Mentoring an Approach towards Employee Development in Shikhar Food Products a Small Scale Industry in Dehradun

Vikas Aggarwal*

Management Faculty and administrative officer, Graphic era deemed to be University, Dehradun, Uttarakhand, India

Abstract: The purpose of the research is to discover answer to questions through different modes or procedures. The main focus of the research is to come out with truth which is hidden and has to come out. Every research has own objective and conclusion and my research is to find out now mentoring helps in employees development and growth.

It is a part of personnel management & development since back the civilization started. And to attain the organizational excellence it is very important to understand that it is all humans and their behaviors (Luthans, 1995) that runs the organization to grow and survive, in the same manner the employee inside the organization has to grow, prosper, survive and develop himself/herself. And for this the organization needs a different counselling department, anthropologist department, grievance department and mentoring department. (Sikka, 1995)

The mentoring means to bring the motivation in the employees so that they can be ready to accept the changes, challenges that are coming internally and externally in the organization. (Shama, 1998)

The employees development in the simple words can be called as empowering. (Cottron, 1993)

This means when in the organization there are chances, opportunities, proper training than employee become more confident, self-aware, self-motivated and are ready to take initiatives. (Venkatapathy, 2000)

The mentoring means helping employees to understand their behavior, attitude perception, value and learning so they can be more refined and polished. (McGregor, 1976)

The employee development is directly proportional to the organizational development to the organizational development as both are the living organism. If we compare closely we find that organizations do not remain same over a period of time.

As a matter of reality in the same manner the employee will not remain same always. Either they will grow or will became stagnant. So in all cases the emphasis should be on adapting new technology, changes, competition, retaining good employees and give training to them so that chances of development may exist. Because it has been seen that without development the org and the employees both will die. (Coch & French, 1948)

These are various steps which can be implemented while mentoring to develop employees (Monappa & Saiyadain, 1995) first the mentor has to identity the development need of the employees and then has to make all programmes related to the needs. (Hamblin, 1974)

And finally take the feedback to evaluate the outcomes of the employees and keep on revising and analyzing till the objective gets accomplished.

INTRODUCTION

"Like carnivorous needs meat"

"Herbivorous needs herbs"

"Omnivorous needs both"

In the same way: The human needs society." This society in the professional terms can be called as an organization, where individuals work and behave. And this behavior of every individual in the organization matters as every employee has a different behavior, so it becomes important to understand that understanding their behavior become the first criteria to extract the best and max contribution from them and so at the same time will help in developing them in improving their skills. And this is precious for both i.e. for the organization development and as well as human/employee development. And for this the organization has to develop the assessment center where all excellent mentors will sit and will guide the employees for their growth & development (Whyte, 1956)

The approach of mentoring is very good and constructive when it comes to employee development. As this approach gives employees safety, healthy working conditions, opportunity, growth, security total ute space, social relations, and rule of law. And hence this improves their quality of work ute. (Cohen & thal, 1980) and develops them to participate in order to accomplish the organizational objective.

Company Profile

Hit samiti is a non-government and non-profitable organization establishment in year 2002.Engages in the productions and processing of fruit and vegetable from Himalayan natural raw fruit. Our organization has various semi processing center engaged in semi processing and preservation activities in different Districts of Uttarakhand.

Year of Establishment	: 2002.
Legal Status	: Individual
Nature of business	: Manufacturer
Number of Employees	: 25-50

Turn over : US $ 0.25-million or Rs. 1-4 crore App.

Mr. S.P. Nautital
Chairman

LITERATURE REVIEW

- Tata review "The Tata management training centre" Poona, Volume 1, Number 4, December 1965"
- CB Memoria-"Personnel management", Himalaya Publication, 1996.
- Leon C. Megginson "Personnel and HR Administration", Richard D. Irvin, Homewood, 1977.
- Dale S.Beach "Personnel", MacMillan Publication, 1965.
- Bishwajeet Pattnayak, "Human Resource Trainng",Sutan Chand, 2003.
- Peter Drucker, "Managing for future", Butterworth-Heinenmnn, London, 2000.
- Mentoring processes and relationship development (Noe, Greenberger & wang 2020).
- Mentoring a HRD too (Herzlett & Gibson, 2005).
- Rogers Martin "How successful leaders think" Harvard business review (June, 2007).
- M.Bhaskhar Rao "Attracting Talent" study @ICFAI(October2007).
- Mentoring. University of Washington – center for Instructional Development and Research. A brief tabular summary of suggestions for mentor and mentees on how to get the most out of mentoring relationship. From CIDR Bulletin, 4, 2001.

Research Objective
- To find out how mentoring helps in employees development and growth.
- To understand the gap between the desired knowledge level and the present level of employee.
- To understand the various places where the intelligence of the employees regarding mentoring is not correct.
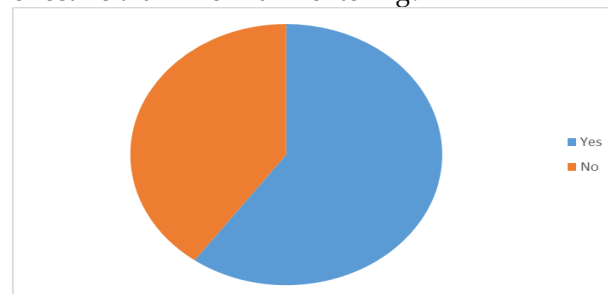
Sampling Technique used in my survey-
- Non probability/convenience sampling we have used in our survey.
- Sample Size
- The sample size used for our survey is 50 employees**.**

DETAILED EXAMINATION

The analysis of the project begins with analysis of each question.

Q1. Do you find formal mentoring more effective than informal mentoring?


As per the analysis it is clear that employees believe more in formal mentoring as compared to informal mentoring.

Q2. The autonomy should be given to the subordinate if he or she wants to change the mentor?
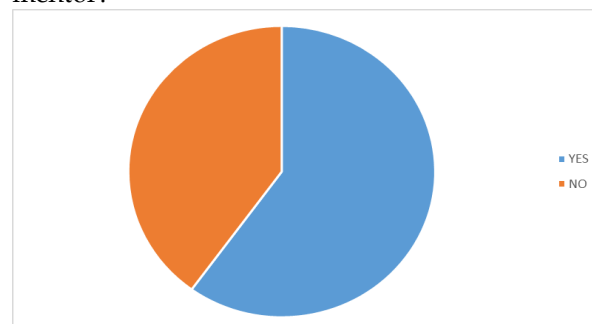
Most of the employees are with the opinion they should be given freedom to change their mentor.

Q3- if in a formal mentoring you are bound to a person you are not compatible with will you leave?
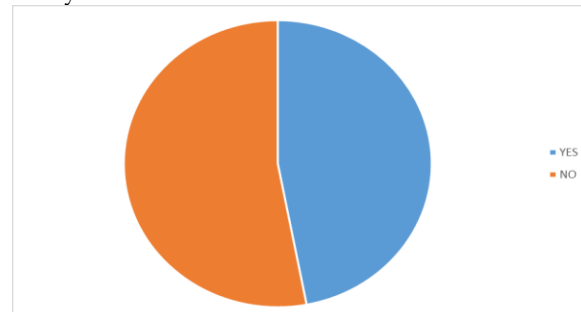
People are still of the view that a senior is a person that needs to be followed each time. That's why only 47% people are in favour of leaving a formal mentoring if there is no

compatibility between him and his senior and 53% are against it.

Q4- Do you feel that it makes a differences if your mentor is of opposite gender?
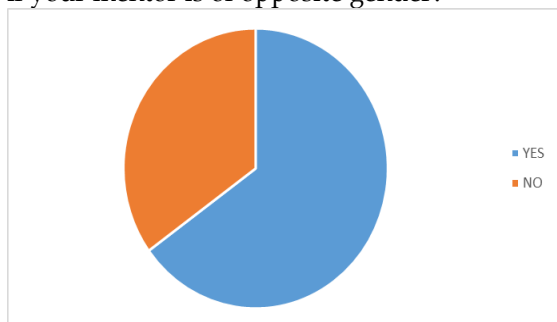

65% of employees are with the view that it will make a difference to them if their mentor is of opposite gender. According to them they will be more comfortable with a mentor of similar gender.

Q5. Do you think that females are better mentor to their subordinates?
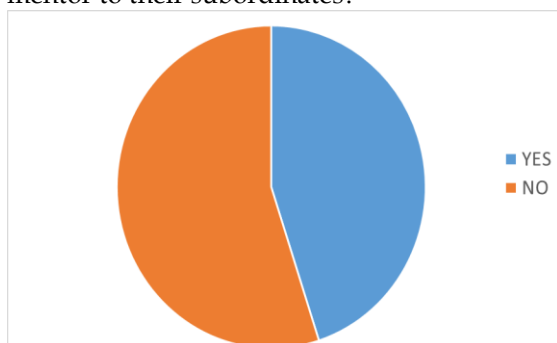
Maximum number of employees believes that females are not better mentor to their subordinates.

Q6- Only senior can be mentors?
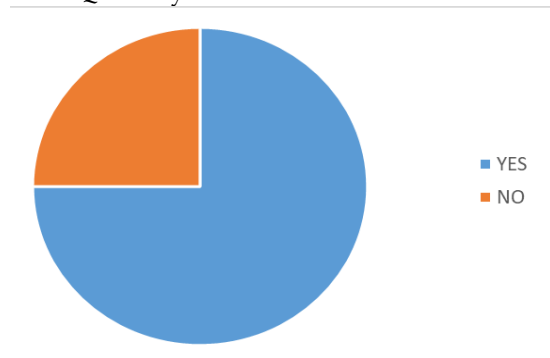
75% of employees are with a view that only seniors can be mentors, as they are much more experienced and learned as compared to others.

Q7- Any space should be there between the mentor and the mentee to reverse mentoring?
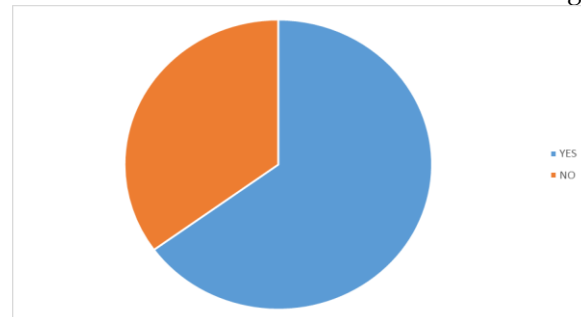

Most of the people say that there is a provision of reverse mentoring between them and their mentor.

Q8- Mentoring is directly proportional to the development and the growth of the employees?
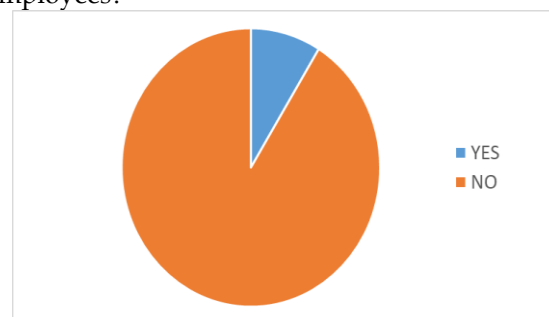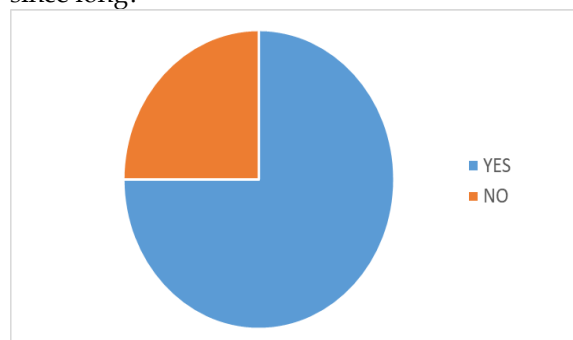

Most of the people believe that mentoring plays a important role in the growth and development of employee.

Q9 – will you be able to work with a mentor very good in his domain but less interactive with you?
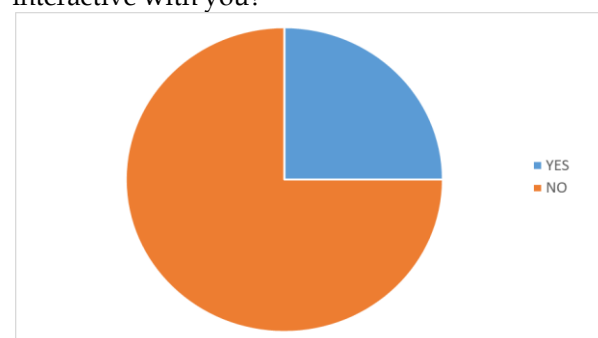
Most of the employees are with a view that they will be not able to work out with a mentor very good in his domain but less interactive with them.

Q10- Do you accept that mentoring through given hyped nowadays but it was existing since long?

Yes, most of the people accept that mentoring through given hyped now a days but it was existing since long.

FINDINGS
- Still the awareness level of people is not up to the marks regarding mentoring.
- Protégé are still living in the world of following commands rather than becoming receptive to the knowledge imparted to them.
- Gender is still a major point of concern for people.
- Mentoring is still perceived as an upside down phenomenon by people.

Limitation of the Study
There will be following limitations of study.
- The time was limited.
- People are having little knowledge about the mentoring concept.
- Data collection might be subjected due to personal preferences of different employees.

Employees
- Employees do not have any idea about their future goals.
- They do not want to disclose their whole life planning.
- Gender biasness is there as all the respondents are male.

CONCLUSIONS
- Respondents are aware of the basic concept of mentoring in majority but still a major portion need to be educated.
- They generally get confused between coaching and mentoring as they perceive the work of mentor to guide them.
- Gender related questions are still not getting fare responses as the respondents are all male.

Recommendations
- There should be a conductive environment prevailing in the organization for learning.
- Before practicing mentoring, people should be made aware about it.
- Small scale training program should be held for initial understanding of people.

REFERENCES
1. Coch, L., & French Jr, J. R. (1948). Overcoming resistance to change. *Human relations*, *1*(4), 512-532.
2. McGregor, D. (1976). *The Human Side of the enterprise*. McGraw Hill, New York.
3. Venkatapathy, R. (2000 July). Empowering people for success. *Indian Management*, 67.
4. Sikka, S. K. (1985). Management training evaluation. *Indian Journal of Industrial relation, 20*(4), 491-497.
5. Luthans, F. (1995). *Organizational Behaviour* (7th Ed. Pp. 15). McGraw Hill, New york.
6. Kurt Lewin, 1947, Pages 5-41.
7. R.A.Sharma, 1998, Pages 287.
8. Hamblin, A. C. (1974). Evaluation & control of training. McGraw Hill, New york.
9. Cohen, R., & Rosenthal, E. (1980). Should union participate in quality of work life activities? *The Quality of work life-the Canadian scene*, *1*(4), 7-12.
10. Whyte, W. H. (1956). *The organizational man*. Doubleday New York.
11. Monappa., A. & Saiyadin, M. S. (1996). *Personnel Management* (2nd Ed. Pp.331). Tata McGraw Hill, New Delhi.
12. Mamoria, C.B. (1996). Personnel management. Himalaya publication (pp. 853). N.D.
13. Tata Review, (1965). The Tata Management Training Centre, 1(4), 3.
14. Beach, D. S.(1965). *Personnel* (pp. 583). Himalaya Publication, New York.

QUESTIONNAIRE
Q1. Do you find formal mentoring more effective than informal mentoring?

Yes

No

Q2. The autonomy should be given to the subordinate if he or she want to change the mentor?

Yes

No

Q3- if in a formal mentoring you are bound to a person you are not compatible with will you leave?

Yes

No

Q4- Do you feel that it makes a differences if your mentor is of opposite gender?

     Yes

     No

Q5. Do you think that females are better mentor to their subordinates?

     Yes

     No

Q6- Only senior can be mentors?

     Yes

     No

Q7- Any space should be there between the mentor and the mentee to reverse mentoring?

     Yes

     No

Q8- Mentoring is directly proportional to the development and the growth of the employees?

     Yes

     No

Q9 – will you be able to work with a mentor very good in his domain but less interactive with you?

     Yes

     No

Q10- Do you accept that mentoring through given hyped nowadays but it was existing since long?

     Yes

     No