ABSTRACT

In the last two decades, the workplace has dramatically transformed; rapid technological changes and globalization have intensified the decoupling of individual careers from the organizations, putting more emphasis on individual development by fostering change in the style of working as well as aligning organizational objectives with individual objectives by the way of enhancing role clarity and attainment of objectives hence, creating the need of mentoring. A vast literature exists on various facets of Mentoring but there is a dearth of study which examine the role of mentoring in enhancing the Role Efficacy and reducing the Organisational Role Stress. Mahabharata, an unending source of spiritual wisdom and moral principles has been investigated by many philanthropists to extract the essence of various management concept. It is in this light, the present study is being made to review the past with a contemporary mind and extract impact of mentoring, by particularly focusing on the traits of Lord Krishna as a Mentor. Review of literature has shown that Mahabharata and Bhagvad Gita have not been explored for the Mentoring. Therefore the wide gap in the body of knowledge of Mentoring needs to be addressed. This apart, though the existing literature examines factors affected by mentoring in organisational setting but also examined their relationship. To fill these profound gaps in the body of knowledge, which has huge practical and theoretical implications, is the core motivation for the study. This study has been conducted in two phases.

In the first phase of the study, text of Mahabharata and Bhagvad Gita was analysed to get the insights of mentoring. The main focus of the study was on role of Lord Krishna as mentor in Bhagvad Gita. The second phase of the study examines the impact of Mentoring on Role Efficacy and Organisational Role Stress. Formal mentoring has been measured through mentoring instrument having 20 statements and 9 functions. Role Efficacy and Organisational Role Stress were measured through the scales developed by Udai Pareek. The reliability and validity of the instruments were adequately established. After the finalisation of the scale, the responses of the subjects were obtained to do the study. The data was collected from IT company employees in
Delhi/NCR. Collected data was then analysed using SPSS 19 and AMOS with appropriate statistical tools like regression analysis, independent sample tests and path analysis were used. The results of the study provided extremely important and interesting insights into Mentoring in organisational context. The findings of the study well establish Krishna as a mentor. The Study concludes that the traits used by Krishna as a mentor for mentoring plays significant role in improving the organisational effectiveness. The results of the study also reveals that mentoring has significant impact on Role Efficacy and Organisational Role Stress. Mentoring is positively and strongly associated with Role Efficacy whereas it is negatively but positively related with Organisational Role Stress. This study has added to the growing body of research on mentoring by generating a new model of the same. Therefore, this study helps establish a foundation for implementation of various mentoring practices which are perceived important for the mentee, especially in Indian context. Limitation of this study is that the findings cannot be generalized therefore, provide opportunities for further research. Moreover, the sample included only IT company employees. Another limitation is that the study is restricted to Delhi and NCR region hence, the data is not representative of a wider population. Further research may expand the scope in terms of sample size as well. Model proposed in the study for the corporates may also be tested to examine the applicability of the same.