

FUTURISTIC APPROACH TOWARDS FRAMING THE RELATIONSHIP BETWEEN SKILL GAP AND MENTORING

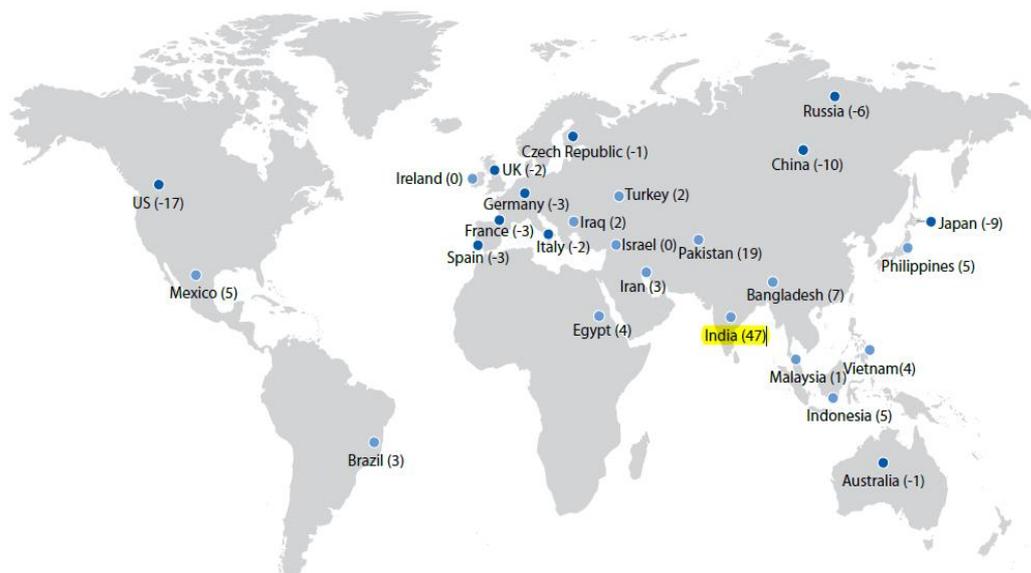
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Introduction

India and its manpower is again at the center stage of the world. This time though, it's not a predicament, but it is the source of hope to the so called 'aging' developed nations. With an expected population of 1.3 billion by 2020, 60% of which would be in the *working age group (15-59 years)* India is the powerhouse of the coming decade. According to a research by Boston Consulting Group, estimate is that by 2020 India will have a surplus of active population - about 47 million people.

Active population shortage and excess by 2020 (M persons)



Reference: Potential population is calculated as the number of people in the working age group (15-59 years) that each country will either be in shortage of or will have a surplus in 2020 assuming the ratio of working population to total population needs to remain constant to

sustain current levels of economic growth. Source: U.S. Census Bureau BCG Analysis. *The Boston Consulting Group (reference: The India skill report 2014)*

India will have the largest youth population by 2035 as a result of its favorable demographics and efforts have to be made by India to address problems related to skill development and secure safety nets to be able to reap this dividend effectively

Focus of the Study

Problem: India to achieve greater demographic dividend by working on its working age population

Year	Working age population (15- 64 years)	Youth(children) (0 to 14 years)	Old age (65 and older)
2015 (Dependency ratio)	52.5 %	38.94 %	8.56 %

- ❖ The **dependency ratio** is a measure showing the number of dependents, aged zero to 14 and over the age of 65, to the total population, aged 15 to 64. It is also referred to as the "total **dependency ratio**."
- ❖ **Demographic dividend means**, “the economic growth potential that can result from shifts in a population’s age structure, mainly when the share of the working-age population (15 to 64) is larger than the non-working-age share of the population (14 and younger, and 65 and older).” as per the definition by UNFPA- United Nations Population Fund.

I. Statement of the problem

Over the years, there is found gaps in actual skills of retail

Resource	Industry Image: Skill Gap in retail	Mentoring
International journal of retail & distribution management(cathy hart,2006)	Retail not considered long-term career choice, “last resort” or “stepping stone until something better comes along” (Store Manager, Multiple, Leicestershire	Retailing has to be a passion, motivation, and interested in fashion(Store owner , Multiple, Lincoln)

International journal of retail & distribution management(cathy hart,2006)	Youngsters think working in a clothes shop is just selling clothes it as an easy option (Store Manager, Multiple, Leicestershire) underestimate the skills required to perform the sales role	Don't just sell clothes, need to know fabrics and how they are made" (Owner/Manager, SME, Lincolnshire
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II. Objectives of the study

- ❖ To Understand the meaning and functions skill Gap
- ❖ To Understand the meaning, functions and contribution of mentoring
- ❖ To explore a relationship between a skill gap and mentoring

III. Research methodology

This paper presents a state of the art review of existing research, projects, and applications in the mentoring. The purpose of the review is to understand the need of mentoring to clarify the current conceptual practice in organizations and to study the future trend in this area. The emphasis of this paper is to briefly outline the methodologies. It also uncovers approaches to contribution of mentoring. In this paper an attempt is made to explore the information about the skill gap.

IV. Review of literature

A. Mentoring

- ❖ **Morena. Nkomo, and Wellington. Thwala (2013)** The study were undertaken to know the elements of youth mentoring, in the construction industry. the present study attempts to identify what constitutes an effective mentor from the perspective of construction professionals..
- ❖ **Boston Consulting Group(2006)**The present investigation has been done on Mentoring plays a role in developing creative thinkers to facilitate and cultivate innovation and provide climate for innovation.
- ❖ **Cathy Hart(2006)** This paper seeks to identify the skills gaps associated with retail employees in multiple retail companies, and to investigate the potential training and

business implications that arise from these skills gaps, from the point of view of retail employers

- ❖ **Rubow& Jansen (1990)** The present study shows human resource personnel in progressive businesses are opting to formally link junior and senior level executives in formal mentoring programs for career training and development purposes
- ❖ **According to the Council for Scientific Institute of Research** , research report in South Africa, indicated that the absence of mentors and mentoring is an impediment to progress, The young person is constructed as in deficit – lacking skills, appropriate socialization, lacking appropriate parenting and subject to peer pressure.
- ❖ **Kram (1983)** The study were undertaken to know the two broad categories of mentoring functions
 - ✓ **Career development:** career development functions focus on the protégé’s career advancement ,Sponsorship, Coaching, Exposure, Visibility, Protection providing challenging assignments.
 - ✓ **Psychosocial functions** :psychological support. whereas psychosocial functions help a protégé’s personal development by relating to him or her on a more personal level, Protégé’s sense of competence ,Clarity of identity, Effectiveness in the job through role modeling, Counseling, Friendship
- ❖ **By Luann Ricketts Gaskili: Determinants of mentoring**
 - ✓ Where there is Interactions between the junior (less experienced)and senior level executives, through scheduled meetings.
 - ✓ Enable the protégé to achieve work objectives and career goals Career and psychosocial benefits gained by the protégé.
- ❖ **By Raymond A. Noe:Determinants of mentoring**
 - ✓ Protégé skill learning, valuable counseling, coaching, and role-modeling functions for the protégé.
 - ✓ Facilitate personal development providing challenging assignments, guidance and counseling, and increased exposure

❖ **Burke, 1984:Determinants of mentoring**

- ✓ Mentor serving as role models

❖ **By Stephen Gibb(1999):The study was conducted on how to measure mentoring in an organizations**

- ✓ Targeting learners who “need” mentoring
- ✓ Defining mentor competency
- ✓ Selecting mentors who can provide help and support
- ✓ Matching mentors and learners skills
- ✓ Developing guidelines for meetings
- ✓ Providing training for mentors

❖ **Understanding type of mentoring existing in the organization by P. Nuankaew, P. Temdee**

- ✓ Task based mentoring,
- ✓ Experience based mentoring,
- ✓ Just in time mentoring,
- ✓ One to one mentoring,
- ✓ Team mentoring, and
- ✓ Formal mentoring.

B. Skill Gap

❖ **By Margaret A. Waller,199**

- ✓ Defining skill improvement issue of limit setting typically emerges early, as it is not unusual for mentors to have difficulty knowing when and how to set limits. For example, mentors initially may want to be available whenever their teens call. For example, if a mentor begins to feel like a taxi service, the mentor group might coach her to help the teenager learn to use public transportation rather than

providing the ride. This not only solves the transportation problem, but teaches a skill that fosters independence

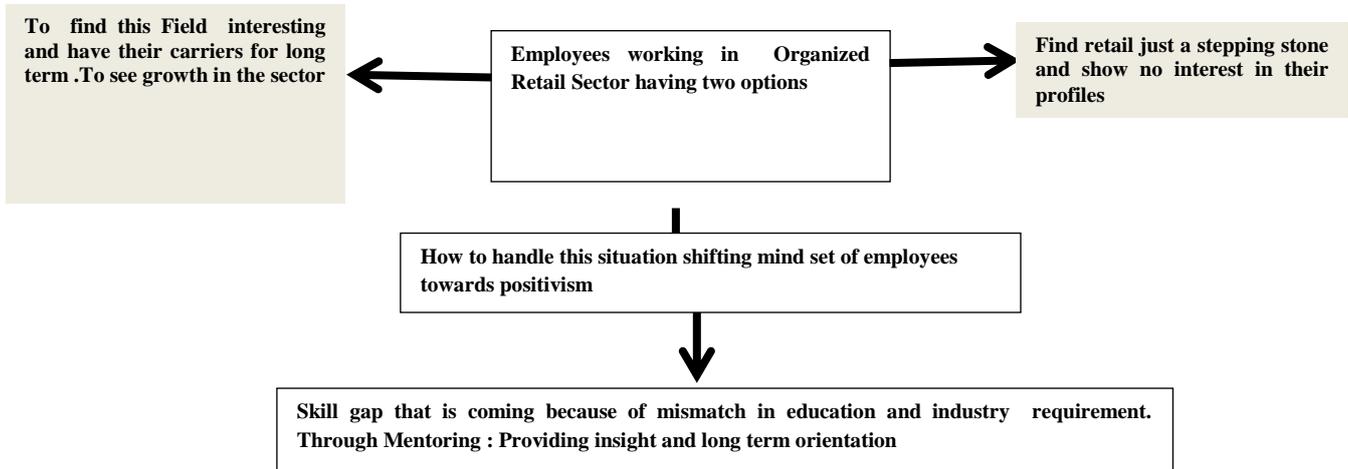
❖ **By Skillsmart Retail, 2004**

- ✓ Employers face considerable challenges in that, retail employs the highest proportion of part-time workers, suffers a higher than average staff turnover, and has a poor image as a career destination, particularly for well-qualified employees. Indeed, retailing has traditionally been “trapped in a low skills, low pay equilibrium”

V. Findings

It can be observed, little Research has examined the Relationship between skill gap and mentoring

Parameters	Identifying Skills Gaps in retail	Identifying Mentoring in Retail:
Meaning	Skill in retail sector <ul style="list-style-type: none"> ✓ Technical & practical skills customer handling ✓ Oral communication ✓ Problem solving ✓ Team working 	Mentoring as practise <ul style="list-style-type: none"> ✓ Mentoring in Retail Improvement in retention rates, ✓ Increased morale, decreased absenteeism ✓ Increase promotions
Need and purpose	Identifying <ul style="list-style-type: none"> ✓ Current skills ✓ Possible future skill 	Mentoring providing <ul style="list-style-type: none"> ✓ Knowledge transfer ✓ Leadership development ✓ Attribute to perform better



VI. Recommendations and suggestions

There is an urgent need of understanding skill gap in retail sector and providing a mentoring model to overcome the obstacles faced because of skill gap

Today retails are operating in highly competitive scenario; it is pertinent to note that they need to differentiate themselves from each other. The study explores career development through workplace mentoring in retail. Employees may find it difficult to move on and adapt to new functions without upgrading their skills. The strength and impact of mentoring on facilitating employee is also measured in the scope of this study. This study is relevant in the services sector, especially in the retail sector, which did not have any holistic work encompassing constructs of skills development, mentoring and career development. The findings and recommendations of the study are for retails in general and for organized retail in particular. It would help retail to work constructively towards increasing career development through workplace mentoring by investing in skills development and lifelong learning.

VII. Limitation of the study

Though the detail investigation is made in the present study, but it has got the following limitation:

- ❖ Time is one of the major constraint

- ❖ Lack of the knowledge and information on the part of the respondent is a major constraint
- ❖ The sample size of research is limited
- ❖ The area of study is restricted to Kapurthala city only

VIII. Conclusion and recommendation

From the literature reviewed we can conclude how mentoring can put some light to handle skill gap in retail sector. This relationship will further take the shape of providing a solution as a “mentoring” to a problem or a situation of “skill gap”. As a conclusion, the findings from the research indicate that Retail Industry internal problems have led to their high rate of skill gaps. The major factor that can be exposed from the interview session and the gap analysis is that the new employees lack understanding over their job scope. This is a serious issue as the job scope is important in order to make the employees understand the responsibilities that come with their position. The management should also improve their leadership skills as the findings show that most factors contributing to the high skill gaps from the poor handling of the staff by the management

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