

A Conceptual Framework on Mentoring as a Mediator to Improve Employee Productivity

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Abstract

The present study explores a way to create a conceptual framework for corporate mentoring based on the earlier studies on mentoring. After a thorough literature review it is understood that the major factors influencing employee productivity are organisational design, organizational culture, job satisfaction, motivation and performance appraisal system. Here, mentoring is used as a mediating factor to enhance the performance of the employees for improving the productivity of the organisation and also towards individual career growth by facilitating an improved cognitive judgement.

Keywords: corporate mentoring, employee productivity and cognitive judgement.

1. Introduction

Mentoring is the process of bringing psychological maturity for an individual. Mentoring in an organization is an employee training system in which a senior or more skilled, knowledgeable individual (the mentor) is deputed to perform as an advisor, guide, and counsel to a new entrant or junior employee. The mentor is accountable for providing guidance and feedback to the person under his or her belt.

Mentoring is regularly used in companies as a strategical tool for increasing the productivity of employees. Mentoring is vital in the 21st-century workplace where there changing business conditions, which involves an expected large group of executives, using modern technology, and global competition (Carlyn M.Klinger, 2018).¹

Mentoring can be a useful device for accomplishing the demands of the organization, for change management and to gain positive results on the performance of employees. Making employees in line with the values of the organization, they can see a drastic accomplishment on the entire objectives of the organization (Frankie J. Weinberg et.al, 2017). This is decisive when employees are new or there has been a restructuring of the core values. The benefits of these mentorship lead to overall organizational benefits such as stronger organizational commitment from the mentor and mentee, increased employee productivity and performance and also the lower turnover.

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The implementation of the mentorship program exhibited that employees could do their jobs in a professional manner, open minded with clear communication and positively interacted on social issues frequently. And also it motivated mentees' perceptions that they are getting equal treatment with their mentors which create high satisfaction and build a close rapport with them. It may lead to increase employee advancement in regards to psychosocial support and efficiency level.

2. Review of literature

Organizational advantages of having mentoring have received greater attention (Deonie Botha, 2006; Gowri Vidyanad, 2009; Tom William Short, 2013; William A Gentry, 2016; Christine D Hegsted & Rose Mary Ulentling, 2017; Carolyn M. Kling, 2018; and Shauran Bharti, 2018). Studies show that employees with a mentor have higher motivation level, greater achievement, career development & retention and job satisfaction than employees without a mentor (Banerjee Srirupa, 2015; Loo Tech Wee Wesley, 2017; Manda H. Rosser, 2017; Veronica M. Godshalk & John J.S.Sik, 2017; Dong Liu, 2018; and John H McConnell, 2018).

Several other researchers (Francois Grima & Pascal Paille, 2014; Krista Hoffmeister & Konstantin P Cigularov, 2011; Deonie Botha, 2006; Cristophers Orpen, 1997; May-Chiun Lo and T Ramayah, 2011) suggested that there is a positive relationship with mentoring in corporate and increased the productivity of employees.

3. Impact of mentoring in employee productivity

According to Cascio (2006) productivity is the level of accomplishment to which an employee meet the organizational objectives at the workplace. He suggested that the value of an employee is created by the level of accomplishment of a particular target or mission that decides the premises of productivity.

Many researchers found that mentoring is positively related to employee outcomes (Kram, 1985; Ragins et al., 2000). For example, mentee's have more job satisfaction (Whitely and Coetsier, 1993) and they are more committed to their job (Baugh and Scandura;1999). During the last four decades, the effect of mentorship on employee performance has been a subject of discussion among academicians and practitioners engaged in the field of mentoring. According to Mullins (1998) mentoring program can affect the employee productivity and so mentoring program is treated by some investigators as a crucial in accomplishing the goals of the organization and in the performance of employees.

Mubashar Farooq Tanoli (2016) has stated that organization has to consider the process of mentoring (support to improve employees' performance, knowledge transfers and psychosocial support and career assistance) vigorously as a method of rising on employees' performance. The establishment of a mentoring programme in business and corporate can go a protracted method in achieving required stronger and centered directed employees performance that may alter the organization to achieve its overall objectives.

Mentoring will facilitate the organization to win in today's "war for talent" however can bring home the bacon, if the mentoring program is coordinated with the organization's strategic mission and vision. Mentoring will assist employee development

programs, help the firm to convey its behaviors and values, enlarge workers accomplishment through proper staffing and retention, provide workforce with a sense of belongingness, communicate and encourage lot of inclusive environment, give space to enlarge positive relationship, expand employees' sense of authorization, improve a person's sense of job satisfaction and self effectiveness, improve decision making capacity, augment coaching efforts and promote knowledge transfer (Sharma Poonam, 2018).

Mentoring could be an effective tool to provide context and facilitate workforce to refine and build the skills that successively can alter them to place those skills to use on the duty more quickly and expeditiously. Savvy organizations have started exploitation of mentoring as a productivity tool, going on the far side its ancient role as a self-development tool used for career advancement and career moves. Once mentoring is employed as a productivity tool, employees are able to learn from their colleagues and peer as how to handle talent gaps and learning requirements. Mentoring will provide a novel way to learn that enables people to:

- Understand a plan
- ask inquisitory queries of consultant and peers
- implement their new skills and knowledge on their task
- transmit their experiences with others
- learn from the experiences of colleagues

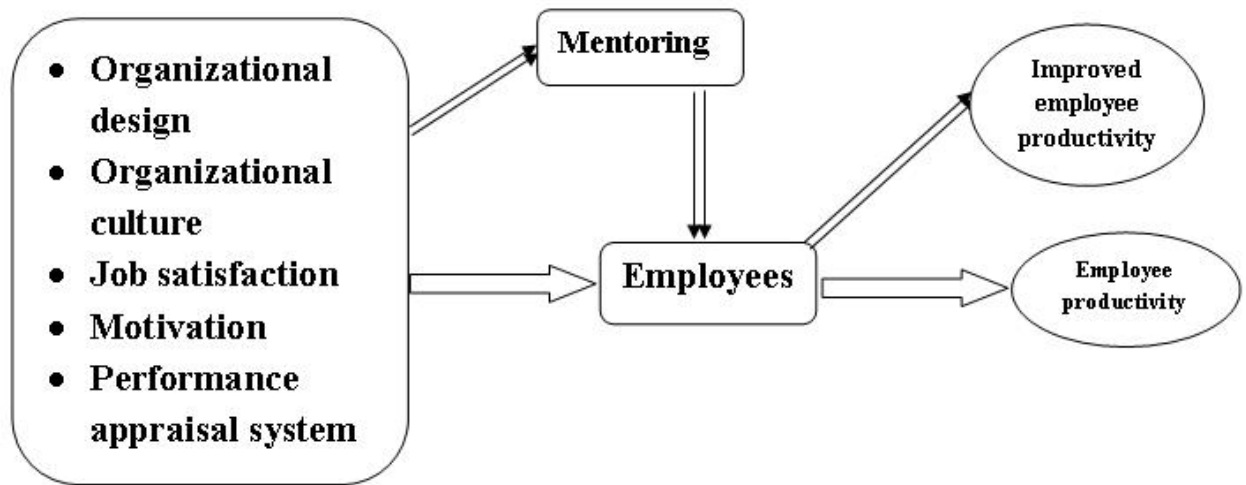
Finally, with the help of mentoring, employees become more productive and efficient more quickly as a result of learning where doing. (Randy Emelo, 2015). Bozionelos (2004) and Allen et al (2006) found that mentoring is completely associated with employee productivity. The result of their study indicates that having provided mentoring throughout one's service period within a particular organization was really associated with the efficiency in their job. Bozionelos (2004) conjointly found that those who had received the experience of mentoring (i.e. those who had been protégé's) have more probably to produce mentoring (i.e. to become mentors). Bozionelos and Allen et al (2006) employed mentors in their study and understood that advantages these mentors supposed they'd received from proving mentoring. There are classical researches as empirical evidence that bring out the relationship of mentoring with employee performance level.

Researchers found that mentoring concentrated on facilitating an individual to learn the skills needed to facilitate their job and possibly next for their career stage. Mentoring is a strong self-development tool and is a suitable way of assisting people to develop in their entire life. Many researchers build robust support for the link between mentoring and positive organizational outcomes like higher potency for chances of promotion, workplace satisfaction, higher financial gain and role efficaciousness.

4. Conceptual model

The below-mentioned diagram is a pictorial representation of the impact of mentoring on the productivity level of employees. It can be interpreted that, Organizational design, Organizational culture, Job satisfaction, Motivation, and performance appraisal system are influencing the employee productivity. If a mentoring act as a mediating factor

the employee productivity can be improved by bringing psychological maturity, in the decision making process on their work.



Mentoring as a mediating factor to positively influence employee productivity

Organizational culture is the atmosphere that expresses the inside of an organization or association. Organizational culture was conjointly known as what was conveyed to the people with the organization, what they understood, believed, and experienced (Nadler M & Nadler D, 1998). Theories of organizational culture plan to justify the situation that occurs in and around people. Organizational culture includes; a bundle of values and concepts, traditions, customs, procedures and habits for functioning in a specific macro-culture (Harris P. R and R.T Moran, 1981). Organisational culture is a series of concepts, values and beliefs which have a positive relationship with the performance of employees (Handy C.B, 1986). Organisational culture is invisible, inbuilt, intrinsic and informal knowledge of the organisation which leads behaviour of people and which employed from their behaviour (Scholz Z 1987; 80).

Chukwuma et.al (2014) found the importance of motivation in the people management at work, no organizational structure moves efficiently without it, and no organization can attain its strategic positions without motivating its human resources. Christopher Orpen(1997) find out that there is a systematic and positive linkage between mentoring and all the dimensions of job satisfaction such as a colleague, the entire duties and responsibilities and lateral movements etc.

One of the most important tools used in the performance appraisal system is 360 - degree appraisal method, in which collecting input from employees of all ranks who interact with the employee being evaluated. Through the mentorship program, the employee already getting an idea about which all are the areas he is outperforming as well as lesser performing. So that the linkage between a proper performance appraisal system and mentorship program create an environment where the employee is adaptable with the performance appraisal method and feedback system (Barry Bozeman, Mary K Feeney, 2011)

If an individual is unable to cope up with the workplace stressors, which are individually interpreted, he or she becomes un-able to withstand further stressors (Gmelch,

1993), The result is illness, ineffectiveness, or burnout –negative effects that extend beyond the individual to influence the economy at large (Nash, 2010). The mentoring relationship can model positive coping strategies and give social support to assist with the efficiency which results in the growth of productivity (Kram, 1983; Kram & Hall, 1989). Modelled positive coping strategies give the mentee a feeling of increased competence, which also increases psychological empowerment and job satisfaction (Luna & Cullen, 1995). Therefore the end result of participating in a mentoring relationship may be increased job satisfaction and higher productivity.

5. Findings

- Formal mentoring in organizations positively and significantly correlated with employee productivity. Also, informal mentoring positively and significantly correlated with individuals' psychosocial support.
- The result have empirically confirmed that properly implemented mentoring programs can lead to increased individuals' advancement in the studied organization (Azman Islamic et al., 2009)
- Organizational culture, motivation, effective performance management system and job satisfaction are closely related with the performance and productivity of employees (Nadler M & Nadler D, 1998; Harris P. R and R.T Moran, 1981; Handy C.B, 1986)
- Researches described the mentor's function as guide, counsellor, and sponsor. Ragins and Scandura (1999) referred to mentors as "influential individuals with advanced experience and knowledge who are committed to providing upward mobility and support to their protégés' careers.
- Mentored individuals had greater intentions to stay with their current organization and were more satisfied with their jobs than not mentored individuals. (Allen et al., 2004).
- Several classical types of researches have demonstrated that mentoring relates to the efficiency of the employees and their productivity of proteges, and studies show that employees with a mentor have higher motivation level, greater achievement, career development& retention and job satisfaction than employees without a mentor (Banerjee Srirupa, 2015; Loo Tech Wee Wesley, 2017; Manda H. Rosser, 2017; Veronica M. Godshalk & John J.S.Sik, 2017; Dong Liu, 2018 and John H McConnell, 2018).

6. Conclusion

Linking the employees with a proper mentoring system in the contemporary corporate world will help in increasing the productivity of the employees by providing a psychological maturity to make rational decisions, more organizational citizenship behavior through proper career development. Corporate mentoring provides a scope to inculcate modern skills, develop new knowledge and ability, thereby improving their performance to become the person as they want to be and to get integrated with the organisation.

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