



IMPACT OF EMPLOYEE MENTORING ON JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP WITH REFERENCE TO AUTOMOBILE INDUSTRY – A SELECT STUDY

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ABSTRACT

Employee mentoring programs are about giving counseling to employee from experienced employees at the organizational level. The variables considered for this study are job satisfaction, employee mentoring and organizational citizenship behavior. The organizations can attain success with good organizational citizenship behavior and job satisfaction. It is found from this study that organizational citizenship behavior is positively influenced by employee mentoring programs. The results of this study are useful for practicing human resource managers specifically in automobile industry.

KEYWORDS : Mentoring, performance, motivation, human resource, personality development, counseling.

1. INTRODUCTION

Mentoring is traditionally a process in which an experienced person (the mentor) guides another person (the mentee) in the development of her or his own ideas, learning, and personal/professional competence (Klinge, 2015). In business organizations knowledge is transferred from senior employees to junior employees mostly by mentoring. Mentoring had become important in the modern organizations for transfer of knowledge in various situations like succession planning, new technology to be implemented and resolving dynamic problems. The mentoring program is an antecedent for future employee behavior in organizations. Employee mentoring program can also be referred as learning and developed both in formal way and informal way by employee from their superiors. In this regard the impact of mentoring program on job satisfaction and organizational citizenship behavior had been analyzed through this study.

1.1 Objectives of the study

1. To know the attitude of employees towards mentoring programs in automobile industry.
2. To know the impact of employee mentoring programs on job satisfaction of employees
3. To analyze the influence of employee mentoring programs on organizational citizenship behavior

2. Literature Review

Thurston et al (2012) had explained that mentoring is a strategic activity in human resource development function of an organization. The individual characteristics can be positively modified with effective mentoring in organizations. Mentoring and core self-evaluation has positive impact on job and organizational behavior. According to Allen et al (2011) mentoring programs in organizations develop leaders, attainment of employee retention and increases the effectiveness of succession planning. Some forms of mentoring are group mentoring, individual mentoring, peer mentoring, upward mentoring and combination of these. Formal mentoring programs consist of procedures, controls, defining goals and frequency of meetings list. Lechuga (2011) had explained that students can attain their goals if graduate students use the experience and knowledge of faculty through mentoring programs.

Klinge (2015) had explained mentoring from the perspective of adult learning and development theory. Innovative organizations conduct mentoring programs for inculcating new knowledge among the employees, adopting new technology and developing possible solutions for the present issues at the organizational level. Sange and Srivasatava

(2012) had conducted a survey among sales professionals and stated that organizations which implement mentoring programs can attain employee engagement thereby enhancing the overall productivity of organization. Lapointe and Vandenberghe (2017) had stated that supervisory mentoring increases job scope among the employees and it leads to affective commitment towards the organization. Through mentoring the career development opportunities are also known to the employees from their supervisors in a positive way.

3. Research Methodology

The sample size of this study is 120 and they have been selected through convenient sampling from automobile company TATA Motors. The purpose of the research had been explained to the respondents. A structured questionnaire had been given to the respondents for collecting primary data and secondary data had been gathered from books, journals and electronic sources. The statistical tools like descriptive statistics, frequency analysis and regression analysis had been used for analyzing the data. Based on the objectives of this study the hypothesis have been formulated and tested through SPSS Software Version 20.0. The following variables have been selected for this study

- **Employee Mentoring (EM):** Giving counseling, sharing experience and attitude towards mentoring programs have been studied with this construct.
- **Job Satisfaction:** It is a feeling of an individual towards job from the perspective of remuneration, promotions and clarity in roles and responsibilities of the job.
- **Organizational Citizenship Behavior (OCB):** It is voluntary behavior of employees for well being of the organization. Having concern for growth of organizational and attaining organizational goals without expecting any extra benefits by the employee.

4. Analysis of Data

Among the total respondents 63 percent are male and 37 percent are female from the demographic variable gender. Majority of the respondents approximately 64 percent are less than 40 years. From the perspective of experience 17 percent of respondents are having less than 3 years experience, 41 percent are having 3 to 6 years experienced and 42 percent are having more than 6 years in their current position in automobile industry. The mean value for job satisfaction (JS) is 3.850 with standard deviation (SD) of 0.166. The mean value of organizational citizenship behavior (OCB) is 4.15 and SD is 0.299 and means value for employee mentoring (EM) is 4.466 and SD is 0.387. All the descriptive statistics for three variables JS, OCB and EM are shown in Table 1.

Table 1: Descriptive Statistics

	N	Mean	Std. Deviation (SD)
JOB SATISFACTION (JS)	120	3.850	0.166
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)	120	4.158	0.299
EMPLOYEE MENTORING (EM)	120	4.466	0.387
Valid N (listwise)	120		

(Source: SPSS Output)

H0: There is no association between employee mentoring and job satisfaction among employees in automobile sector

H1: There is an association between employee mentoring and job satisfaction among employees in automobile sector

Table 2: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.611	0.176		20.518	0.000
Employee Mentoring	0.053	0.039	0.124	1.362	0.176

a. Dependent Variable: SATISFACTION
(Source: SPSS Output)

H1 is rejected because p-value in Table 2 is 0.176 which is greater than benchmark value 0.05. Hence employee mentoring does not have an impact on job satisfaction of employees in automobile sector.

H0: There is no association between employee mentoring programs and organizational citizenship behavior.

H1: There is an association between employee mentoring programs and organizational citizenship behavior

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.569	0.314		11.364	0.000
Employee Mentoring	0.132	0.070	0.171	1.882	0.032

a. Dependent Variable: ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Source: SPSS Output)

H1 is accepted and H0 is rejected because p-value in Table 3 is 0.032 is less than accepted value 0.05. The beta value for employee mentoring (EM) is 0.171 therefore there is positive impact of employee mentoring programs on organizational citizenship behavior.

H0: There is no association between experience of employee and their attitude towards employee mentoring programs.

H1: There is an association between experience of employee and their attitude towards employee mentoring programs.

Table 4: One-Way ANOVA between Experience and Employee Mentoring

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.311	2	0.656	4.633	0.012
Within Groups	16.556	117	0.142		
Total	17.867	119			

(Source: SPSS Output)

H1 is accepted because p-value in Table 4 is less than

benchmark value 0.05. Hence there is an association between experience of employees and their attitude towards employee mentoring programs.

5. DISCUSSION

The employees in automobile sector are having positive attitude towards employee mentoring programs. The attitude towards mentoring programs is affected by age of the employee. The employees who are having less experience are more interested in employee mentoring programs. The job satisfaction is an independent and mentoring programs does not have any impact on employee attitude towards it. It is observed that organizational citizenship behavior is positively influenced by attitude of employees towards mentoring programs. The behavior of employees had become more positive productive with mentoring programs. Employee mentoring programs can be an informal way to enhance confidence and increase employee retention and simultaneously helping employees improve their skills and grow within your company. However establishing a feasible mentoring program is economical, and at the same time it can offer a big payoff.

6. CONCLUSION

Employee mentoring had gained lot of importance in the recent years. It may also replace training and development programs because it is given to employees at the individual level and their queries regarding job tasks are resolved very practically. The employee mentoring programs also enhance physiological health of employees because they can also discuss their professional and personal problems with mentors. In Tata Motors Company the mentoring programs have enhanced the organizational productivity. The employees are able to get relaxed because all their problems are discussed with experienced employees. The management should also provide time and incentives for conducting mentoring programs for subordinates. It is also important to document the employee mentoring programs in more professional way because it can become knowledge for future employees.

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