

## **The Effects Of Mentorship On The Success Of Firms**

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### **Abstract**

This study analyzes the effects of mentorship applications on the success of enterprises. Field work is carried to in the 5-star hotels who are active during 12 months in the Manavgat region of Antalya (Turkey). The study is supported by 260 hotel personnel and 250 personnel responded. The study tries to find out if there is a relation between the application of mentorship in the enterprises and issues such as value given to the employees, increase of information exchange within the firm, enrichment of relations between the personnel, development of career provided, performance and efficiency increase of the employees.

**Keywords:** Mentorship, Firm Success, Tourism, Hotel.

### **1.INTRODUCTION**

Mentorship is not only to share the characteristics embedded in the person; it is something to aid people to improve and show how to get them. In the business life, the mentorship is so important especially for the new employees. It helps them to get know the company. It is also a tool to transfer the knowledge and skills of the organization to the people who mark out for a brilliant future.

The aim of this study is to search the affects of mentorship applications for the business performance.

### **2.Background**

Values and Institutional culture. Main topics in the agenda of the managers and the owners are related to increase the revenue and the profit, to develop new ideas, to create high performance teams and to reduce the risks. In order to reach these goals they are taking many initiatives and applying new methods such as reengineering, paying high salary and bonuses, having different training and providing external motivation. On the other hand, the least focused but probably the most effective one is creating “institutional culture”. It can be defined as rules, criteria and judges which are not written. It is a value system which defines the way of thinking of employees and the managers. The concept of institutional culture can also act as a moral plaster that gather the people in the organizations. Appropriate institutional culture supports in getting the goals of the organization through ensuring a platform for the employees to lend their soul to their work. By doing this, the employees behave as patriot and brave soldiers who they believe the war they are in not as ladrone.

Institutional culture occurs firstly with the respectful behavior of managers to their subordinates, the relationship between the people, support and solidarity, company values, shared things and other elements. On the other hand, to increase the institutional culture to

the right level and to manage and to develop it in a continual manner is a matter of expertise which is not merely known nowadays. It is, therefore, needed for many institutions to get consultancy services. If we believe that the factor behind the successful company is the environment where the people add something and balance their business and private life in a good way, we have to take this subject into our agenda not as a luxury but a necessity.

Communication is the transfer of information or knowledge from one person to another. It is vital for human beings to express themselves as social being. It is a process of knowledge production, transfer and perception.

Knowledge and experience transfer are two topics important for the institutional culture literature. There are different people in the organizations with different past, knowledge, world view, mental structure and the motivation. Knowledge cannot be piled without gathering the implicit knowledge of these people which are the most valuable treasury of the organization. To share the implicit knowledge, a common space is needed. Common space refers to the conceptual combination of physical, virtual and mental spaces which facilitate the required activities for knowledge creation process and sharings to happen. The works in the common space should be as far as productive and comprehensive. Knowledge oriented organizations requires to develop and apply business culture strategy (Güçlü, Sotirofski, 2006).

Career development, on the other hand, has been one of the main topics in nowadays business environment because of the change of the relation between organization and employee, organization structure and the expectations of the employees. Management approaches like downsizing, outsourcing, total quality management, people-oriented management, change management, learning organization which are all result of the globalization have led the concept of career to change. To invest in employees and to improve their skills will provide competitive advantage in the global business environment.

Performance and Productivity. Performance management is a new subject. The performance of an organization is the output at the end of a period or outcomes of the activities. These outcomes can be regarded as the rate of reaching the goals determined by the organization. For companies, it is possible to have some goals (profitability, productivity, efficiency etc.). Productivity is related to the inputs and outputs and it refers what extent to the organization uses its resources. It is the main part of performance (Yükçü and Atağan, 2009).

Mentor and Mentee . Mentorship is arbitrary or professional, one to one relationship which aims to support and encourage the person (Özkalp vd., 2006: 55). Daresh (2004) sees the mentorship as a process of personal improvement. It is a process that is conducted under the supervision of such people who has guiding, protecting and leading skills. Mentor is the one who holds such characteristics. Gettys (2007), on the other hand, states that the mentorship is a mutual cooperative process and experienced mentor guide his/her student to improve his/her knowledge and skills (Gettys, 2007: 7-8).

Two concepts need to be mentioned here: Mentor and mentee. Mentor is a supervisor and guides the person to help him/her to develop his/her career through supporting, teaching and listening. The term “mentor” is used to define a person who shares his/her expertise and knowledge with other people. Mentee or protégé’ is the one who benefits the mentorship service.

### **3. RESEARCH**

#### **3.1.Method and Hypotheses**

This study is modeled according to the descriptive method and relational scanning model. Relational scanning models aim to define the existence and level of relation between two or more variables. The hypotheses of the study are as follows:

H1: There is a significant relationship between mentorship implementation and the value that the managers show to their subordinates

H2: There is a significant relationship between the mentorship implementation and the increase in knowledge transfer in the organization

H3: There is a significant relationship between the mentorship implementation and the increase in communication level in the organization

H4: There is a significant relationship between the mentorship implementation and career development of the employees

H5: There is a significant relationship between the mentorship implementation and the increase of performance and productivity of the employees

#### **3.2. Sampling and Data Collection**

The study was conducted in Manavgat, Antalya. The unit of study is hotel employees. Questionnaire method was used to collect the data. Questionnaires were distributed to 260 employees and 250 of them were collected with a turn rate of 96%.

Questionnaire consists of 6 parts. In the first part demographics take place. Second part dedicated to organizational commitment. There are 5 items in this part. This and the following parts, the 5-point Likert scale was used with "1" indicating Absolutely Disagree and "5" indicating Absolutely Agree. The Cronbah's Alpha of this scale is 0.811.

Third part is related to the survival in the company and there are 4 items in this part. The Cronbah's Alpha of this scale is 0.875.

Performance questions are in the fourth part and there are 3 items with 0.911 Cronbah's Alpha. Communication is in fifth part. There are 3 items in this scale and the reliability is 0.729. Management related questions are in the last section. 6 items take place in this part. The Cronbah's Alpha is 0.838.

#### **3.3.Data Analysis**

Demographics are gathered using frequency tables. For the Likert scale questions, firstly reliability then the normality test were done. Simple regression analysis were used for commitment, performance, communication, and management scales. The significance level is determined as 0.05.

### 3.4. Findings

#### 3.4.1. Demographics

<b>Gender</b>	<b>N</b>	<b>%</b>	<b>Education</b>	<b>N</b>	<b>%</b>
Male	118	47.2	High School	16	6.4
Female	132	52.8	Undergraduate	173	69.2
<b>Age</b>			Master	47	18.8
19-22	34	13.6	Ph.D	14	5.6
23-26	91	36.4	<b>Position</b>		
27-30	67	26.8	Manager	45	18
31-34	12	4.8	Employee	205	82
35-38	10	2.5	<b>Nu.of Hotels worked before</b>		
39-42	8	3.2	0	73	29.2
43-45	7	2.8	1	162	64.8
46-49	9	3.6	1+	15	6
50-more	12	4.8			
<b>Years in the hotel</b>					
0-1	41	16.4			
2-4	59	23.6			
5-6	52	20.8			
7-9	27	10.8			
10-12	17	6.8			
13-15	16	6.4			
16-18	11	4.4			
19-21	19	7.6			
22-more	8	3.2			

Half of the respondents are below the age of 27. Most of them (%69) holds university degree. 65% of the respondents (162 person) stated that this is their second jobs whereas this ratio is %29 (73 person) for the first time worker. 40% (100 person) of the respondents have been working in their current hotel for less than 5 years. 71 person (28.4%) have been working for more than 10 years in the same hotel.

### 3.4.2. Findings of Hypothesis Tests

Five Hypotheses are tested with linear regression test.

H1: There is a significant relationship between mentorship implementation and the value that the managers show to their subordinates

R2	Adjusted R2	Standard Error	p
0,063	0,071	0,865	0,032

There is a significant relation between the mentorship implementations and the value that the managers show to their subordinates.

H2: There is a significant relationship between the mentorship implementation and the increase in knowledge transfer in the organization

R2	Adjusted R2	Standard Error	p
0,041	0,039	0,095	0,028

The result of regression analysis show that there is a significant relation between the mentorship implementations and the knowledge transfer in the organization.

H3: There is a significant relationship between the mentorship implementation and the increase in communication level in the organization

R2	Adjusted R2	Standard Error	p
0,274	0,075	0,462	0,011

There is a significant relation between the mentorship implementations and the increase in communication level in the organization.

H4: There is a significant relationship between the mentorship implementation and career development of the employees

R2	Adjusted R2	Standard Error	p
0,051	0,001	1,126	0,021

According to the result of the regression test there is a significant relation between the mentorship implementation and career development of the employees

H5: There is a significant relationship between the mentorship implementation and the increase of performance and productivity of the employees

R2	Adjusted R2	Standard Error	p
0,159	0,04	0,691	0,023

Hypothesis 5 is accepted as the significance level is below 0.05 (0.23). It means that there is a significant relation between the mentorship implementation and the increase of performance and productivity of the employees.

#### **4. DISCUSSION**

Today's competitive environment requires the companies to have the qualified human resources as the most important capital. It is no surprising to see the employee satisfaction to be in the agenda of the companies. One way of increasing the satisfaction level and abilities of employees and improving the professional skills is the mentorship implementations in the organization.

We need from time to time somebody to consult who will share his/her expertise and guide us. Mentorship provides this through transferring the experiences of senior people to less experienced people in the organization.

The success of mentorship program in the organization depends on analyzing the need carefully and assign the right person as mentor to the mentee. It is also important to get feedback continually from both mentor and mentee from the beginning of the program in order to revise the content of the program in time. Mentorship programs are not compulsory programs. Mentors and mentees should meet periodically and have improvement focused conversation. Working on projects can also be influential for the effectiveness of the program.

Well designed mentorship programs add value to the institution, mentor and mentee. Mentorship programs;

Helps the organization values to be espoused by the employees,

Helps to transfer the institutional knowledge form one generation to another in the organization and facilitate the adaption of new comers

Helps mentees to work with the mentors in a one to one learning relationship which can aid the employees in their career development

Helps mentors to feel the pleasure of preparing the future leaders

According to the result of the study, the organizations implementing mentorship benefit from these programs in different ways. The employees feel themselves as valuable for the company. This affects the business performance in a positive manner through the increase in communication level in the organization, and the decrease in leaving the job which all together leads to increase in productivity and quality in production.

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