

A study on Mentoring as a tool to enhance Organizational commitment

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ABSTRACT

a) Problem Statement

The banking sector is facing numerous challenges affecting its talent pool. Lack of retention of employees was costing the organisation a huge amount, in addition to causing a decline in client satisfaction since the people in charge of their projects often changed (Business Week, 2007). Change within the banking sector happens at a rapid pace, which has a significant impact on career opportunities and mobility for people within the field which leads to knowledge obsolescence. After several decades of research, it is obvious that supportive relationships that construct what is often called “relationship wealth” are essential (Rousseau, 1995), and are becoming increasingly vital to new generations of employees. Employees within the banking sector require access to rapidly changing information, (Paré & Tremblay, 2000) broad information sharing within the workplace, and flexible opportunities for competency development. These factors highlight the need to go beyond traditional monetary bonuses and rewards to effectively drive performance and retention among banking sector (Watson, 2001). So industry should employ the best management practices to develop the competencies of this army of knowledge workers. In today’s turbulent business environment the development of sound theoretical knowledge backed with soft skills like an interpersonal relationship, leadership skills, communication and negotiation skills, and cultural and emotional intelligence through a mentoring relationship can be a key strategy for enhancing individual growth and learning and thus contributes to their career success.

b) Objectives

1. To identify the opinion of employees on mentoring received from their organization
2. To assess the organizational commitment of employees
3. To analyze the relationship between career mentoring and organizational commitment of bank employees
4. To examine the relationship between psychosocial mentoring and organizational commitment
5. To study the relationship between role modeling function and organizational commitment

c) Methods

In order to fulfill the data requirements of the study both primary and secondary data had to be collected. Primary data were gathered from the 390 employees of banks in Karnataka. Secondary data were collected from the articles, journals, books, reports and publications of government. Survey method was adopted in order to obtain primary data. Questionnaire containing three sections was used as the tool for primary data collection. Standardized scales authored by previous researchers are used. For data analysis, t test, Anova , correlation and regression is executed

d) Major Findings

The overall mentoring functions received do positively and significantly correlate with organizational commitment. From the multiple regression analysis, it is evident that career mentoring, psychosocial mentoring and role modeling function are significant predictors of organizational commitment