

Mentorship in Banking Sector: An Empirical Study of a Nationalized Bank



Sociology

KEYWORDS : Employee retention, Employee attrition, Mentorship

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ABSTRACT

In today's competitive scenario of banking sectors, it is a tough task to retain an employee within the organization for long time. The major problem in any organization is employee retention as well as to strengthen the interpersonal relationship among the employees, especially in the new recruited employees. Employee attrition rate is high in every sector; employees are always looking for a better opportunity. Mentorship could play a vital role in minimizing the attrition rates by its charismatic relationship between mentor and mentee. The study is based on the assessment of the mentorship program running in the Bank. The study is quantitative in nature; it gives a chance to understand and analyze the different elements associated in the mentoring programs like career development and empathy of mentor. Data sources were based on the primary data taken through a structured questionnaire among the employees. The collected data were analyzed by using a program called Statistical Package for Social Science (SPSS version 16.0 For Windows).

INTRODUCTION

Timothy Newby has defined mentoring as "The use of an experienced individual (The Mentor) to teach and train someone (The Protégé) with knowledge in a given area".

B.H.Owens has decorated mentoring as "Is a supportive and nurturing relationship between an expert and novice".

Above definitions are directing that mentorship is an formally informal relation of two people sharing their mutual interest in each other; the one who passes the experience, belief, perception and knowledge is called "Mentor" and who receives all these valuable gems of mentor is known as "Mentee". This relationship requires and empathetic and concerned attitude from both individuals. To make a successful mentoring, mentee should have a strong believe in the mentor. In case of work places especially banking sectors where the work load is so heavy, mentorship programmes play an important role in saving the losing confidence of any employee especially new recruited employees. Huang & Weng (2011) has referred the mentoring as a programme involving an individual who is relatively older and more experienced and a less experienced individual. A mentor always has a vast and diversified experience by which he bless the mentees to achieve their goals and to touch the apex of success. Successful mentoring programmes make the mentee aware with the capabilities and potentials hidden inside, through training and development programmes. It is a developmental activity done at organizational level. These programmes are well designed enough to enhance the mentee's morale and motivation towards the organization, It is structured and flexible in nature along with time limit, objectives, rules and regulations to provide the best mentoring to the mentee. These programmes help the new recruits, trainees and less skilled employees. Skill enhancement is necessary to give a tough competition by passing their expertise to the mentees. Most important aspect of anyone's career is the "Career Development" by enriching it with many qualities required to achieve success. The empathy of the mentor also plays an important role in understanding the feelings, psychology, mental abilities of the mentee. It is a harmonious and long life relationship between both of them. It is a collaborative effort done by both i.e. Mentor and Mentee.

Literature Review

Warring (1991) has recommended that an organization have to establish and communicate the clear goals and objectives to the identified mentors followed by a training. Matching of mentor and mentee must be on the grounds of subject matter, grade level, building and proximity within building. He has for advocated for keeping journals and submit weekly activity logs by mentor as well as mentees. Extending his research he has suggested that there must be a continuous assessment of the overall learning environment.

Ismail *et al.* (2009), in ancient Greek literature, mentoring was first highlighted in the epic story of 'The Odyssey' written by Homer. In this story, Odysseus told his loyal and experienced friend, Mentor, (a person of great wisdom and trustworthiness) to teach his son, Telemachus, (a mentee or protégé with less experience) about the tips of handling challenging lifestyles before he left for the Trojan War. Referring to previous studies author has mentioned that the nature of the relationship of psychological support and career development is interesting, but the role of the mentoring program as a predicting variable of individuals' advancement (psychosocial support & career development) has been given less attention in mentoring program models especially in the Malaysian organizational context. He found that formal mentoring and informal mentoring acted as major predictors of career development

Huang & Weng (2011) found that interpersonal attraction had a positive influence on mentoring function; he has suggested the managers to work on interpersonal attraction in the very initial stage of mentoring to build a strong relationship with the protégé. He had identified that the positive effect of mentoring on relationship effectiveness indicate that formal mentoring can ensure that all new staff can receive the guidance and assistance they deserve. His work shows that implementation of formal mentoring is utmost required for human resource management.

Mohanamani (2012) has concluded that mentors can be beneficial to women's career; he had not identified the most helpful qualities of mentoring relationship. Extending his conclusion, he has directed a scope of research in identifying the barriers in women's growth prospects.

RESEARCH METHODOLOGY

Statement of the problem:

The major problem in any organization is employee retention as well as to strengthen the interpersonal relationship among the employees, especially in the new recruited employees. Bank provides formal mentoring program for new recruits and makes them friendly with their mentors and bank through these mentorship programs. This project has made an attempt to study the effectiveness of the mentoring relationship between the mentor and mentee in the nationalized bank.

Objectives:

1. To test the effectiveness of the mentoring relationship in nationalized bank.
2. To analyze the relation between Duration of job with responses given in Empathy and support & career development of the employees in mentoring program.

Hypotheses:

1. There is no significant difference in the means of effectiveness of mentoring relationship between male and female

- employees in Bank.
- 2. There will be a significant difference in effectiveness of mentoring relationship between Officer Grade employees and Clerical grade employees irrespective of gender.
- 3. The work experience and the mode of communication are essentially independent.

Study area: The study is based on the assessment of the mentorship program running in the different branches of the bank in Allahabad district. Research design: The study is quantitative in nature; it gives a chance to understand and analyze the different elements associated in the mentoring programs like career development and empathy of mentor.

Data collection: Data collection was based on the primary data through a structured questionnaire. Total sample size was 40, out of which 14 samples have been collected from females and 26 from males. Data analysis: The collected data were being analyzed using a program called *Statistical Package for Social Science* (SPSS version 16.0 For Windows).

The data analysis includes descriptive analysis such as percentage, mean and standard deviation. The difference between means of variable was estimated by using t-test. CHI- SQUARE method is used to check the independence test.

RESULTS

Respondents participated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	14	35.0	35.0	35.0
	Male	26	65.0	65.0	100.0
	Total	40	100.0	100.0	

Table 4

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Approachable and accessible	2.8500	40	1.05125	.16622
	Constructive and useful critiques	3.3000	40	.75786	.11983
Pair 2	Supportive and encouraging	3.0750	40	.85896	.13581
	Motivated to improve work product	3.6250	40	.62788	.09928
Pair 3	Answered satisfactorily	3.0250	40	.94699	.14973
	Helpful in providing guidance	3.3750	40	.80662	.12754
Pair 4	Demonstrated professional integrity	3.4500	40	.67748	.10712
	Challenged me to extend my abilities	3.3750	40	.70484	.11144

O-2: This objective aims to identify the changes in the responses related to the Career development and Empathy of the employees during or after the mentorship program.

Table 5

PARAMETER		Duration in years	Constructive and useful critiques.	Motivated to improve work product	Helpful in providing guidance	Challenged me to extend my abilities
Duration in years	Pearson Correlation	1	.312	.056	.366*	.285
	Sig. (2-tailed)		.050	.730	.020	.075
	N	40	40	40	40	40

*. Correlation is significant at the 0.05 level (2-tailed).

Table 6

PARAMETER		Duration in years	Approachable and accessible	Supportive and encouraging	Answered satisfactorily	Demonstrated professional integrity
Duration in years	Pearson Correlation	1	.112	-.041	.237	.105
	Sig. (2-tailed)		.490	.801	.141	.521
	N	40	40	40	40	40

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Clerical Grade	26	65.0	65.0	65.0
	Officer Grade	14	35.0	35.0	100.0
	Total	40	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Upto 1 year	2	5.0	5.0	5.0
	Upto 2 Year	26	65.0	65.0	70.0
	Upto 3 year	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

O-1: Here is the paired statistics of the responses given by the newly recruited employees, which includes the mean values of their responses against the questions related to their career development and empathy of the mentor. The portion of career development has dominated the empathetic character of the mentor consistently, which is good for the mentees from the career point of view.

As per the table 2 and table 3, it is clear that the duration is in a positive relation with all the questions asked under the label of career development, this shows that as the time passes the effect or mentoring relationship never ignores the career development of the mentees, though it may be reduced up to a non-significant level. But a continuous help and guidance is available from the mentor as it has a significant value at 0.05 levels. There is a negative relation between duration and empathy, it shows that there is a reduction of support and encouragement takes place due to many unavoidable circumstances.

H-1: "There should be no significant difference between the means of the effectiveness of the mentoring relationship with mentor irrespective of gender, in the bank." To test the hypothesis, we are using the t-test, this test will tell us whether any significant difference between the means occur or not.

Result: The value of t is 0.82 with standard deviation and standard error of 2.16 and 0.71 respectively. For degree of freedom equal to 38, t does not reach the 0.05 level, the obtained mean difference of 0.66 must be marked "not significant". Hence our assumption was correct for Hypothesis 1.

H-2: "There should be no significant difference between the means of the effectiveness of the mentoring relationship with mentor irrespective of grade i.e. either clerical or officer grade." To test the hypothesis, again we are applying the t-test; this test will tell us the significance of difference between the means.

Result: The value of t is 0.22 with standard deviation and standard error of 2.06 and 0.68 respectively. For degree of freedom equal to 38, t does not reach the 0.05 level and 0.01 level, the obtained mean difference of 0.22 must be marked "not significant". Hence our assumption was wrong for Hypothesis 2.

H-3: "The work experience and mode of communication are independent or unrelated." To check this hypothesis we are applying CHI- SQUARE test of independence in contingency table. In order to compute χ^2 we must first calculate an independence value for each cell in the contingency table. Independence values will give the number of people whom we should expect to find possessing the designated duration and mode of communication relation.

Table 7

Duration	Cell phone	E-mail	Face to Face	
1	0 (0.25)	0 (0.25)	2 (1.5)	2
2	4 (3.2)	3 (3.2)	19 (19.5)	26
3	1 (1.5)	2 (1.5)	9 (9)	12
	5	5	30	40

Formula used: $\chi^2 = (f_o - f_e)^2 / f_e$

$\chi^2 = 1.68$ for $df = 4 \{df = (r-1) \times (c-1)\}$

p lies between 0.80 and 0.90

Where,
 χ^2 = CHI-SQUARE
 F_o = Observed frequency
 F_e = Expected frequency
 r = Number of rows
 c = Number of columns
 Df = Degree of freedom

Result: The observed results are close to those to be expected on the hypothesis of independence and there is no evidence of any real association between experience and mode of communication.

FINDINGS:

- ❖ Employees are fully aware of the mentoring program running within the Bank.
- ❖ Career development was the major factor that has contributed to the effectiveness of the mentoring relationship.
- ❖ Mentors are providing long term mentoring beyond the rules and making mentees self sufficient.
- ❖ Mentoring effectiveness is homogenous irrespective of grade and gender.
- ❖ There is no real association between experience of employee and mode of communication.

INTERPRETATION:

- ❖ The mentors are focusing on the overall growth of their mentees.
- ❖ The mentors never give space for communication gap with their mentees.
- ❖ The mentors are so empathetic to their mentees; actually they understand their mentees and their feelings at work place.

LIMIATIONS:

- ❖ Research was done in semi- urban area only.
- ❖ Target respondents were only up to a limited work experience.
- ❖ Many respondents had denied filling questionnaire

DISCUSSION:

The research and understanding on mentoring relationships in organization in particular, over the past many years have produced lists of definitions and programs, but very few facts of effectiveness. The concept of mentoring remains unclear and blurred, instruments considered to assess mentoring programs not often do. The effectiveness of mentoring relationships proposed to promote the specialized growth of mentees.

There is an essential need for research on mentoring that must address the definitional and conceptual issues plaguing this sphere of influence for years. The career growth leads over the empathetic aspect of the mentoring program, therefore counseling will be beneficial. A successful mentoring program results in lower employee attrition, and that is most needed situation for any organization.

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