

Cross Gender Mentoring For Achieving Sustainable Development in the Regime of Make in India

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Abstract: Achieving Sustainable Competitive advantage in a highly competitive environment where our country is integrated with the Global Market is on the priority of any business entity in the present context. Producing the products and services of global standard with its uniqueness in its quality, utility and delivery of value satisfaction to the end user. To address the issue of reaching the global standards in terms of adopting the manufacturing process and inculcating the state of art technology for enhancing the production capacity and new possibilities of manufacturing and distribution of goods and services. Make in India can be considered as a unique opportunity for the Indian business men to raise to the level of Global Market. Through this concept, the domestic firms can get optimum benefit in terms of sales, profits, market share, and creation of employment, and a host of indirect advantages. To sustain in the long run, a focused objectives with clear cut action plan is required. Hence, CGM can be used as one of the tool to motivate the work force to work on the goals of the organization and contribute for the better performance. The practical difficulties in the implementation of CGM should be sorted out at the initial stage to have conceptual clarity and practical workability. A mixed blend of CGM and MII can bring a very positive change in the lives of the people of this country and the economy.

Keywords: Make In India, Cross Gender Mentoring, Sustainability, Globalization, Domestic Firms, Competitiveness.

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I. Introduction:

In this globalized and competitive economy the importance of mentoring is playing a vital role. This subject focuses on the specific problems related to mentoring because the outcomes of this area are very limited. Today men and women treated equally in all the sectors, but still certain differences cuts the growth and development of both the genders. Since there is very much need in the development of manufacturing sectors to overcome the problems of competitiveness the cross gender mentor helps to achieve sustainability.

Make in India is a dream of every Indian so that we can have a self dependent , sustainable , competitive, and stable economy which helps to improve the standards of nation.

Achieving Sustainable Competitive advantage in a highly competitive environment where our country is integrated with the Global Market is on the priority of any business entity in the present context. Producing the products and services of global standard with its uniqueness in its quality, utility and delivery of value satisfaction to the end user. To address the issue of reaching the global standards in terms of adopting the manufacturing process and inculcating the state of art technology for enhancing the production capacity and new possibilities of manufacturing and distribution of goods and services.

In this direction, the organizations of present age are striving hard to come out with advanced methods and techniques where the capacities of individuals and teams can be synchronized for achieving the optimum results. Of late the management gurus have realized that the one-to-one mentoring is considered to be one of the best practices for bringing transformational change and in turn the net effect in terms of production, sales, profit, market share, etc.,

The increased participation of women in the workforce has led to new possibilities and problems as well at the work place. To motivate the employees at work place several traditional and modern techniques are evolved and adopted. However, the Mentoring is considered to be very useful motivational tool, specifically, where a particular protégé has to be guided, monitored and helped on specific issues. Mentoring across genders is a common phenomenon in an organizational set up. Cross Gender mentoring has serious implications on the performance of the individual as well as the organizations. The published research review on the cross gender mentoring establishes that this concept has a very positive bearing on the sustainable performance of the organizations in the long run.

Cross gender mentoring as a concept and practice is at its developmental stage. Several dimensions on this concept are yet to open for its utility. Hence, the researcher has made an attempt in this paper to address the issues pertaining to the cross gender mentoring and its implications on achieving sustainable competitive advantage in the regime of make in India.

II. Review of Literature:

The Study and analysis of the published research works revealed that there are hardly a few studies conducted on mentoring and its impact on achieving sustainable competitive advantage. Specially, the researcher is surprised to note that there were no specific studies on the impact on cross gender mentoring on achieving the sustainable competitive advantage. A few significant studies the researcher has come across are briefed below.

Although the mentoring literature has proliferated within the past three decades, very little work has been done on the theoretical foundations of mentoring Zagumny (1993). This paper uses Bandura's (1977) Social Learning Theory and Social Cognitive Theory as the broad explanatory base to address the mentoring phenomenon and the difficulties that are unique to women in mentoring relationships.

Bandura's (1977) Social Learning Theory and Social Cognitive Theory serve as the theoretical foundation for mentoring because it is based on the tenet that humans can learn by observing others. According to Bandura (1977), a large proportion of human behavior is learned through observation. By observing others, an individual can develop an approximate sense of appropriate behaviors and how to perform them. In many respects, senior managers who are mentors model desired corporate behaviors so that their young developing protégés can directly observe and learn those behaviors in a mentoring environment without making grave or career ending mistakes. Additionally, social cognitive theory provides a solid foundation for explicating mentoring's role as a socializing process aimed at the personal and professional development of protégés. Louis (1980) defines socialization as a process wherein an individual or employee learns to value the norms, expertise, expected behaviors, and social knowledge essential to assuming an organizational role and functioning as an organizational member. The work of Kram (1985) and Levinson et al. (1978) have illustrated the effective use of modeling, a component of social cognitive theory in teaching work-related interpersonal skills to developing managers. These behaviors of modeling and vicarious reinforcement form the basis of Bandura's (1977) Social Learning and Social Cognitive Theory and are encouraged as important modes of learning in mentoring relationships.

Organizations design employee development programmes with the mutually beneficial purpose of helping them understand the vision of the organization, share the core corporate values and culture to ensure that through mutually productive ways both the employee and the organization may be able to contribute to each other's well being (Gerbman, 2000; Kottke, 1999).

III. Statement of the Problem:

Make in India is in news. Everybody from a lay man to a successful entrepreneur is discussing about the different dimensions of make in India. To explore the production and marketing possibilities in international market in the regime of make in India, and to make use of this great opportunities and the facilities and various schemes offered by the central government, the organizations should improve its competitiveness and raise to the standards of the Global Market. Hence to grab the competitive advantage in a changed scenario, it is high time that the domestic organizations should change its style of working and adopt innovative techniques and methods which can motivate its work force to contribute their best for achieving optimum level of performance and results. With this background, The Cross Gender mentoring is adopted by many corporates both at manufacturing and services sectors in the country from a recent times. In the changed situation, the CGM can be used as a float to materialize the opportunities offered in the New Age i.e, During the Make in India regime. Hence an attempt has been made by the researcher to address the issue of achieving the sustainable competitive advantage in the regime of make in India and the same has been appropriately titled as "**Cross Gender Mentoring for Achieving Sustainable development in the regime of Make in India**".

Objectives of the Study:

The basic objectives of this technical paper are:

- To analyze the issues pertaining to the cross gender mentoring in achieving sustainable competitive advantage.
- To examine the relevance of cross gender mentoring in achieving the sustainable competitive advantage in the light of make in India concept.
- To summaries the findings, conclude and offer valid suggestions.

IV. Scope of the Study:

The scope of this study is confined to the analysis of the impact of cross gender mentoring on achieving sustainable competitive advantage. The data is collected using a structured pretested questionnaire. The data is collected from 50 respondents, of them 25 are mentors and remaining 25 are protégés. Further the study is

confined to manufacturing sector and the units are located in Bangalore city. Five multinational companies are selected for the purpose of data collection. The paper does not address any other issue.

V. Research Methodology:

This present study is Exploratory in nature. The study is based on both primary and secondary data. The primary data is collected using a pre-tested structured questionnaire. The data is collected using simple random sampling techniques. The convenience sampling technique is adopted for selecting the sample manufacturing units. Primary data is collected from 25 Mentors and 25 protégés working in 05 different manufacturing units situated in Bangalore city. The secondary data is collected by referring the journals, magazines, research reports, etc., The Data is analysed using percentages, Averages, 5 points Likert Scale for the purpose drawing inferences and conclusions.

VI. Discussion:

Based on Data analysis, the following major inferences are drawn.

Opinions of the protégés are presented below:

- Most of the protégés are comfortable with the cross gender mentoring process. Nearly 80% of the respondents are of the opinion that they can perform better in the regime of make in India and contribute in a better way for attaining the sustainable competitive advantage through cross gender mentoring.
- Majority of the respondents are of the opinion that the cross gender mentoring is an appropriate platform for them to learn informally, which are not possible for them to learn through formal methods.
- It is also evidenced that cross gender mentoring helps to reduce the employee turnover and the retention rate is improved.
- Through cross gender mentoring the performance of the employees is improved.

Opinions of the Mentors are presented below:

- For management CGM is the effective tool for increasing the productivity and overcome the differences between employer and employees.
- The 70% of the respondents are of the opinion that cross gender mentoring also helps in improving the overall personality of the employees.
- Nearly 76% of the respondents revealed that the CGM encourages bridging the Knowledge & skill gap between the different cadres of the employees.
- A predominant segment of the respondents opined that they are also learning in the process of mentoring and the sharing of knowledge with their protégés would help them to update themselves in handling various performance related issues.

VII. Findings of the Study:

The Major findings of the study are presented below:

- It is found that the Concept of CGM is going to be a key component for achieving sustainable competitive advantage in the regime of Make in India.
- It is evidenced from the study that the young as well as experienced work force of this country is looking at make in India as a lucrative opportunity for them to shape their careers as well the performance of their organizations.
- There would be better opportunities for women employees in the regime of make in India. Hence, there is a wider scope for CGM in the days to come.
- Women with right level of knowledge and skill, the CGM is going to be a float to reach to the expectations of the employers and contribute for the sustainable growth and development in a highly competitive corporate environment.
- With CGM in the regime of make in India, it is being forecasted that the Balance of Payments position of the country would be further improved. As the performance at the individual level, organizational level and at the country level is on the upward trend, the standard of living of the people of this nation would be improved.

VIII. Conclusion:

Make in India can be considered as a unique opportunity for the Indian business men to raise to the level of Global Market. Through this concept, the domestic firms can get optimum benefit in terms of sales, profits, market share, and creation of employment, and a host of indirect advantages. To sustain in the long run, a focused objectives with clear cut action plan is required. Hence, CGM can be used as one of the tool to motivate the work force to work on the goals of the organization and contribute for the better performance. The practical difficulties in the implementation of CGM should be sorted out at the initial stage to have conceptual clarity and practical

workability. A mixed blend of CGM and MII can bring a very positive change in the lives of the people of this country and the economy.

Suggestions:

The important suggestions for making the CGM as an effective tool for attaining a sustainable competitive advantage in the context of make in India are presented below:

- Though most of the organizations have understood the relevance of their existence in the era of make in India, but, there is a missing link between CGM and Achieving Sustainable Competitive Advantage in the new age. Therefore, it is suggested that the organizations should start working on bringing synchronization effect between these two concepts for ensuring maximum usage in terms of production and profitability and employment generation.
- CGM is not free from several limitations at the implementation level, but the utility of this Concept should be highlighted among the employee segments. The benefits derived from CGM should be made known to employees. The required systems & Procedures should be designed for effective implementation of CGM at grassroots level.
- CGM should be implemented in all the sectors like IT sectors where there are more issues related to gender. So that even the women employees can work equally and competently with men. which in turn helps the organization in providing the equality and in turn achieving the productivity.
- An effective implementation of CGM would enable the organization to cut down the cost. AS the CGM results in mutual learning and behavioural change, the entire task force would be pro-active. Hence, the HR of any organization would more focus.
- Better Industrial relations can be achieved through proper implementation of CGM in the MII regime.
- Healthy competition among the employees and healthy work environment can be created through execution of CGM at all levels in an organization.

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