There are several mentoring insights which can be mined from the knowledge contained in the great epic Mahabharata. It is found that there are various instances in the Mahabharata, wherein mentoring has been used in several ways. After the study of numerous relationships of mentoring, Krishna has been identified as a great mentor wherein he mentored numerous important characters of Mahabharata. There are many insights that can be drawn from the role of Krishna in Bhagvad Gita pertaining to Mentoring. The findings of the first phase of the research are relevant for organizations today, as the competition for retaining talented employees requires organization to invest more in mentoring. Arjun was in a situation of dilemma, where Krishna intervened as a mentor and directed him towards the action. Krishna’s teaching helped him to resolve his conflict which improved his role efficacy and reduced his stress. Krishna, his friend and philosopher, intervened and gave him wisdom that steered him to action. Lord Krishna's teachings to Arjun displayed that all the conflict that exists in our mind can be resolved through proper Mentoring. The study concludes that Krishna has following traits as a mentor:

1. A good friend
2. A counselor
3. A motivator
4. A effective communicator
5. An empathizer
6. A good teacher
7. An experienced person
8. A good learner
9. A visionary
10. A strategist
In this era of various complexities, due to fast changing business environment, mentor - mentee relationship has become important at every stage of life and career. Everyone requires a mentor to direct professional as well personal life in their difficult situations in the same manner as Arjun needed. In Bhagavad Gita, Krishna gave a message to Arjun and to the general world how as to how one can assist other people in the situations of dilemma through the mentoring. Therefore, the study concludes that the traits exhibited by the lord Krishna as a mentor in Bhagavad Gita are relevant in today’s context.

In the second phase of the study, impact of mentoring was examined on the Role Efficacy and Organisation Role Stress of employees in IT companies. For assessing the mentoring effectiveness, the study has used career and psychosocial functions of the mentoring. Career mentoring consists of Sponsorship, Exposure & visibility, Coaching, Protection/Politics and Challenging assignment as supports for the mentee. Whereas, psychosocial mentoring consists of Role Modeling, Acceptance /confirmation, Friendship and Counseling as a support for the mentee. The findings of the present research show the relevance of mentoring in the organizations. Mentored employees have high Role efficacy than the Non-Mentored employees. The study proves the relevance of the mentoring in improvising the Role Efficacy of the mentee. This study found out the level
of Organizational Role Stress of Mentored and Non-mentored employees. Findings displayed that Non-mentored employees have high Organizational Role Stress than mentored employee. The impact of career and psychosocial mentoring was individually examined on Organisation Role Stress and Role Efficacy.

The study concludes that career mentoring plays vital role in improvising the Role Efficacy level of the mentees. It was found that career mentoring have negative and strong relation with the Organisational Role Stress. Therefore career mentoring leads to the reduction in Organisational Role Stress This function of mentoring also decreases the level of Organisational Role Stress of the mentees. Results of the research conclude that mentee look for a good friend in their mentor for increasing the Role Efficacy and reducing the Organisational Role Stress. The study also conclude that exposure and visibility also have high impact than the other supports of mentoring.

The study proves that psychosocial mentoring has significant impact on Role Efficacy. The study also discovered that out of nine functions of mentoring, friendship, exposure/visibility and counseling play an important role in improvising the RE index of mentees. The study concludes that psychosocial mentoring has significant impact on Organisational Role Stress. Friendship and exposure/visibility are important variables in case of Organisational Role Stress as well. The study conclude that friendship has significant impact on Organisational Role Stress and Role Efficacy. Friendship in mentoring is important to have an open detailed discussion with mentor in order to analyses the situation and opportunities well. Both the phases of study points that, mentoring plays a very important role in increasing the level of Role Efficacy, and decreasing Organisational Role Stress.
Chapter 8: Conclusion

118

Figure 7: Impact of Mentoring
Figure 8: Mentoring Functions- Activities Mentor Perform in Each Function – Skills and Traits required for the Activities
The Study concludes that the traits used by Krishna as a mentor are still applicable in organisation context and can help a mentor in the process of mentoring his/her mentee for mentoring plays significant role in improvising the organisational effectiveness. All the traits required to perform the functions of mentoring are similar to the traits of Krishna stated in the study.

In essence it is imperative for organisation to rethink and reframe the model of mentoring to attain its positive outcomes in the IT companies. Also, companies should identify the need and interests of employees to achieve their career goal and psychosocial satisfaction as this is the win-win situation both for employee & organisation. On the other hand, mentoring program provides a next level satisfaction to mentors also it is mainly because of fructification of their efforts into positive outcomes such as better growth & development of their mentee. Organizations can also revise their mentoring model for more effective mentoring given in this study.

8.1. Proposed Mentoring Model Structure

Based on the results, researcher developed a flexible mentoring model format to help mentee and mentor. This model does need gap analysis and allows mentee to choose his/her preference and see how he/she is placed currently. According to selected preferences, model suggests mentor names and similar type of mentees. It also provides some standard suggestions to mentees in order to make his/her mentoring program successful.
These suggestions also provide reference and context from Krishan and Arjun’s discussion in Bhagvad Gita. It helps building confidence of mentee on mentoring program. As a result of it that mentee can participate actively in the discussion with positive attitude as “good start is half the battle won”.

<table>
<thead>
<tr>
<th>Mentoring Parameters</th>
<th>Importance</th>
<th>Mentors</th>
<th>Mentees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assigning challenging tasks</td>
<td>Important</td>
<td>Abc1</td>
<td>Xyz1</td>
</tr>
<tr>
<td>Coaching</td>
<td>Important</td>
<td>Abc2</td>
<td>Xyz2</td>
</tr>
<tr>
<td>Exposure/visibility</td>
<td>Average</td>
<td>Abc3</td>
<td>Xyz3</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>Most Important</td>
<td>Abc4</td>
<td>Xyz4</td>
</tr>
<tr>
<td>Politics/Protection</td>
<td>Average</td>
<td>Abc5</td>
<td>Xyz5</td>
</tr>
<tr>
<td>Acceptance/confirmation</td>
<td>Average</td>
<td>Abc6</td>
<td>Xyz6</td>
</tr>
<tr>
<td>Counseling</td>
<td>Average</td>
<td>Abc7</td>
<td>Xyz7</td>
</tr>
<tr>
<td>Friendship</td>
<td>Most Important</td>
<td>Abc8</td>
<td>Xyz8</td>
</tr>
<tr>
<td>Role modeling</td>
<td>Most Important</td>
<td>Abc9</td>
<td>Xyz9</td>
</tr>
</tbody>
</table>
There are nine key functions of mentoring parameters based on the research study. User can select the importance level based on his/her preference and current role requirements. This is need based analysis and can be adjusted with various combinations to achieve the desired goal. Mentoring Functions are rated most important, important, average, least important and not important.

According to selection of mentoring function’s rating, key mentor name will be displayed and user can choose or interact with these suggested people. However, these would not be the only person who can act as a mentor. Also, it shows the other employees who have selected the same individual parameters.

Figure 11: Quadrant Analysis of Model

In quadrant analysis, it shows the position of user at selected parameter importance. User can make adjustment in the importance to get the desired position in terms of stress and efficacy. The matrix show the stress and efficacy both for comparison purpose. Ideally, stress should be lesser than efficacy. Based upon the quadrant analysis mentor can design the strategies to mentor that mentee. For example in case mentee has high stress and low
Role Efficacy. Mentor can design the strategies to reduce the stress such as counseling and open discussions.

The suggestion box shows some standard suggestions to user in order to make mentoring program successful. These suggestions also provide reference and context from Krishan and Arjun discussion; As Arjun had confidence on Krishna which led to open discussion. Open discussion gives opportunity to share the thoughts freely and helps mentee to build confidence on mentoring program.

It shows the comparative matrix for nine mentoring parameters divided into career and psychosocial category. User can compare where he/she is at stress level in comparison to other parameters. It shows the weights according to mentoring and stress correlation observed in the study. For example the mentee is not getting proper visibility and exposure in the organization; model will show the high stress in the area of exposure and visibility. This will help mentor to again deciding strategies for that mentee.
It shows the comparative matrix for nine mentoring parameters divided into career and psychosocial category similar to importance – stress matrix. However, importance scale is reversed as ORS has negative correlation with mentoring and RE has positive correlation with mentoring. User can compare where he/she is at stress level in comparison to other parameters. It shows the weights according to mentoring and RE correlation observed in the study.

Proposed model has been made on only two variables (Organizational Role Stress and Role Efficacy). As Review of literature shows that Mentoring has significant impact on other variable also such as Job Satisfaction, commitment, Self- Efficacy and gender i.e. these variables can be incorporated in the model for getting the more effective mentoring. Demographic characteristics of mentee and mentor may also be incorporated in the Model. It also supports the insights drawn from Bhagvad Gita. All the nine functions taken in this study can be performed effectively and efficiently through the traits possessed by Krishan as a mentor in the Bhagvad Gita.