The study is divided into two phases which incorporates both qualitative and quantitative study. The first phase of the research is based on understanding and interpretation of ancient or classical text of the epic. Content has been analyzed to explore the concept and traits of a Lord Krishna as mentor. Out of the plethora of instances and values of mentoring in Mahabharata, however, prime concentration is on the mentor-mentee relationship of Krishna – Arjun in Bhagvad Gita. It has focused on instance of war wherein Arjun loses his focus and Krishna as a mentor clarifies his role, removes role ambiguity, enhances his Role Efficacy and reduces Organizational Role Stress.

In the second phase of the research, questionnaire of mentoring developed by Dr. Carol Wesley (1997) based upon the Kram’s (1983) mentoring functions was administered to middle levels managers to measure their mentoring. Role Efficacy of the mentees was measured through a Role Efficacy scale developed by Udai Pareek (2004).

For examining the Organizational Role Stress level of the employees, researcher used Organizational Role Stress scale developed by Udai pareek (2004).

3.1. Problem Statement

A review of literature shows that many Indian Scriptures have been explored for finding the solutions of corporates problem. But no Indian scripture have been explored for the concept of mentoring. Mentoring has been a widely studied subject. There have been attempts to study its impact and significance in today’s context. Through career functions containing protection, exposure, coaching challenging work and visibility, mentee is aided in learning the roles and responsibilities of organizational life and is conditioned for further development and growth of an organization (Parikh, Kollan, 2004). Through psychosocial functions include counseling, friendship and modeling, the Mentee is initiated and supported in developing and improving a sense of effectiveness, competence and confidence in the
managerial role. The mentor-mentee bond is time bound in nature. Lots of studies have been conducted for the same. But the review of existing literature reveals that there has not been a single study to understand the impact of Mentoring on Organizational Role Stress and Role Efficacy in an organizational setting. Mentoring concept has the potential to strengthen the relationship of employees. In order to enhance the Role Efficacy and reduce the Organizational Role Stress, good and proper mentoring should be implemented. Therefore, this study attempts to draw mentoring insights from the role of Lord Krishna in Bhagvad Gita.

3.2. Purpose of the Study

In the era of high competition and challenges in the business world, an organizations need to have effective strategies to retain and develop their prospective employees. Mentoring has been stated as one of the most cost effective strategy for the same. Therefore, the great Indian epic, Bhagvad Gita has been explored for the insights on mentoring. The purpose of the study is to highlight the role of Krishna as a mentor to Arjun and applicability of the same in today’s organizations. The other purpose of the study is to highlight role of mentoring in today’s context and examine its impacts on employees’ Role Efficacy and Organizational Role Stress in IT companies of Delhi/National Capital Region, India.

3.3. Objectives of the Study

The primary objective of the research is “to identify and explore the preaching’s of Bhagavad Gita and Mahabharata with the special reference to mentoring of Lord Krishna to Arjun and examining its impact for the use of today’s manager”.

The following are the objectives of the study

- To study the Role of Lord Krishna as a mentor to Arjun in Bhagvad Gita
- To draw mentoring insights from Mahabharata
- To explore the impact of mentoring on Role Efficacy of employees (mentees) in organizations
• To explore the impact of mentoring on Organizational Role Stress of employees (mentees) in organizations
• To suggest important traits, which needs to be developed in employees for organizational effectiveness?
• To suggest an effective model of mentoring to corporates.

3.4. Research Questions

Following are the research questions of the study

1. Can insight be drawn from the role of Lord Krishna as mentor to Arjun be drawn from Bhagvad Gita?
2. Can any insight be drawn from the Mahabharata pertaining to Mentoring
3. Are the traits exhibited by the lord Krishna as a mentor in Bhagvad Gita relevant in today’s context?
4. Is there any impact of psychosocial mentoring on Organizational Role Stress of mentees or employees in Modern organization?
5. Is there any impact of career mentoring on Organizational Role Stress of mentees or employees in Modern organization?
6. Is there any impact of psychosocial mentoring on Role Efficacy of mentees or employees in Modern organization?
7. Is there any impact of career mentoring on Role Efficacy of mentees or employees in Modern organization?

3.5. Hypothesis

The main hypotheses developed are:

$H_1$: Mentored individuals have higher level of Role Efficacy than those who have not been mentored.


H₂: Mentored individuals have lower level of Organizational Role Stress than those who have not been mentored.

H₃: Among those who are mentored there will be a positive relationship between psychosocial mentoring and Role Efficacy.

H₄: Among those who are mentored there will be a negative relationship between psychosocial mentoring and Organizational Role Stress.

H₅: Among those who are mentored there will be a positive relationship between career mentoring and Role Efficacy.

H₆: Among those who are mentored there will be a negative relationship between career mentoring and Organizational Role Stress.

3.6. **Research Design**

The research design will employ exploratory research for the present study. Once the role of mentor has been identified, the study will move from exploratory research domain to a conclusive research. The study focused on examining the impact of mentoring on Role Efficacy and Organizational Role Stress. For the first phase of the study, content of Bhagvad Gita and Mahabharata was reviewed to highlight the insight of the mentoring. For the second phase of the study survey method was used to test the hypothesis. The sample was randomly selected from the Employees of IT companies in Delhi and National Capital Region (NCR) India. It is suitable to know their views to gain insights about the impact of mentoring on them. For data collection, three structured questionnaires were administered. A total of 350 questionnaires were distributed out of which, 220 complete filled questionnaires were received and examined. The response rate to the survey was 63 percent.

3.6.1. **Research Population**

Who: The IT specialist at middle level or managerial employees working with IT companies located in Delhi/ NCR.
Why: The IT sector witnessed considerable activity during the last few years, including ramping up of operations by major Indian and MNC players and paced up hiring of potential employees, alarming rate of attrition, demanding knowledgeable workforce and India’s core competency in this area (NASCOM, 2015). Despite the growth in the overall employee base, companies are struggling to retain the existing employees. Analysts observed that managing attrition in the IT industry is important because skilled professionals form the crux of the knowledge intensive industry. Attrition affects not only the quality of service but also leads to higher training and development expenditure. So without any doubt talent attrition is a critical issue for this industry.

The present ‘knowledgeable workforce’ is very clear about what they want from the organization in lieu of their services. Job security, salary and incentives, are ‘hygiene factors’ for them. What pushes them for performance or the real ‘motivators’ for them is challenging tasks, competitive environment, opportunities for career advancement and recognition for their contribution. Hence, to cater to employee needs, it is critical to provide them with a mentor who would make their career journey efficient, effective and successful. Due to the fast changes in technology in this sector employees who are best in academic skills and knowledge still have a gap in the performance due to lack of encouragement and support. In IT companies, mentoring has been considered as effective tool for personal development of the employees. Taking into account the intrinsic need of Mentoring in the software industry, researcher has selected IT employees for the study.

3.6.2 Sample Size

A total of 350 IT company employees were requested to participate in the survey. Out of those 350, only 245 respondents filled the survey. Out of 245, 25 surveys were rejected because of incomplete responses. A total of 220 responses were used for the analysis. As proposed in the synopsis the sample was divided into two parts mentored and non-mentored respondents. Out of 220, 89 were non-mentored and 131 were mentored. All respondents are working with IT companies at middle level or managerial employees.
Chapter 3: Research Methodology

Sampling Unit

The sampling unit for the study was the IT industry in Delhi/NCR. It consists of employees working in the IT firms in Delhi/NCR India at middle level positions.

Sampling Method

Survey methodology was used to test the hypotheses. The sample was randomly selected from employees of IT companies in Delhi and National Capital Region (NCR) in India. For data collection a structured questionnaires was administered. Under this, convenience sampling has been done. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient availability to the researcher. It is used in exploratory. The sample was selected based upon the convenient.

3.6.3. Variables and their Measurement

Independent variable

Mentoring: Each respondent was measured for their Formal mentor’s effectiveness using two-part questionnaire developed by Dr. Carol Wesley (1997) based upon the Kram’s (1983) mentoring functions on 5-point Likert scale. The questionnaire is divided into two parts: first part is related to the questions on demographics (Gender and Age) of the respondents. The second part consists of Career and Psychosocial Mentoring Functions. It consists of 50 items concerning the perceived value of the mentor's effectiveness regarding the career (25 items) and psychosocial functions (25 items). Career functions are related to the aspect of mentoring which enhance career advancement (Kram, 1985). It includes sponsorship, exposure and visibility, coaching, Politics & protection, and challenging assignment. Psychosocial functions are related to the aspect of mentoring relationship which enhance an individual's sense of competence, identity, and effectiveness in a professional role (Kram, 1985). It includes role modeling, acceptance and confirmation, counseling, and friendship. Permission was granted to researcher to use the instruments by the authors. The copy of the letter is enclosed in Appendix --.
A pilot study was carried out to develop valid data items for the survey with IT employees to test the reliability and internal consistency with sample. Factor analysis was used to reduce the items of the instruments from 50 to 20. The final instrument of Mentoring Functions consists of 20 statements divided into two parts. Part one has demographics such as mentee’s age and gender. Part II consisted of 20 statements related to career and psychosocial functions of mentoring. The internal consistency reliability coefficients for 1-20 items which are related to career and psychosocial functions shows high level (.86).

**Dependent variable**

**ORS (Organizational Role Stress):** Each respondent was measured for their Organizational Role Stress developed by Dr. Udai Pareek. ORS scale measures the role stress experienced by a person in a work circumstance on the accompanying ten dimensions. The scale is a five-point Likert scale. Each factor has 5 items mentioned in the brackets.

- Inter-Role Distance (IRD - Item no.1,11,21,31 & 41)
- Role Stagnation (RS- Item no.2,12,22,32 & 42)
- Role Expectation Conflicts (REC- Item no.3,13,23,33 & 43)
- Role Erosion (RE-Item no.4,14,24,34 & 44)
- Role Overloads (RO-Item no.5,15,25,35 & 45)
- Role Isolation (RI-Item no.6,16,26,36 & 46)
- Personal Inadequacy (PI-Item no.7,17,27,37 & 47)
- Self-Role Distance (SRD-Item no.8,18,28,38 & 48)
- Role Ambiguity (RA-Item no.9,19,29,39 & 49)
- Resource Inadequacy (RI-Item no.10,20,30,40 & 50)

The scores for each role stress dimension ranged from a minimum of 0 to a maximum of 20 and total scores ranged from 0 to 200, as the scale has ten dimensions and each dimension has five statements. Also a pilot testing was done with 50 employees of IT
employees to test reliability of the instrument. The internal consistency reliability coefficients for scale shows high level (.96) due to which no changes were done in instrument for the study.

b) Role Efficacy: Role Efficacy scale developed by Prof. Udai Pareek (1986) was used to determine Role Efficacy of the respondents. It is a structured instrument consisting of 20 triads of statements. Every statement has three options (a, b and c). Respondents have to select one among them. There are two statements for each dimension of Role Efficacy and the scoring pattern (+2, +1, or -1) is followed. The ten dimensions of Role Efficacy are as follows:

- Centrality (C-item 1&11)
- Integration (I-item 2& 12)
- Proactively (PR-item 3&13)
- Creativity (CR-items 4&14)
- Inter Role Linkage (IRL-item 5&15)
- Helping Relationships (HR-item 6&16)
- Super Ordination (SU-items 7&17)
- Influence (INF-items 8&18)
- Growth (GH-items 9&19)
- Confrontation (CONF-items 10&20)

Also a pilot testing was done with 50 employees of IT Company to test reliability of the instrument. The internal consistency reliability coefficients for scale shows high level (.81) due to which no changes were made in instrument for the study.

3.6.4 Data collection

Data was collected during the year 2015, recorded, and analyzed by the researcher. The Career and Psychosocial Mentoring Functions Instrument, along with Organizational Role Stress and Role Efficacy Scales were distributed to the IT company employees in Delhi/NCR. Respondents were selected randomly for the
same. A cover letter explaining the study was also attached with the survey. For collecting the data, respondents were contacted personally as well through email. A Google form was also created to expedite the process of data collection. Various IT firms were also visited by researcher for collecting the data in Delhi/NCR.

a) Primary data collection

Primary information was gathered from the respondents through survey. The Survey was divided into four parts. In the study, the data was collected from employees (mentee) working with IT firms in Delhi/NCR, India on Role Efficacy Scale (Pareek, 2004), Organizational Role Stress scale (Pareek, 2004) and Mentoring instrument.

b) Secondary data collection

Literature review on the Epic Bhagvad Gita was used as the qualitative information. Different versions of Bhagvad Gita written by different authors were studied for this purpose.

3.6.5. Data analysis Tools

Content investigation was utilized as a technique to evaluate the subjective information for the first phase of the research. Researcher has examined the written documents for the same. Content investigation is frequently used to dissect composed, verbal or visual correspondences (Elo and Kyngas, 2007).

For the second phase of the study to assess the validity of Instruments, a pilot study was done on the sample of 50 respondents. Factor analysis was also carried out. Based upon the results in Mentoring instrument number of statements were reduced into 20 statements.

Cronbach’s alpha, a measure for testing the internal consistency or reliability (Cronbach, 1951) was computed for each set of Scale. An independent sample test was used to compare the means of both the groups of respondents (Mentored and Non-Mentored) for examining the hypothesis of the study. It compares two groups of different sample size on a dependent variable to determine if significant differences exist between mentored and non-mentored groups. Regression model was used for
further analysis to examining the relationship of variables. Regression investigation is a measurable procedure for assessing the connections among variables.

To analyze the data Amos 21 and SPSS 22 software were used. Path analysis has been also done in the study to examine conceptual model proposed by researcher. Comparative fit index, Root Mean Square Error of Approximation, Goodness of fit index and CMIN (minimum sample discrepancy) have been analyzed to check the model fit in the sample.