discussed the applicability of Vedanta in the field of management. The various areas of management such as leadership, self-management, leadership, communication and decision making based on the concept of Vedanta have been explored. A manager should be Karma-Yogi which means if he controls the feeling of attachment, fear and anger just like king in governance and saint in qualities. Business should not only focus on profit making but also for the development of employees, corporates and the society towards its excellence.
Chapter 2: Review of Literature

2.2. Management Insights from Bhagavad Gita

Bhagavad Gita a scripture of 700 verses is the most extensively explored Indian epic. It is a part of the epic Mahabharata. The context is related to a war – the Mahabharata. Arjun, the soldier, declines to fight. In situation of dilemma Arjun ask for the guidance from Lord Krishna. Gita is the essence of Yoga, Dharma, Dhyana, Samabhava, Nishkama Karma, and Tat-Twam-Asi. It provide the keys for influencing modern management practices (Keeff & Darling, 2003). The preaching of Gita has its practical application in today’s context (Tattwajananda, 2001). Bhattathiri (1999) has discussed the relevance of Bhagvad Gita in today’s context. It has been stated that every manager can achieve the required level of excellence by managing oneself as proposed by Bhagavad Gita. The great epic Bhagvad Gita contains many management concepts and strategies to overcome crisis and to achieve the state of mental equilibrium. It was observed that western management thought deals with problems at material, external and peripheral level whereas Bhagavad Gita tackles the problem from grassroots level whereas western management deals the problem at peripheral level (Reddy, 2009). This is also examined in literature that to achieve sound mental health, a manager should always stay away from the feelings of greediness, jealousy, self-centeredness, doubt and anguish in adverse situations as supported by Bhagavad Gita. Hence, there is a need to transform the western management model in unity with the principles of Bhagavad Gita. Tripathi (2007) has developed the conceptual framework of management principles by including the principles recommended in the Bhagavad Gita. Author has established the relationship among various elements of business world and proposed management principles based on Karma Yoga (Path of Action), Bhakti Yoga (Path of Dedication) and Gyan Yoga (Path of Knowledge)preached by Bhagavad Gita. The study concluded that a management model developed on the basis of Indian Vedanta is more effective than western management models.

One of the supreme gifts of Indian mythology to the world is Divine Bhagavad Gita which is considered to be song of God. The management lessons in the scripture were conveyed to the world by many scholars. Bhagavad-Gita is called as a complete guide to practical life. When Arjun was mentally depressed to fight with his relatives, Bhagavad-Gita was
preached in the battleground of Kurukshetra by Lord Krishna to Arjun to motivate him. Lord Krishna Counseled Arjun to resolve his conflict between emotions and intellect and transformed him into a great warrior. In the situation of doubt this scripture always supports individuals and contributes to better management.

Kumar (2004) also compared the western model of Management Leadership with Bhagvad Gita model of Management Leadership and found that the leadership model of Bhagwat Gita is categorically better to the western model. In-depth analysis was done to explore the wisdom of Bhagavad Gita in the area of leadership and team building, philosophy of life, work ethics, decision-making, motivation, communication and human relations in corporate. The concept of 'Nishkama Karma' has been promoted which means doing effective work without the expectation of any reward. Muniapan (2008) has also analyzed that culture has significant impact on managerial practices. He has further developed the concept of managerial effectiveness from the perspective of Bhagvad Gita. As Arjuna in the battlefield faced the situation of intra personal conflict, Lord Krishna transformed Arjun into motivated warrior through verses. Same conditions may also arise in corporates wherein employees feels de-motivated, the managers can take steps to bring up the motivation level, based on Lord Krishna's style. Since elementary component for success of any corporate is efficiency and effectiveness, Lord Krishna's theories of self-assessment, control of mind, focusing on duties assigned, management of anger, and attaining it with detachment can be used as a conductor to cultivate the same. Someswaranada (2005) has also stated that the management should be based upon culture. Due to the lack of strong base in management of Indian corporates, he proposed that leader’s success depend on how much he knows his subordinates. For understanding the subordinates, leader has to understand their psyche. Theory P (P for Parent) of Indian wisdom suggests three steps for empowering the followers: Bhakti- which means leader should make good relationship with the followers, Yukti- which means leader should emphasis on follower’s development and Mukti-which means followers should be given more freedom at work. It has been found that profit of the company can be earned only through serving maximum people in an efficient manner because the actual strength is with the people not with the profit. Narayana (2011) investigated all management and leadership techniques used by Lord Krishna. It was stated that the
management should result in high satisfaction for all stake holders same was done by Lord Krishna in Bhagavad Gita. He has highlighted all the good qualities of Lord Krishna as a leader such as great communicator, a great achiever, great learner and a guru. Shah (1995) studied the importance of values for the leader .It is vital for a leader to develop holistic viewpoint of life apart from the formal training of the followers. A leader should have clear vision and understanding of the situations to handle it maturely and persistently else it will lead to disaster. Preaching of Bagdad Gita must be grasped by the leaders. Leadership plays an important role in making a transformation and learning organization. Due to the complexities of the environment there is a need to have effective as well as authentic leadership. Bhagved Gita is a goldmine of such principles which will empower leaders to be effective and authentic leaders (Sitapati, 2001).

Mahadevan (2008) stated that a feeling of detachment is an important pre-requisite for satisfying individual’s effort effectively. The current thought ‘I must enjoy fruits of action-else no work' should be transformed into the thought of Karma Yoga for improvising the quality of management in corporates. These two lessons of Bhagavad Gita can help a manager not only in building a substitute model of management but also getting success rationally in the practice of management. Bhagavad Gita has also been explored and analyzed for the concept of corporate social responsibility and corporate governance. Bodhnanda has also stressed on Nishkama Karma. The study stated that according to Bhagavad Gita, two factors- action (Arjun) and contemplative consciousness (Krishna) combined together can bring wealth, success, prosperity and justice. The study concluded that managers should redesign their personalities by having confidence in their own capabilities, by facing challenges, by following the conscience, by engaging in competitive world with the feeling of detachment. The study also stated that the future managers should follow Nishkama Karma, which is not action without desire, but it is action without response to the fruits (Bodhnanda , 2007).

The Bhagwad Gita is the epic which is based upon the science of right and wrong in individual actions. Every manager should understand the science of Bhagwad Gita and awaken the hidden Krishna in his integrity for the right direction to achieve both objectives of high principles and high profits. (Ubha, 2007)
2.3. Mentoring

2.3.1. Definition

Organizations at present face a challenge related to maintenance and retention of important and knowledgeable employees. Mentoring is considered as the most popular structure of enhancing relationships, which encourages the career advancement of employee (Bozionelos & Wang, 2006). The concept of mentoring has evolved over the previous 25 years. The word ‘Mentor’ was born in Greek mythology (Miller, 2002). In Homer’s Odyssey, Mentor was the teacher of Telemachus, the son of Ulysses. In his classic tale, *Odysseus*, he was recognized for his intellect, planning and calculating the Trojan horse trick at the time of threats when he was coming back home from the battle (Miller, 2002). Mentor’s role was to teach through supervision and inspiration (Armstrong, Allinson, & Hayes, 2002). The concept of mentoring has been defined several times throughout the history. There are more than fifty definitions of the concept, and each of these definitions is different in scope, depth, and understanding (Crisp & Cruz, 2009). Traditionally, it has been defined as an interpersonal relationship where senior and more experienced members of the organization provide support to junior with less experience (Kram, 1983; Kram & Isabella, 1985). Though this traditional understanding about the concept has transformed because of the fast changes in the workplace settings. It is an extensive interpersonal exchange between a high experienced (mentor) and low experienced employees (mentee) in which the mentor offers personal improvement, support, direction and feedback related to career development (Dalton, Thompson & Price, 1977; Hall, 1976; Levinson, Darrow, Klein, Levinson & McKee, 1978). Mentoring is the process of helping individual to develop and grow through personal relations and interactions which occurs in three forms: personal growth, career development, and psychosocial support (Jacobi, 1991). Mentoring has been defined as a cultivation process in which a person with more experience and skills, serves as a role model, teacher, sponsor, motivator, counselor, and friend to a less skilled and less experienced person for the purpose of personal as well as professional development (Anderson & Shannon 1998; Wanberg, Welsh, & Hezlett, 2003). In essence, mentoring happens when one person provides support, direction, and career advancement. Despite having mentioned a number of definitions from various researchers, the definition of Noe
(1997) states that mentoring process is still unclear. He talks about the gap between the agreement of the functions given by the mentors and the variations the formalization process of such mentoring programs in organizations. The researchers have not yet agreed on any particular definition. (Rajendran, 2012).

### 2.3.2. Mentoring functions

The effectiveness of mentoring relationship depends upon display of its functions (Kram, 1985). These functions of mentoring are career, psychosocial (Noe, 1988; Ragins & McFarlin, 1990; Kram, 1985) and role modeling (Scandura, 1992; Scandura & Ragins, 1993). Kram (1983) recommended that mentoring relationship offers three specific kinds of supports to the mentee. These supports are psychosocial support, vocational (career) and role modeling (Burke, 1984; Kram, 1983; Scandura, 1992). Psychosocial functions are related to mentee’s personal development through friendship and counseling (Kram, 1985) whereas career support is related to career advancement through providing exposure and challenging assignments (Kram, 1985). Role modeling has been defined as the processes where, mentor sets a desirable example with which the mentee recognizes.

### 2.3.3. Mentoring Types

Mentoring is of two types formal and informal. Successful Mentoring process is always planned systematically and supported by an organization (Walker 1985) which is called as formal mentoring. Formal mentoring is a process of guidance and matching the mentor and mentee providing rules and regulation to guide the relationship (Givens-Skeaton, Baetz, & D’Abate, 2003). A formal mentoring program is established by the organization in order to gain benefits for their organizational members. The goal of formal mentoring is to increase benefits to the mentor, mentee and organization. Formal mentoring has been proven more superficial than informal mentoring relationships (Murray, 2001). This superficiality is due to the lack of understanding and personal commitment which may leads to negative outcomes in formal mentoring as compared to informal mentoring (Klauss, 1981; Kram, 1985). It has been criticized due to the problems such as role conflict.
between the mentee’s boss and the mentor. It also has the limitation of non-
participants, bad experiences, and ineffectiveness of the mentors (Kizilos, 1990; Noe,
1991; Douglas & McCauley, 1999). The negative experiences are more in formal
mentoring than informal mentoring (Eby and Allen, 2002). Mentor-mentee
relationship which grows naturally is more effective than that is formally arranged by
the organization (Kram, 1985). Douglas (1997) reviewed the role of mentoring
relationship in the management where focus is on the formal mentorship. On-the-job
relationship is very critical in career development. An informal relationship, which is
developed between the managers, subordinate and peer. These relationships provide
assistance in the form of mentoring, counseling, coaching, training and feedback.
These informal relationships are now decreasing due to the change in business
climate and trends. In response, a formal developmental relationship is established in
terms of formal mentoring inspire of the differences in both type of the relationships,
mentee is provided psychosocial support as well as career support in both the cases
(Chao, Walz, & Gardner, 1992). Both kind of mentoring supports have been
generalized in different settings (Ghosh, 2013). Various antecedents of mentoring
support have been explored such as personality traits of mentee and mentor, learning & goal orientation, perceived similarity and demographic variables of
mentor and mentee (Allen et. al., 2004; Armstrong et.al., 2002; Godshalk et.al.,
2003; Liang & Gong, 2012) such as gender, protege race, education, tenure, self-
esteeem, locus of control and self-efficacy (Eby et al., 2013; Mueller & Judge, 2008;
O’Brien, Biga, Kessler & Allen, 2010). Ragins, et al. (2000) demonstrated that the
kind of mentor (formal or casual) had less impact on mentee work states of mind
than the relationship’s nature. Ragins et al. Inferred that fulfillment with the
relationship is the key variable in foreseeing the mentee results, with fulfilling formal
connections connected with fundamentally more noteworthy results than hardly
fulfilling casual ones. Likewise, in opposition to their theory, Ragins et al. found that
formal projects that endeavored to copy parts of casual connections were not
identified with more prominent protégé fulfillment, except for system reason. Formal
projects that were arranged toward protégé professional success instead of general
introduction were connected with more noteworthy observed open doors for
advancement, and with procedural equity, by mentee’s participants.
2.3.4 Significance of mentoring

There are various positive outcomes of the mentoring relationship. Mentoring has been associated positively with various benefits for the mentee such as job satisfaction (Bahniuk, Dobos, & Hill, 1990), career and professional advancement (Fagenson, 1989), job commitment (e.g., Laband & Lentz, 1995), clarity of professional identity and sense of competence (Kram, 1985). Mentored employees get more promotions, higher income, and high level of work satisfaction than the non-mentored employees (Baugh & Scandura, 1999; Dreher & Ash, 1990; Ragins et al). Mentor offers required information which clarifies mentee’s role, reduces role ambiguity (Sawyer, 1992) and improve productivity (Silverhart, 1994). In organisation, mentoring relationships results a more job satisfaction which lead to better organizational commitment and lesser employee attrition (Scandura & Viator, 1994; Broadbridge, 1999). Zey (1984) have studied positive organizational outcomes of mentor and mentee’s relationship which includes better organizational communication, better productivity, better employee socialization and integration. Mentoring is important as it is involved in the development of an individual (Parikh and Kollan, 2004). For an organization to have positive employees, mentoring is essential. Dr. Tewari and Dr. Sharma (2014) in their case study titled “Mentoring for effective positive workforce”, aimed to understand the process of mentoring in an organization and measure the positive workforce which is the outcome of mentoring. The findings show the structure of the mentoring and the process that can be followed to establish a formal mentoring in an organization. It is revealed that this process yields optimistic results and gives the feeling of being nurtured, integrated and guided to the mentees in the organization. Mentoring is an effective tool which can develop a positive work force and offers insight to the system and processes that support the establishment and functioning of a mentoring system program. Mentoring process must be tailor made in accordance with the profile of a particular organization and may not be relevant to other organizations.

Sinclair and Pooyak (2007) articulated that mentoring is widely seen as a significant factor that benefits organizations in enhancing skills and interpersonal development. Mentoring has become a tool in human resources, recruitment and employee retention. There are five important components of benefit to the organizations.
Trustworthiness – respecting culture of the organization and keeping promises; Autonomy – independent functioning; Justice – being fair to the mentees; Beneficence – benefitting both the mentor and the mentee; Non- malfeasance – no harmful intensions for anyone. These components of mentorship create a healthy growth of employees in an organization. The Mentee receives support, guidance, sponsorship and the mentor get a sense of recognition and satisfaction of the organization (Levinson et al., 1978)

Fierka (2015) outlines the mutual benefits of mentoring. The mentees may feel trapped by the potential collisions. Mentoring process alerts mentee and provides sources to deal with stress and difficulties associated with career. It provides a support to reduce stress and building confidence. The mentors are given the opportunities by the mentees to appraise the avenues for further employment growth. The professional stature of the mentor is increased by the reputation he gains by mentoring a number of professionals with an enriched network. Moreover, it is a personally satisfying job of being a mentor to see the mentees grow and the mentor being the reason behind it. Mentoring is beneficial for mentor and mentee both. In the mentoring relationship, mentor get countless benefits which includes access to information, social feedback, job and career satisfactions, better support networks, satisfaction with teaching a mentee, personal satisfaction (Allen, Poteet, & Burrough, 1997; Mullen & Noe, 1999; Busch, 1985; Burke & McKeen, 1997; Kram, 1985; Johnson, Yust, & Fritchie, 2001). Mentor renews their passion for the responsibility of an expert and obtains a good understanding of the hurdles encountered at lower levels. The skills of counseling, coaching, listening and training are enhanced and it creates a personal style of manager within the mentor. The mentee is also benefitted in this process, making a smooth transition in the labor force and further development in the profession. The mentee gains the ability to decipher the strategies and values into actions of productivity and be a complement the existing training and development programs. The mentorship offers various career development prospects and different perspectives of developmental opportunities. It also provides the new ideas demonstrating the strengths and potentialities which in turn increase career associations and a greater exposure. (United States Office of Personnel Management,
A mentor gets more intrinsic benefits such as having an additional source of information in the organization (Wright & Werther, 1991), sense of personal achievement for successfully supporting their protégé and more job satisfaction (Clutterbuck, 1991; Ragins & Scandura, 1994). There are two types of benefits, first can be extrinsic for example faster promotions and higher compensation (Dreher & Ash, 1990; Whitely, Dougherty, & Dreher, 1991) second can be intrinsic for example increased self-confidence and improved career satisfaction (Fagenson, 1989; Turban & Dougherty, 1994). Few researches have suggested that mentors are linked with intention to stay with the organization (Higgins, 2000; Higgins & Thomas, 2001), high work satisfaction and positive career anticipations (baugh & Scandura, 1999).

The empirical evidence indicated that there is a lack of work motivation, job satisfaction and organizational commitment, high incidence of job stress among the nurses in general and in particular (Adeyemo, 2006; Johnson et. al., 2005; Salami, 2002; Salami et. al., 2002). Many strategies have been considered to combat the stressors like formal mentoring programs (Bedini, 2003; Thomas & Lankau, 2009). The mentees’ advantages of mentoring incorporate improved competence, improved confidence and decreased stress, a sense of security, expanded networks (Galbraith & Maslin Ostrowski, 2000), leadership enhancement and insight in times of uncertainty. Other advantages are improved elevated promotions, job satisfaction, higher pay, and organizational citizenship behaviour and organizational commitment. The organization’s advantages incorporate enhanced quality of work, increased ability to recruit, improved productivity, and increased commitment to the organization decreased attrition.

2.3.5. Psychosocial mentoring and Career mentoring

Psychosocial support of the mentor plays a very important role in promoting the mentee’s self-efficacy, competence and overall development (Kram, 1985; Shollen et.al., 2014). Such type of mentoring has been appearing to be effective and efficient in developing endurance of the employees during the adverse times (Carson et.al., 1994; Day et.al, 2004; London, 1983) Psycho-social mentoring encourages covers “that part of a connection that upgrade a person’s feeling of ability, character and adequacy in an expert part” (Friesen 2005). According to Scandura & Williams, 2001,
a psycho-social mentoring capacity works at an interpersonal level, and speaks to a more profound and a more exceptional part of the mentoring connections. Such sort of mentoring frequently advances into a more passionate bond and a pleasurable constructive interpersonal contact creates between the mentor and the mentee (Rowold & Heinitz, 2007).

Mentoring connection that emerges naturally has been connected with more prominent levels of psycho-social capacities (Fagenson-Eland et al., 1997; Noe, 1988; Ragins & Cotton, 1999) and vocation capacities (Sons et al 2007). Nonetheless, it additionally creates the impression that it is the members' view of the relationship's nature that is most vital (Ragins, et al., 2000), so that delightful formal connections are more valuable than uninspiring casual one. Particularly, this research has some implications for including counseling practice in the mentorship representation of the organizations so as to direct the workforce during the times of turbulence. For instance, if a protégé is very weak on emotional stability, the negative effectiveness and anxiousness can be decreased to some extent with the mentor’s counseling skills. It may help the protégés in overwhelming provocations of the multiple roles in developing their self-confidence and self-efficacy. (Perrone & Civiletto, 2004; Salami, 2008; Arora & Rangnekar, 2015).

Phillips-Jones (1983) defines that the most of the mentoring relations are not formal as this enhances because of shared interests, admiration or job demands which need the knowledge and skills of many persons. Whitely, Dougherty & Dreter, (1992) propose a term which is called as “classical” mentoring, which is for long period of time, most unique, where mentee receives a career-oriented support. The formal mentoring programs are recently focused on employee socialization, training, professional and personal enhancement, sponsorship or exposure/visibility than on “inner-oriented” psychosocial improve mental functions. Psychosocial support is related to the activities required to balance work and family/social life. All those functions incorporated being a part of the model to the protégé, counseling, friendship and acceptance. The benefit of the system is that the multiple mentors offer the career and psychosocial functions which could otherwise be offered by a single mentor. This has been identified that mentee can have more than one mentor in the period of their
career (Maniero, 1994; Miller, 1986; Kram & Hall, 1996). Wanberg, Mueller, & Marchese, 2006) support the same views. The result of the research reports that proactiveness the protégé and mentors lead to more psychosocial and career mentoring. The mentee let the mentors to impact through career and psychosocial support. Furthermore, the protégé should use the time spent with mentor efficiently and effectively to acquire the most from mentoring. (Rajendran, 2012).

2.4. Role Efficacy

Role efficacy is the form of self-efficacy which is related to person’s self confidence in his or her capabilities to carry out the role functions (Bray, 1998; Bray & Brawley, 2000). It is the potential effectiveness of a person occupying a specific role in an organization. It is also defined as the possible adequacy of an individual involving a specific part in a firm. Role efficacy can be seen as the mental variable as a fundamental part adequacy Pareek (1997). Role efficacy has three sub elements Role Centering, Role Making and Role Linking. Role Making is a dynamic state of mind towards the part, to characterize and add to it while Role Taking is latent acknowledgment of reacting to others' desires. Role making have the below variables: (i) Self-Role unity, (ii) Pro-movement, (iii) Creativity and (iv) Disagreement. Role Centering is a dynamic demeanor towards the part to characterize and make the part vital to the association by expanding its significance rather than part entering, which means tolerating the part as is and performing it. Role Centering has the accompanying fundamental variables: (i) Centrality, (ii) impact and (iii) Personal development. Role Linking is a dynamic mentality towards the part to discover linkages with different parts through cooperation, whilst Role Shrinking is an un-involved acknowledgment of slender limit of part. Its principle variables are: (i) Inter-Role Linkage, (ii) Helping connection and (iii) Super-appointment (Ranft & Lord, 2000). The general Role Efficacy Index is most altogether and contrarily corresponded with Role Stagnation, Self-Role Distance and Role Erosion. It is fascinating that the Role Efficacy Index is un-related with Inter-Role Distance, Role confinement, Role Ambiguity, Role Overload, Resource insufficiency, and Personal lag. The Role Efficacy Index is essentially connected with the Total Stress Score.
According to (Ramaswami & Dreher, 2007) the output or performance of an individual working in a firm relies on upon his own particular potential adequacy, specialized skill, administrative experience and also the part’s configuration that he performs in the firm. It is the conglomeration of that guarantees an individual’s viability in the firm. The joining of an individual and the part comes to fruition when the role has the capacity to satisfy the needs of the individuals, and when the person thusly has the capacity add to the role development. The more people move from role taking to role making, the more the role is liable to be powerful. Adequacy of an individual in a role in a firm will rely on upon his/her own particular potential viability and the potential viability of the role, and the hierarchical atmosphere.

Individuals with high role viability encounter less part stretch (Mitchell & Lee 2001), less nervousness (Ragins & McFarlin 1990), and less business related pressure (Day & Allen 2004). They viably adapt up to issues (Godshalk & Sosik 2003), and utilize more intentional conduct (Aziz 2007). Outcomes demonstrate that people who gained lower burnout scores were high on role adequacy scores. A high part viability appears to build up some level of flexibility in individual to adapt up to different sorts of hassles (Mitchell & Lee 2001). This has all the earmarks of being in accordance with the past investigate where part adequacy was found to have negative association with employment tension and occupation related anxiety (Bolino & Turnley 2003). All the more particularly, burnout was found to have a noteworthy negative connection with part connecting. Between part linkages and assisting associations with going about as cushions forestalling burnout wonder to happen with its typical power. Stress inclination variable related adversely with Integration, Proactivity, Super-appointment, Influence and general Efficacy scores, accordingly proposing that low stretch inclination adds to part advancement and one’s being effective at work, though high push inclination does not run well with the role viability. Expanded part viability results in lower experience of anxiety or anxiety inclination. Stress inclination and part adequacy have developed to be contrarily connected (Koivula & Ilmonen, 2001). It is the psychological factor underlying role effectiveness and is formed by ten aspects and the more these aspects are strongly present, the higher the efficacy of the role is likely to be (Pareek, 2004). Role-efficacy is linked with organizational performance. Therefore, improving the
efficacy will lead to improvement in performance (Pestonjee & Pandey, 1996). It assists supervisors to make interventions in the organizational (Pestonjee and Pandey, 1996; Pandey and Saxena, 2010). Person with high role efficacy shows higher level of emotional intelligence, determination, enthusiasm, and interact with individuals and environment (Goleman, 1995) in solving problems. The individuals with high role efficacy exhibit commitment, growth orientation and positive behavior (Sen, 1982; Deo, 1993). They experience less role stress, less anxiety, less work related tensions (Sen, 1982; Surti, 1983; Deo, 1993, Sayeed, 1985) and handle their problems effectively (Sen 1982, Surti, 1983). It is correlated with the quality of work life measured by influence, nature of job and supervisory behavior and amenities at the work place (Gupta & Khandelwal, 1988). They feel more satisfied with life, jobs and organizational role in general (Sen, 1982; Surti, 1983). It has high and positive correlation with internal locus of control (Sen, 1982). Role efficacy has been found to be one of the contributory factors in defining the level of employee engagement, motivation and attrition (Sinha, Abraham, Bhaskarna, and Xavier & Kariat 2014). It was found that organizational variables affecting positively and some affecting negatively to the role effectiveness of an individual in an organizational settings. Individuals reporting higher role clarity exhibit more efficacious and perform better than those with lower role clarity (Bray & Brawley 2014). Role efficacy and task self-efficacy are moderately related. Role efficacy is different from collective efficacy as the latter perception showed evidence of a shared group perception; however role efficacy showed individual-level inconsistency only (Bray, Brawley & Carron, 2002). A study found that employee performance depends on his/her own potential effectiveness, technical proficiency, experience and the structure of the role that he performs in the organization. (Diddi, 2014) It has been studied that lack of role efficacy leads to high attrition in BPO industry.

2.5. Organizational Role Stress

The earlier social, psychological stressors to be dominating the early history of work stress are called as role conflict and role ambiguity. They were viewed as crucial elements for the last two decades and are still the most often measured issues and
problems of work stress (Cooper and Dewe 2004). Sources of job stress encompass the organizational climate focused by the leadership style of supervisors. There are several factors and issues contributed to job stress in an organization for the employees. Job stress emerges when employees face circumstances which they appraise as surpassing or taxing their resources and endangering their well-being (Lazarus and Folkman 1984; Rani et al. 2013; Ramezani et al. 2013). A politically-charged place where they work is one of such circumstance. Workers cannot be certain in which their efforts will be rewarded and they have confidence in which they will not be put at any risk by the reactions of others when an organization is politically charged. This risky, unpredictable, and threatening workplace increases the level of job stress experienced for those who are unable to evade as well as for those who have decided to stick in the politicking. Stress can exist if the workers feel “under load” from lack of social contact or stimulus. Other job stressors comprise conflicting performance expectation, role ambiguity, and poor link with other co-workers; family matters and social economics (Manshor et al., 2003). Besides, job stress will appear due to the relationship of the mentors with their mentors. This has perceived that the supervisory position powers, which are rewarding, legitimate and coercive power, will be related positively to subordinate the stress because they are likely to evoke a lack of personal control at the workplace. Not entirely is the subordinate highly dependent on the mentor, the organization of the punishment or reward by the mentor also lies beyond the subordinate’s direct control. The stress is likely to be provoked by the perceived lack of anxiety and control related to the need to satisfy the supervisor. For this reason, perceived supervisor reward and power will be connected positively to subordinate stress. Likewise, due to the subordinate stress is reminded of responsibilities to be satisfied and understands that their performance will be monitored and evaluated, given the legitimate power of the mentor will be related positively to stress. Subordinate stress will be increased by the constant focus on evaluation and duties. Individual factors like education, sex, occupation and experience which act as a prospective moderators of stress, affect these perceptions. Job-related strains like anxiety, high blood pressure, and intent to quit trigger the employees’ perceptions of stress. The lengthy feeling of strains might influence the person’s health like coronary heart disease, sleep loss, and alcohol abuse and might
have indirect influences on the person’s on the job performance in an organization. Strains could be led by lack of control (Lo, 2014).

Pareek (1983) conducted research on role stress by identifying as many as ten different types of role stress and developed a comprehensive instrument ORS which has become a very popular way to study organizational role stress. This scale study stress in ten different dimensions. These are inter role distance, role stagnation, role expectation conflicts, role erosion, role overload, role isolation, personal inadequacy, self-role distance, role ambiguity, and resource inadequacy. All these ten factors are used in identifying the main stressors.

Ahmad et.al (1991), examined the relationship between organizational role stress, job satisfaction and personality dimensions. It was found that organizational role stress is inversely related to job satisfaction which is explained by four factors such as nature of job, management, personal adjustment, and social relations. It was also stated that personality dimension- neuroticism is also positively related with Organizational role stress. Researcher concluded that only role expectation conflict is negatively related with extraversion–introversion. Aziz (2004) has examined the intensity of organizational role stress among women IT professionals. Role has inbuilt property of stress which is originated due to the demands of the organizations. It has been found that main sources of organizational role stress are inadequacy of the resources, role overload and personal inadequacy. The study concluded that marital status of women IT employees affects organizational role stress whereas education level has no impact on organizational role stress.

Srivastava (2009) has examined moderating impact of Locus of Control on the relationship between organizational role stress and managerial effectiveness. It was stated in the study that Managerial effectiveness is vital for sustainability of the organization. Managerial effectiveness depends upon the personality of the manager. Type of personality also affects the way of handling day to day stress. The study concluded that organizational role stress was inversely related to Managerial Effectiveness. It was also stated that Internal Locus of Control of the managers moderates the relationship of ORS and Managerial Effectiveness. Khanna (2015)
studied the relationship between the ORS and life satisfaction. The study indicates that life satisfaction reduces the organizational role stress. It was concluded that greater the life satisfaction lesser the stress and lesser the stress related to the organization. Das & Baby, (2013) has stated in the study that stress is a serious problem for the organizations. It reduces the satisfaction and motivation level of the employees. It was found that organizational role stress and job satisfaction are strongly but negatively correlated. The study demonstrates the rank list in order of factors of organizational role stress. In the order list first is personal inadequacy and second is role strength whereas role extension conflict was on 10th position in the order list. The study also found that work setting and role extension conflict are associated together. The study concluded that job satisfaction lowers the intention to leave the organization.

Satyanarayana (1995) explored the various stressors among executives. It was identified in the study that role erosion, personal inadequacy, resource inadequacy, and role stagnation are the main elements of the organizational role stress in executives. Kumar, (1989) examined the association between role-stress, role-satisfaction and role efficacy of executives. Role stress level of marketing, finance, personnel and production executives was compared. It was found that marketing executives have maximum level of role stress. Pestonjee (1987) has also explored the role stress level of three levels of management such as top, middle and lower management. The research concludes that inter-role distance and role erosion are the main primary variables of role which define the role stress whereas role ambiguity and personal inadequacy were the secondary variables of role stress for all the three levels of management. Pandey (1997) studied the association between role stress and role efficacy. The study found that centrality one of the important dimensions is negatively correlated with role efficacy. Sen (1981) in the study found that age, sex, income and marital status are associated with the role stress. It was described in the study that age is negatively correlated with role stress. Men experienced the low role stress as compared to women. Role stress is negatively associated to income. Marital status of the person also affects the role stress. Married people may have more stress due lack of security need, resulting in higher self-esteem, autonomy and self-

2.6. Impact of Mentoring on Self-Efficacy

Self-efficacy can be defined as a function of self-beliefs with which the individuals could carry a task (Bandura, 1986). Hence, it could be considered that high perseverance which is related to self-efficacy will definitely lead to enhanced productivity and performance. In addition to that the mediating effects of self-efficacy on the relation between these issues have also been investigated in this research. The complexity of the tasks as well as performance is identified to moderate the relationship between performance and self-efficacy in the workplace. Self-efficacy has an effect on an individual’s thought patterns and emotional reactions. Self-efficacy could also be explained as a function of self-beliefs with which the individuals could carry a task (Bandura, 1986). Hence, it could be considered that high perseverance which is related to self-efficacy will definitely lead to enhanced productivity and performance. Models and theories recommending like a relation will be revealed and learning goal orientation and leadership self-efficacy as mentor’s features will be introduced. In Mentoring, Mentors with high leadership, self-efficacy is supposed to interconnect with the protégé perception of higher levels of offered mentoring functions and structures and higher mentoring quality than with low leadership self-efficacy. Several empirical evidences in the research have shown consistent findings. Self-efficacy discovers what activities persons select, how much effort they will give, and how long they will undergo the effort in dealing with a stressful situation (Bandura, 1997; Pajares, 1997). Particularly, with high self-efficacy for a particular job or task are more likely to select to engage in the job, they will give a greater amount of effort in enhancing the task, and they will undergo their efforts for a longer period of time (Hill, Smith, & Mann, 1987; Schyns, 2004). Finally, the psychological signs of anxiety are the causes of inefficacy. If people feel worried and anxious about the task or the assignment they are facing, their self-efficacy is lessened. If they are excited by the task, their belief in which they could do the task is
developed (Pintrich & Schunk, 2002, Kim, 2010). In addition to that the mediating effects of self-efficacy on the relation between these issues have also been investigated in this research. Ghafoor et al., (2011) have confirmed that the relationship between creativity and performance of the employees is realistically moderated by self-efficacy, and there is no mediation in the relationship between transformational creativity and leadership of the employees. Initially, the performance of the employees is influenced positively by the self-efficacy overall. It is proved that the organizational behaviour of the skeptical practicing professionals is generally affected a significant amount of confidence. The complexity of the tasks as well as performance is identified to moderate the relationship between performance and self-efficacy in the workplace. These factors play a vital role in organizational settings as they have a tendency to deteriorate the relationship between performance and self-efficacy (Cherian & Jacob, 2013).

Individuals, who are low on enthusiastic steadiness are on edge, convey negative feelings in light of which they don't indicate more prominent enthusiasm for starting mentoring connections (Chemers et al 2000). Besides, their unfriendly and eager disposition additionally makes them less concerned and less agreeable in comprehension the real needs. Such employees are not ready to acknowledge and harvest the genuine advantages that can be acquired through the psycho-social support of the mentor (Lee et al., 2000). (Chiaburu & Baker 2006) have expressed that associations progressively perceive the advantages connected with mentoring connections in which, people with new experience and learning give motivation and encourage the upward portability of junior individuals. These advantages incorporate the powerful socialization of youthful workers, work fulfillment and hierarchical duty (Chemers et al 2000).

This study makes an attempt to study the relation between Mentoring, Role Efficacy and Organizational Role Stress.
2.7. Conceptual Framework Addressing the Gap

Figure 1: The Conceptual Framework for Impact of Mentoring on the Role Efficacy and Organizational Role Stress of Mentees (Source: Author)

Figure 1 explains about the conceptual framework to assess the impact of mentoring on Role Efficacy and Organizational Role Stress in Modern organization.

The evolution of the history and concept of mentoring has been underlined the importance and development of the mentee predictors in the mentoring program of their success in it. The organization must plan the mentoring programs in such a manner so as to enhance the Role Efficacy of the mentee. Mentoring effectiveness depends upon its two functions- career and psychosocial (Kram, 1983). Career functions contain sponsorship, exposure & visibility, coaching & protection, and challenging assignments. Whereas the psychosocial functions contains role modeling, acceptance and confirmation, counseling and friendship. Career mentoring and
success depends a lot on working effectively and smartly, with the changing workforce. The integrated and systematic way of approach in mentoring with the smart and successful mentor leads to positive development and improvement in the performance of the mentee. And moreover, career self-efficacy, self-assurance in one’s capability to adjust and manage the career has a mediating role for obtaining performance and career success and this plays a mediating role between mentoring and career outcomes (Rajendran, 2012).

By using models the authors explored how the mentors could assist to reduce the Organizational Job Stress among the workers. A kind of professional and personal activities can help in reducing the stress of the employees in the workplace. Organizational Job Stress is getting increased in organizations and it results in negative consequences like, loss productivity, absenteeism, psychological and physical illnesses and low satisfaction; thus, control and reduce Organizational Job Stress is important for today’s organizations. Mentoring may be considered as an effective factor to reduce organizational stress by psychosocial as well as career support to the mentee.

Mentoring relationships have a potential to locate psychosocial and career development – those mentored individuals enjoy self-efficacy, self-confidence and self-assurance. Mentors too can get the benefits from enhanced self-confidence of their abilities for reflective communication and thinking, as well as personal satisfaction of leading to the discipline. Informal mentor relationships: a type of relationship which is formed spontaneously; and expanded psychosocial that helps enhance the employee’s self-esteem and confidence. Mentoring could be a rigorous growth powerful experience for both the mentor and the employee. It is a process of engagement which is most successful if it is done collaboratively. It is a reflective method that needs dedication and preparation. It normally begins with a free-flowing interaction and conversation which takes place in one or more occasions and results in a conversed understanding of the desired outcomes (Premkumar, 2007).

Indian scriptures have been explored for finding the solutions of corporate problems. But no Indian scripture have been explored for the concept of mentoring. Therefore,
this study attempts to draw mentoring insights from Mahabharata. The main focus is on the role of Lord Krishna in Bhagvad Gita. The study explores the perspective of mentoring knowledge from the Bhagvad Gita and links the impact of mentoring on Role Efficacy and Organizational Role Stress of employees in an organization.