

# An Assessment of Impact of Mentor's Proactivity on Organizational Commitment and Job Satisfaction of Protege: A Study in Indian Banking Sector

Anjum Ara

*Research Scholar, Faculty of Management Studies, University of Delhi, Delhi, India*

**Abstract:** The present study examines the relationship between mentor's proactive personality and his protégé's outcomes. Self-administered survey has been conducted on a convenience sampling of 260 employees of Indian banking sector (Public and Private). Correlation and multiple regression analyses shows a number of significant positive relation between variables. Mentor's proactiveness and protégé's job satisfaction level is positively related to each other. Conversely, the relationship between mentor's proactive personality and protégé commitment towards organisation is negatively related. Given results also mention about the impact of mentor's proactiveness on mentoring practices. These results could add new knowledge to the organisational practices for improving the ongoing mentoring programmes for employee's development and retaining the knowledgeable staff.

**Keywords:** Mentor's personality, Protégé's outcome, Proactive personality, Mentoring relation, Job satisfaction, Organisational Commitment.

## 1. Introduction

### A. Origin and Historical Perspective of Mentoring

Mentoring is not a new concept, it has its roots in the history of our ancestors and our country. This concept has been evolved from Greek as well as Indian Mythology. Mentor has its origin from the homer epic. In Greek Mythology, Odysseus, king of Ithaca, was far away from his home fighting the trojan war so, the king Odysseus gave his son's Telemachus responsibility to his trustworthy friend named Mentor, who served as a teacher, guide and raised Telemachus. After the trojan war, king Odysseus was wandering in vain in search of his home for ten years. When Telemachus has grown up, he started the search of his father accompanied by Athena, Goddess of war, who guided Telemachus to visit Pylos and Sparta to gather information about his father. Because of the Mentor and disguised Athena relation with Telemachus, who encouraged and guided him on the right path, the person name Mentor has been adopted to refer a guide and a supervisor. Homer epic leads us to conclude the various role played by Mentor for managing his relationship with Telemachus (O'Neill, Horton, & Crosby, 1999). First, Mentor was an initiator in the mentoring relationship. He was

initiating the responsibilities to raise Telemachus given by Odysseus. Second, Mentor was a guide and a supporter. Mentor Shows the right path to Telemachus and advised him, whenever he needed it. A mentor always supported his right thoughts. Third, Mentor and Athena were role models to Telemachus. They helped him in realizing the sense of empowerment. Fourth, the mentoring relationship between Mentor and Telemachus was a nurturing process. A mentor helped in the growth and development of his protégé, Telemachus' thoughts and life.

Mentoring is extremely important in today's competition. The organization is using this process as an effective tool for the success of the organization as well as for employees by sharing tacit knowledge. Thereby, the organization channelizes the transfer of knowledge from the most experienced person (mentor) to the newly joined person (protégé) who are at the initial stage of knowledge development (Baugh and Fagenson-Eland, 2005; Gisbert-Trejo et al., 2019). In an organization, a mentor plays a managerial role to provide formal support and guidance to the employee, whereas in personal life a mentor plays an informal role as a coach, motivator, etc. Mentor needs to play different role in organization in mentoring relationship like they motivate and provide graceful feedback to the protégé (Germain, 2011), ask a leading question to them (Hans ford et al., 2003), help mentees in achieving their career goals (Hegstad and Wentling, 2004) and play a role model (Poulsen, 2013).

Focusing on the major factors, which influence the workplace mentoring and you will find that the mentor's personality plays an important role. In this era of globalization, any growing organization needs to retain its knowledgeable and good employees, particularly with high competencies to face the global competition. What is it, which can make employees stay in a particular organization for a longer time duration? In a study by Gallup Organisation at 700 companies over two million employees, it was found that the employees' productivity and the duration of stay in the current organization are depending upon his relationship with his immediate supervisor (Zipkin, 2000). In another study, in a consulting firm in Florida, it was found that 40 percent of employees ranked

their immediate boss as poor and do not want to work in the current organization, however, 11 percent employees, rated their supervisor as an excellent and want to stay in the current organization (Spherion). In other words, a mentor's personality influences the organization's employee.

Personality is explained as the relatively constant traits of a person, which consistently helps him in his thoughts, emotions, and behaviour (Funder, 2001; Leary, 1999).

In previous studies, researchers focused on the relationship between personality traits of both mentors, mentees with the mentoring relationship. FFM (Five-Factor Model), model has been extensively used by the researchers in framing their conceptual framework on the role of personality and its effects on mentoring relations (Digman, 1996; Goldberg, 1993; McCrae and Costa, 1996). FFM includes conscientiousness, openness to experience, agreeableness, extraversion, and neuroticism. Although, widespread acceptance of FFM, the model has faced criticism. These five dimensions are broad and heterogeneous but are only able to predict certain work-related traits (Hough, 1998; Kanfer and Heggestad, 1997). Several critics about FFM also argue about the important personality traits, which do not fit in this model like self-esteem, risk-taking behaviour, creativity, etc. (Kram et al.). Other researchers paid attention to another characteristic of mentor apart from FFM, which includes prosocial personality (Allen, 2003), Masculinity and Femininity (Fagenson, 1989), self-esteem (Turban and Dougherty, 1994), etc.

So, far academicians have paid attention to these personality traits repeatedly, year and year but very fewer reviews have been made on these traits. Furthermore, less work has been done in relevance with the effect of these traits (apart from FFM) of mentor on protégé outcomes in the Banking sector. Therefore, we are taking a proactive personality of a mentor as one of our variables in our conceptual framework.

## 2. Literature review

### A. Proactive Personality

The proactivity of an individual is the ability to "select, create and influence work situations that increase the likelihood of career success" (Seibert, Kraimer and Crant, 2001). Taking initiative or proactive behaviour has become a necessary part of life for achieving success in personal as well as in an organizational career (Grant, Parker and Collins, 2009; Crant, 2000).

Bateman and Crant (1993) extensively worked on a Proactive personality. They propose that the person with a proactive personality is not restricted by the situational changes and their proactive behaviour effects environmental situations. According to Bateman and Crant's perspective, a person, who shows proactiveness, can easily identify the prevailing opportunities, takes initiative and bring positive change. They analyse the organizational mission, find the solution to the problems and bring fruitful change in the organization. The people who are less proactive are passive in nature and reactive

to the environmental changes; they feel comfortable with the existing environmental situations rather than change them.

In previous research, it was found that proactivity leads to many behavioural outcomes. In a study by Crant (1995) on 131 real estate agents it was found that proactive personality is the predictor of the job performance of the participants. Additionally, Seibert, Crant, and Kraimer (1999) found a positive relationship of proactive personality with the objective career success of alumni of the private mid-western university.

People who are proactive at the workplace tend to interact and establish a positive relationship with their supervisors, to get more knowledge and information about the job problems and job opportunities to perform better job work (Li, Liang, and Crant, 2008). Similarly, proactive people understand the value to maintain social relationships with people who control resources and advances their careers (Thompson, 2005). In terms of career success, proactive people show a positive relationship with the adaptation of environmental changes, subsequently leads to career development by an increase in salary, promotions, and bonuses (Greenhaus, Wormley and Parasuraman, 1990; Spurk, Volmer and Abele, 2011). In line with previous studies, we have hypothesized that the proactive personality of a mentor affects the protégé's outcome.

## 3. Protégé's outcomes

### A. Organisational Commitment

Organizational commitment is a concept, which has been getting attention from the decades. Although several conceptualizations have been done on this concept, each study shows three basic dimensions related to it. Affective attachment; Perceived costs and Obligation (Meyer and Allen, 1987). A person is considered to be attached to the organization emotionally and enjoys membership in the organization.

According to Meyer and Allen (1997) the three major components of commitment are explained as:

- Affective commitment as "employee's emotional attachment to, identification with, and involvement in the organisation because they want to do so".
- Continuance commitment as "the awareness of the costs associated with leaving the organisation".
- Normative commitment as "a feeling of obligation to continue employment". Employee with high normative commitment tends to remain in the same organisation for longer duration.

Organizational commitment plays a major role to keep the employees attached to the organization and to oneself for fulfilling their own goals. In previous studies, it was found that there is a significant relationship between the mentor's role and employee commitment. In a study on private and public organizations in Singapore, it was found that the mentoring process is positively related to the organizational commitment of employees (Aryee and Chay, 1994). Similarly, Arora and Ragneker (2015) explored the effect of personality

(agreeableness and conscientiousness) and supervisory career mentoring in predicting occupational commitment of 300 employees from the power industry in India. Results show that the personality and supervisory career mentoring are the significant predictors of employee's commitment. A recent study at the public accounting firm shows a significant positive relation between developmental mentoring and affective commitment (Curtis and Taylor, 2017).

#### B. Job Satisfaction

A person's attitude explains his willingness to do the job, which will impact his job performance. In the era of human relations, many researchers have concluded that job satisfaction leads to the performance of the employee (Mc Gregor, 1960).

Job satisfaction, a concept that has been gaining attention since Hawthorne experiments 1920 (Dickson and Roethlisberger, 1939) is explained as "a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences" (Locke, 1976).

According to Porter and Lawler (1974), an individual is committed to the organization if he shows these three factors:

- Strong acceptance of organizational values and mission.
- Readiness to perform the duties of the organization.
- Desire to maintain the organizational belongingness.

Whereas, job dissatisfaction is negative and stressful to the employee. An employee tries to reduce this stress level by reducing his physical and mental efforts in organizational work, which leads to less organizational commitment (Lovett, Coyle & Adams, 2004). Previous studies demonstrated that there are many measurements for improving job satisfaction like a reward, promotions, remunerations (Smith, Kendall & Hulin, 1969). Hence, it is very important to provide proper mentoring to the employees for their job satisfaction and improving their organizational commitment.

#### 4. Links between mentor's personality and mentoring effectiveness

Globalization has opened the doors for the organizations for strengthening the business relations with one another. As globalization provided the opportunities for establishing the bond with other organizations, it also contributed to increasing the competition among them. In order to maintain their position and for their survival, organizations need to retain their knowledgeable human resources. For the purpose of retaining and maintaining the existing employees, organizations are focusing on the mentoring process vitally. According to the Forbes study, a total of 71% of fortune 500 companies are engaged in offering a mentoring program to their employees. This process essentially aids in the development of the work environment as well as in organizational growth. As evidenced in the meta-analysis, mentoring is beneficial for both mentee and mentor (Ghosh & Reio, 2013). The researcher has examined the importance of mentoring style (Kram, 1988) and the characteristics of protégé (Olian, Giannantonio & Carroll,

1993) in mentoring success. Yet the attributes of the mentor directly affect the mentor's effectiveness in the mentoring process.

In some of the previous studies, researchers show that the effectiveness of the mentoring process depends upon the mentor's personality. Like, the mentor's personality helps in enhancing task performance (Eby et al., 2008), self-monitoring behavior of mentor affects his commitment and his effectiveness (Rogers, Luksyte & Spitzmueller., 2016). Thus, in our study, we are trying to find out the relationship between the mentor's proactiveness and mentoring relation and how the mentor's proactiveness leads to the mentee's outcome. The relationship between mentor and protégé

plays a significant role in organizational performance as well as individual performance. A mentor is the ideal role model for protégé. Through experiencing mentors' personality, protégé allows changes in his/her views and thoughts, which creates the importance of a mentor's personality for the organization as well as for employees being mentored by him. However, for organizational success, the importance has been given to mentoring (Allen, Smith, Mael, O'Shea & Eby, 2009).

For the purpose of the present study, the Proactive personality of the mentor has been taken as an independent variable.

Proactive Personality: Proactive person influences others in an organizational environment and helps in increasing their organizational knowledge (Morrison, 2002). Similarly, individuals with proactive personality influence people to get knowledge of organizational culture for their career development (Duffy et al., 2011). In a recent study on the banking sector, it was found that there is a positive significant relationship between mentoring role and managerial effectiveness (Madan and Srivastava, 2017). Based on these understandings, we posit that a mentor with a proactive personality shows initiation for providing mentoring to their mentee and have a positive relationship with the mentoring role. Thus, we hypothesize:

Hypothesis-1(H1): Proactive personality of mentor is significantly related to mentoring relationship.

#### A. Job satisfaction and Organisational Commitment

Job satisfaction is not only depending on promotions, rewards, and remunerations but also on the supervision of the immediate boss. A mentor supervises his mentee and provides support in accomplishing his task and also guided him in his goal (Porter & Steers, 1973). Sosik and Lee (2002) studied the mentoring and the employee's job performance and found that there is a positive relationship between mentoring and the job performance of protégé. Joiner et al. (2004) identified that a fruitful mentoring program can lead to an employee's job satisfaction and organizational commitment and prevents employee turnover. Whereas, Ragins et al. (2000) found that employee feels more committed towards the organization as compared to non-mentored employees. Thus, there are enough studies for concluding that mentoring has a positive impact on

protégé outcome but how a mentor's personality can influence their job satisfaction and organizational commitment can be shown in our study. The following hypothesis has been proposed:

Hypothesis-2 (H2): Mentors' proactiveness is positively related to proteges' job satisfaction.

Hypothesis-3 (H3): Mentor's proactive personality is significantly related to protégé's organizational commitment.

### B. Mentoring Relation

The mentoring process helps in increasing employees' job satisfaction at the workplace proven by (Bahniuk, 1990 and Allen, 1997). While mentoring, the mentor provides challenging tasks, duties, and responsibilities to the mentee for the enhancement of their overall growth, which helps mentee in the development of their skills and personality (Fawcett, 2002; Gibson and Heartfield, 2005; Tourigny et al., 2005). In a study on Malaysian small-medium organization, it was found that there is a positive relationship between career mentoring and job satisfaction of the employee. Thus, the following hypothesis is proposed:

Hypothesis-4(H4): There is a positive significant relationship between mentoring received and protégé job satisfaction.

Hypothesis-5(H5): There is a significant positive relationship between mentoring received and protégé's organizational commitment.

Roodt and Kotze (2005) reported a strong and positive relationship between an employee's job satisfaction and organizational commitment. Previous research has also mentioned that there is a positive relationship between job satisfaction and organizational commitment (Mowday, Porter & Dubin, 1974; Angle & Perry, 1981; Hunt, Chonko & Wood, 1985). In organization are factors, which affects the organizational commitment of employees like promotion opportunities, pay, remunerations, rewards and workplace relationship (Riggio 2009). Studies indicate that employee, those are more satisfied with their work shows a committed behaviour, punctuality and positive attitude at the workplace (Aamodt, 2007). Based on the previous research the following hypothesis is formalized:

Hypothesis 6 (H6): Protégé's job satisfaction and organizational commitment are positively correlated with each other.

### 5. Conceptual framework

The present study is designed to determine the relevance of the mentor's personality trait to the organization and to examine to what extent this concept can be utilized as a mean for sustainable development of employees by guiding, motivating, training and supervising them at all levels of the organization.

The objective of the study is to frame a conceptual model to identify the relationship between the mentor's personality trait and protégé's outcome in the Indian banking sector. The expected relationship between the mentor's personality and

protégé outcomes is presented in Fig. 1. The model (Figure 1) represents the influence of the mentor's personality on protégé's job satisfaction, his/her organizational commitment as well as on mentoring process, which is instrumental in further improving the quality of employee's performance in this emerging perspective.

In this theoretical construct, the traits of the mentor's personality are the independent variables and the outcome of protégé is the dependent variable. The framework proposes that in increasing the employee's job satisfaction and his/her commitment towards the organization, mentoring plays a major role.

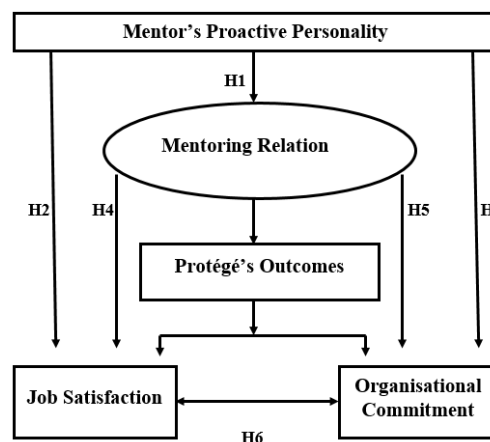


Fig. 1. Relationship between mentor's personality and protégé's outcome

### 6. Method

This section talks about the data collection technique, sample size along with the statistical test used for analysing the research hypotheses.

#### A. Sample and Data Collection

A total of 260 self-administered questionnaires were distributed to the senior managers, managers, executives and probationary officers. Against the targeted sample of 260 questionnaires, 153 questionnaires have been collected and further analysed. For the collection of data, convenience sampling was used. The distribution of questionnaires was based on the convenience of the researcher mostly by e-mail and personal contact. The concerned respondent was contacted over the phone before sending the questionnaire. As the questionnaire was self-descriptive, the respondent was informed to go through the instructions carefully before filling up the questionnaire and also confidentiality was assured to the respondents. A total of 153 correctly filled questionnaires were received.

There were four sections of questionnaire, which were used for the collection of necessary data. The first part of the questionnaire inquired about the demographics of the respondents.

The second part examined the mentor's personality (Independent Variable). Proactive personality scale developed by Bateman and Crant (1993) has been used in the study. The

reliability statistics of proactive personality was calculated to be 0.72 Cronbach Alpha. A sample item reads “Mentor looks out for new ways to improve his/her life”.

The third section of the questionnaire were focusing on mentoring relation, scale was developed by Dreher and Ash (1990) and were consist of 13-items (measured on 5-point scale). Samples reads “My mentor has encouraged me to try new ways of behaving in my job”. Scale has been used to measure the effectiveness of mentorship on proteges outcomes. The Cronbach Alpha were calculated to be 0.86 for the items.

The fourth section of the questionnaire focused on protégé’s outcomes.

First one was, Organisational commitment, consist of three dimensions:

1. Affective commitment
2. Continuance commitment
3. Normative commitment

The scale was developed by Meyer and Allen (1990) and were consist of 8-items (included 4 reverse coded items). The reliability statistics was measured to be 0.71 Cronbach Alpha. Sample items reads, “I don’t feel like ‘part of the family’ at my organisation”, “right now, staying with my organisation is a matter of necessity as much as desire”.

Second outcome was, Job satisfaction consist of four dimensions:

1. Pay
2. Training
3. Promotion
4. Recognition

A combined scale of Spector (1985) and Mueller and Mc Closky (1990) has been used to measure the employees job satisfaction with Cronbach Alpha of 0.69. Total 9-items has been used on 5-point Likert scale. A sample item, “I feel satisfied with my chance for salary increases”.

**B. Analyses of the Data**

The data need to be statistically analysed for the further interpretation. Descriptive statistics like mean, standard deviation, Skewness and kurtosis were measured to get the knowledge of interdependence between the variables. Hypotheses were analysed by using Pearson Correlation Co-efficient and Multiple Regression.

While collecting the data it was noticed that some of the respondent were not willing to participate in the survey because of the fear of being quoted in future. so, researcher provided the assurance of confidentiality to those respondents. As the data were self-reported, there are chances of biased findings in the

study by “CMV effect” (Common method variance). The generalization from the study is constructive and restricted to the particular group of respondents, who all take part in the study.

**7. Results**

**A. Profile of the Participants**

The total sample size, which was collected were 153. The group consist of 51 (33%) females and 102 (67%) males. In the sample, 67% respondents were in the age group of 20-35 years and rest of the respondents were above 35years in age. 76% of the respondents were married and 24% were single. While analysing the work experience of the respondents, it was found that 92% of respondents were having more than 2 years of experience, 7% of them had an experience of 1-2 years and 1 % of them had less than 1 year of experience. The data was collected from Indian Baking Organisation, which were situated in Delhi (The National Capital of India) and Rajasthan.

**B. Relationship between the Variables**

The given table (Table 1) represents the mean and standard deviation scores of the variables used in the study.

Above Table1 shows descriptive analysis of the variables, where scale for measurement of proactiveness of mentor and protégé’s outcomes shows an acceptable range of Alpha from 0.70 to 0.95 (Nunnally & Bernstein, 1994; Bland & Altman, 1997). As defined by Karl Pearson (1895, 1905) skewness and kurtosis values are also lies in acceptable range from (-1,1) and (-2,2) shows the normal distribution of data.

Table 2 indicates the correlation matrix of the variable. Correlation co-efficient of the independent variable with the dependent variables. A correlation matrix shows relationship among the variables and considered to be significant if the p-value is lower than 0.05. As mentioned in Table2, in Indian banking sector, mentor’s proactivity shows a significant relation with providing mentoring, job satisfaction of employees. Whereas, there is no relationship between mentor’s proactive personality and mentee’s organisational commitment.

It is observed that mentoring relationship shows a high correlation with mentor’s proactivity followed by job satisfaction of mentee, shows that both are strongly related with mentor’s personality. Employees satisfaction and their commitment are positively correlated. The above findings lead us to conclude that employees in Indian banking sector perceived that mentor personality is important for their satisfaction at work place and eventually which will lead to their organisational commitment.

Table 1  
Descriptive statistics of the Variables

| Variables                 | Number of Items | Mean Score | Standard Deviation | Skewness | Kurtosis | Total number of respondents | Cronbach Alpha |
|---------------------------|-----------------|------------|--------------------|----------|----------|-----------------------------|----------------|
| Proactive personality     | 4               | 3.72       | .56                | -.37     | -.06     | 153                         | .72            |
| Mentoring Relationship    | 13              | 3.69       | .46                | -1.63    | 5.37     | 153                         | .86            |
| Job Satisfaction          | 9               | 3.31       | .53                | -.71     | 1.53     | 153                         | .69            |
| Organisational Commitment | 8               | 3.34       | .47                | .38      | .19      | 153                         | .71            |

Table 2  
Pearson Correlation between Proactive Personality of mentor and dimensions of Protégé's outcome

| Variables                 | 1      | 2      | 3      | 4 |
|---------------------------|--------|--------|--------|---|
| Proactive Personality     | 1      |        |        |   |
| Mentoring Relationship    | .529** | 1      |        |   |
| Job Satisfaction          | .233** | .281** | 1      |   |
| Organisational Commitment | .002   | .067   | .283** | 1 |

C. Multiple Regression Analysis

For getting more knowledge about the relationship between independent or predictors and the dependent or criterion variables, we have done multiple regression analysis.

From the Correlation matrix, it was concluded that mentor's personality shows a linear correlation with mentoring process and protégé's satisfaction. In multiple regression model, we will find the relationship between the single dependent variable with many independent variable or predictors. A set of Predictors are weighted to formulate the regression equation or model to describe its relative contribution in predicting criterion variable. There are 2 Regression model. In model 1, employee's job satisfaction is taken as dependent variable and proactive personality, mentoring relation, organisational commitment as independent variables. In model 2, employee's organisational commitment as dependent variable and proactive personality of mentor, mentoring relation and employees job satisfaction as independent variables. The results are shown in Table 3.

Table 3  
Results of Regression Analysis with Job Satisfaction as Dependent Variable

| Independent Variables     | Coefficient | t    | p-value |
|---------------------------|-------------|------|---------|
| Proactive Personality     | .125        | 1.46 | .144    |
| Mentoring Relation        | .224        | 2.19 | .030*   |
| Organisational Commitment | .305        | 3.58 | .000*   |

R = .40, R Square = .162, F change = 9.57, Durbin Watson = 1.474

\*Significance level at 1%

Table 3 shows the results of regression analysis of Model 1. Predictors shows 16.2% variance of employee's job satisfaction (F Change = 9.57, P < .05). Results indicates that mentor's proactive personality ( $\beta = 0.125$ ,  $p > .05$ ) is not significantly related to job satisfaction level of employees, whereas mentoring relationship ( $\beta = 0.224$ ,  $p < .05$ ), organisational commitment ( $\beta = 0.30$ ,  $p < .05$ ) are positively related with employee's satisfaction level. Therefore, we can propose that, these two predictors are responsible for employee's job satisfaction in Indian banking sector. Further, it is concluded that employee's organisational commitment and mentoring relationship are important variables, which explains the variance in employees job satisfaction. Thus, hypothesis H4 and H6 are confirmed but H2 is not confirmed as its significance level is > than .05.

Proactive personality of mentor shows a positive relation with mentoring process ( $\beta = .63$ ,  $p < .01$ ). Thus, hypothesis H1 is confirmed.

Table 4 reveals the regression results of Model 2. Independent variables show 8.5% variance of employee's organisational commitment (F change = 4.62,  $p < .05$ ). Results reveal that only employees job satisfaction are positively associated with employee's organisational commitment. Thus, Hypothesis H6 is confirmed. Whereas, mentor's proactive personality and mentoring relation are not significantly related with employee's job (Organizational commitment). Though these predictors play a major role in organisation and employee's advancement but their contribution in employee's (Organizational commitment) is not direct. Thus, Hypothesis H3 and H5 are not confirmed.

Many researchers mention in their studies that higher R2 value shows model to be a good fit. Ferenc Moksony (1990) does not support this statement that the value of R2 signifies the quality of the regression model. Goodness of model can only be determined by the theoretical reasoning. R2 works on explanatory power of variables and measures the proportion of variance in criterion variable that is predicted from predictors. Glenn and Shelton, 1983 mentioned in their study that low value of R2 does not mean that the impact is low or negligible.

Table 4  
Results of Regression Analysis with Organisational Commitment as Dependent Variable

| Independent Variables | Coefficient | t     | p-value |
|-----------------------|-------------|-------|---------|
| Proactive Personality | -.069       | -.876 | .383    |
| Mentoring Relation    | .028        | .287  | .774    |
| Job Satisfaction      | .261        | 3.588 | .000    |

8. Discussion

Indian economy is a developing economy, where organizations are engaged in improving their human power for facing competition. Managing human academic competencies is much easier than managing human emotions, behaviour, confidence level and internal qualities. Organizations are focusing on new practices for improving employees' competencies. Mentoring practice is one of the best practices for the advancement of personal competencies of employees in this transition scenario. This study is designed to gain insights on the importance of mentoring practices and mentor's personality on employees. In the study, it has been put forward that it is very essential for the managers and organization to focus on mentoring practices and their impacts on employees for the development of the organization.

The results of the study reveal that a proactive personality is an important trait in a mentor and is strongly associated with mentoring practice. A proactive mentor will establish an effective mentoring relationship with his employee and the employee will feel satisfied after seen his mentor's proactiveness with him at all levels in the organization. Similarly, Joiner et al. (2004) concluded that successful mentoring relationships will lead to employee satisfaction and maintaining the attrition rate in the organization. Further, Ghosh (2012) mentioned in his study that a mentor shows his

referent power and make his protege adapt to the organizational environment.

This study also proved a positive association between an employee's job satisfaction and organizational commitment. Employee satisfaction level shows his commitment to the organization because the satisfaction level influences the person's attitude towards his job and his organization, which affects his emotional reaction towards his commitment (Spector, 1997). Further, Lumley (2010) also talked about the linkage between job satisfaction and organizational commitment of employees in the IT environment.

However, Mentor' proactive behaviour and mentoring process are low predictors of employee's organizational commitment. This finding mentions that the mentor's proactive behaviour will not affect directly his protege's commitment towards the organization. But an employee's satisfaction level at the workplace can determine his organizational commitment. As explained by Allen, Eby, Potteet, Lentz, and Lima (2004) that the mentoring process plays a direct and significant role in employees' performance, their satisfaction level and their commitment to the organization.

We have depicted the results of our proposed model as follows:

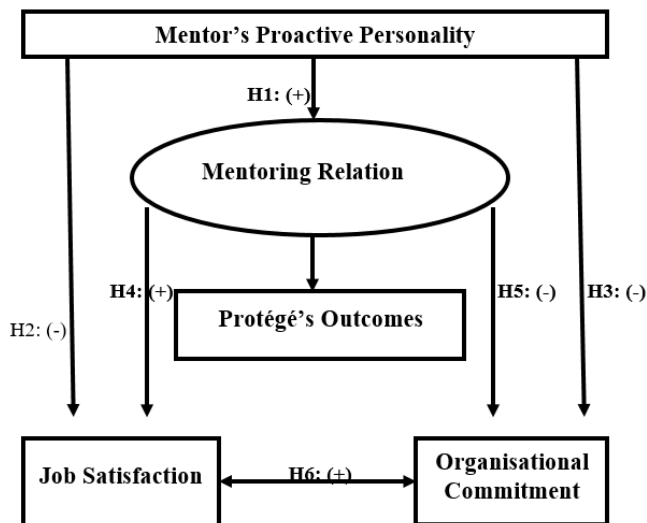


Fig. 2. Results represented in the proposed model

Overall the model provides the adequate evidence to prove that any improvement in the level of mentor's proactiveness will leads to improve the mentoring relation with his mentee as well as the level of mentee's job satisfaction. Organisations needs to train its mentors for providing better guidance to their employees. A satisfied employee on his job will be committed in his organisation. It is necessary to induce mentoring practices at all levels of organisation, which will eventually affect the development of individual personality of both mentor and mentee. The output of the employees will increase and these practices will also help in improving the overall management and human capital of the organisation.

## 9. Conclusion

This study investigated the relationship between mentor's personality and his protege's job satisfaction and their organisational commitment working in Indian Banking sector. In the present study, variables are measured through two models. Model 1 shows employee's job satisfaction as dependent variable, which is getting influenced by their organisational commitment, mentor's proactive behaviour and mentoring process. For retaining the knowledgeable human capital, organisation needs to advance the mentoring practices. Model 2 shows employee's organisational commitment is getting affected by their satisfaction level at work place. They tend to be more commitment towards their organisation, if their satisfaction level is high and vice versa.

In this competitive and changing scenario organisation needs to focus on the changing practices for the advancement and growth of employees, which will lead to develop organisation. Management should dwell in executive development programmes for improving personal competencies of its effective leaders and mentors. So, that the leaders or mentors can make the mentoring practices more fruitful.

The above findings can help us to conclude that an effective mentor is an important part for the success of the organisation. Mentoring practices can be improved by training programmes. Success can be achieved if the efforts are made from both the sides management as well as employees. A major step can be taken to improve the satisfaction level of employees, organisation need to create a friendly environment at work place where employee can open up with their mentors and can share their problems with them, by maintain employee's self-esteem and providing career advancement opportunities.

## 10. Scope for future research

The present study provides a lot of scope for the future research in the area of mentor's proactiveness and protégé's outcome.

- A comparative analysis can be done, to find out the difference between public and private banking sector in relation to their mentors proactiveness and its impact on employees
- An international comparison between developed and developing economies can be carried out for getting the knowledge about the mentoring effectiveness in this transition scenario.
- A longitudinal study can be done, for measuring the effectiveness of mentor's personality on employees in different time phases.

## References

- [1] Buitendach, J. H., & Witle, H. (2005). Job Insecurity, Extrinsic and Intrinsic Job Satisfaction and Affective Organisational Commitment of Maintenance Workers in a Parastatal. South Africa. *Journal of Business Management*, 36(2).
- [2] Eby, L. T. T., Allen, T. D., Hoffman, B. J., Baranik, L. E., Morrison, M. A., Evans, S. C., Sauer, J. B., Baldwin, S., Kinkade, K. M., Maher, C. P.,

- & Curtis, S. (2013). An Interdisciplinary Meta-Analysis of the Potential Antecedents, Correlates and Consequences of Protégé Perceptions of Mentoring. *Psychological Bulletin*, 139 (2), 441-476.
- [3] Lumley, E.J., Coetzee, M., Tlandinyane, R. & Ferreira, N. (2011). Exploring the Job Satisfaction and Organisational Commitment of Employees in the Information Technology Environment. *Southern African Business Review*, 15, 1.
- [4] Menges, C. (2015). Towards Improving the Effectiveness of Formal Mentoring Programs: Matching by Personality Matters. *Group and Organisation Management*, 1, 32.
- [5] Moksony, F. (1990). Small is Beautiful. The Use and Interpretation of R2 in Social Research. *Special Issue*, 130- 138.
- [6] Nachimuthu, P. (2006). Mentors in Indian Mythology. *Management and Labour Studies*, 31(2).
- [7] Nkomo, M. W., Thwala, W. D., & Aigbavboa, C. (2018). Influences of Mentoring Functions on Job Satisfaction and Organisational Commitment of Graduate Employees. *Advances in Intelligent Systems and Computing*, 596.
- [8] Ragins, B. R., & Kram, K. E. (1985). *The Handbook of Mentoring at Work*. United States of America.
- [9] Rogers, A., Luksyte, A., Spitzmueller, C. (2016). Predictors of Effective Formal Mentoring: Is the mentor's commitment all that matters? *Human Performance*.
- [10] Trejo, N. G., Landeta, J., Albizu, E., & Ferrin, P. F. (2019). Determining Effective Mentor Characteristics in Inter-Organisational Mentoring for Managers: An Approach Based on Academics and Practitioners Perspectives. *Industrial and Commercial Training*.
- [11] Weng, R. H., Huang, C. Y., Tsai, W. C., Chang, L. Y., Lin, S. E., & Lee, M. Y. (2010). Exploring the Impact of Mentoring Functions on Job Satisfaction and Organisational Commitment of New Staff Nurses. *BMC Health Services Research*.
- [12] Wu, X., Lyu, Y., Kwan, H. K., & Zhai, H., (2019). The Impact of Mentoring Quality on Proteges Organisation – Based Self Esteem and Proactive Behaviour: The Moderating role of Traditionality. *Human Resource Management*, 1-14.
- [13] Woo, H. R. (2017). Exploratory study Examining the Joint Impacts of Mentoring and Managerial Coaching on Organisational Commitment. *Sustainability*, 9, 181.