

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Effects of Mentoring on the Performance of Employees in NBO Bank, Sultanate of Oman

Shouvik Sanyal

Assistant Professor, Department of Management and Marketing,
College of Commerce and Business Administration, Dhofar University, Oman

Mohammed Wamique Hisam

Assistant Professor, Department of Management and Marketing,
College of Commerce and Business Administration, Dhofar University, Oman

Abstract:

Mentoring is a supportive form of employee training that takes place outside the conventional top-down manager-employee relationship. It typically comes in the form of long-term guidance provided by an experienced employee, the mentor, to someone less experienced, the mentee, in an effort to support the mentee's overall development. A mentor is someone who has knowledge, skills, and experience in a particular area and is willing to share that information by providing insight and support

This study seeks to determine the extent of the impact of mentoring practices on the performance of employees within NBO bank in Sultanate of Oman.

A quantitative method was conducted to analyze and collect data where the sample consisted of 73 employees, 4 managers and 3 mentors within the NBO bank.

Results proved that the mentoring practices affecting positively the performance of employees within the NBO bank.

Keywords: *Mentoring, mentors, employees, performance, bank*

1. Introduction

In the era of modernization and development, the competition is more potent and robust in the business work. Organizations always have tried to achieve their objectives in the best form and that leads to their success. Most today's organizations are seeking for getting solution to escape the economic recession. For that reason, several companies use various techniques to improve talent and create so skilled workforce. Some strategies are emerged to fulfill the success and mentoring is the current strategy used by organizations to manage the human resource in business. Over the years, mentoring is attached to the success of career in different trades. This strategy is through the tools to provide the skilled employees of the future and to strengthen their intelligence and knowledge, and to keep the organization competitive feature. Furthermore, the management should design activities and encourage the employees to improve its personal and this is called mentoring. It is a symbol of openness to modernity, enthusiasm, and fervor to listen and support people to become interested in realizing new experience of job. Organizations require active managers and workers to fulfill its goals and the success can't be without their personal efforts and improving their performance. Moreover, Neupane (2015) assess that the evolution of human resource is substantial to assure the quality of service, efficiency and well understanding in an organization to a complex atmosphere of business constantly changing. He confirms also that mentoring is considered the most important part of development of employees. Its targets are to improve and perform highly the people at the workplace and also concentrate on special skills and objectives; yet it may also have several effects on the attributes of persons such as confidence and the interaction between each other. Indeed, developing special skills is a benefit of an organization as well as the persons, and to mentor employees assists them to develop modern thinking process which assists people to beat obstacles and improve their careers through boosting relationships with more experts. In this regard, this paper explores the effects of Mentoring on the performance of Employees in NBO bank in Oman.

2. Research Problem

NBO bank in Oman is a government organization in Oman which needs to a disciplined and committed employees due to the sensitivity of the field of its activities. the researcher is an employee in this organization and he seeks with this study to finding out the extend impact of mentoring on the performance of employees within this organization.

3. Objectives

- To study the extend of applying the mentoring in NBO bank in Oman.
- To examine the influence of mentoring on the performance of employees among NBO bank in Oman.
- To encourage the developing of the mentoring strategies within NBO bank in Oman.

4. Literature Review

4.1. Theoretical Framework

4.1.1. Mentoring

Mentoring is a regular operation consisting from set of guidelines and steps acted by leader of a group or staff to help them to achieve correctly their purposes.

The mentoring is a planning that staff members must followed it to fulfill the organization's objectives.

Referring to Zachary (2011), the purposes of mentoring are as following:

- Raising employees' work skills,
- To create mentor and mentee relation based on trust,
- To achieve a cooperated staff,
- Provides help and guidelines,
- Helps employee to access to practical knowledge.

4.1.2. Variables of Mentoring

According to Shin (2019), Mentoring practices have the following variables:

- Know all the facts about the situation,
- Consider the human element when making the decision,
- Think about the impact of your decision on the task,
- Make sure that the decision you make is the right decision you,
- Make commands clear and concise,
- Delegation of initial tasks to all employees.
- Follow-up of each authorized person, giving specific orders whether written or oral.

4.1.3. Performance of Employee

Borman (1993) defines the performance of employee as a contribution process of an employee to realize the company's objectives.

Employee Performance according to Schermerhorn et al. (1985) was defined as the extent rate of realization of the purpose of an employee's activity, and in generally it represents the extent level of achieving objectives of the whole company.

Marcia Moore (2017) defined employee performance as the process to act a job respecting a set of policies provided by the leader.

4.2. Previous Studies

According to NYAMORI (2015), the design used in his study is a descriptive research. The population of this research comprised the 160 workers of SOS Children's Villages. The method used is questionnaires to collect essential data. The analysis of the data is statically using SPSS software. Data is analyzed in frequencies, percentages and means. The correlation of Pearson is calculated for inferential statistics. Finally, the data pertinent to the research is presented in a format of table.

The findings pointed out that mentoring lets new practitioners to realize the objectives for their business role. Also, mentoring aims to raise the skills of employee on their jobs.

This study finds that job motivation is the key of mentoring. Added to that, mentoring enhance the motivation of people and accelerates the learning process and it is a needed in the increase of productivity of employee and the decrease of the time needed in the product of quality work. Finally, the advancement of career is a significant result of monitoring.

As recommendations, the lack of support from the organization characterizes the potential challenges in the mentorships. Also, difficulties are growing in program coordination under organized initiative and the associations of resources with mentoring.

The research of Ofobruku (2015) is a survey study employing qualitative and quantitative approaches. Population in Abuja is used as the construction industry. This study analyzed 367 responses from construction employees. The analysis of the collected data used the technique of correlation of Pearson.

This study's findings are represented in the positive effects on the performance of employees and the career support is more effective on the performance of employees than psychosocial support. It is concluded that employees' performance is based on mentorship program degree. Also, in term of performance, employees comply more with career support. For that, mentoring has an important relationship with the performance of an employee.

The researcher recommends that the organization should have a mentorship program for their employees to obtain the best performance of employees then to achieve the organization's objectives.

The study of Ofobruku (2015) aims to set the effect of mentoring on career success in the hotels in Nairobi. In this research Human Resource Managers represent the respondents in 156 hotels. They represent first-hand information on career success and mentoring. Analyzes of data of respondents are descriptive statics using percentages and frequencies. Also, regression analyzes are used to find the relationship between career success and mentoring in Nairobi hotels.

This study finds that there is a relation between employee career and mentoring in the hotel of Nairobi. Therefore, mentoring effects on the career success among employee in the hotel.

As author's recommendation, using mentoring process is a tool of development of human resources. This tool will ameliorate the knowledge, skills and strength of employees as goal to achieve the objectives of the career. The research of Neupane (2015) has as method of cross-sectional and quantitative and qualitative as approach. Author used a sample of 172 supervisors and managers who represented the mentors in particular hotels and are selected by using the appropriate technique of sampling. Data are collected by using questionnaires and they are analyzed by utilizing correlation, arithmetic mean and regression using SPSS 20.

As result obtained, mentoring is correlated positively to the performance of employee and has an important effect on the performance of employee. Also mentoring and organizational performance are positively correlated. However, the regression analysis shows that mentoring hasn't important effects on organizational performance.

According to the survey mentioned, the author recommended that the hotels must implement mentoring programs to progress the performance of employee and the organizational performance. Also, the management of the hotels of UK should concentrate on furnishing various rewards for the workers and development and training to boost the retention of the employee within the organization. Also, it is recommended that the organization can improve systematic programs of mentoring as a part of development plan with a view to boost the future of leaders and competent workforce for tomorrow's competitive business.

5. Research Methodology

5.1. Research Methodology

A survey design used as a quantitative method to gather data from employees within NBO bank in Oman. The data are collected from the randomly selected employees across a structural questionnaire where sample was classified into categories like gender, age, etc.

5.2. Hypothesis

- H1- There is a great correlation of drivers of mentoring on improving the employee's performance,
- H2- There is an efficient effect of mentoring strategies on the performance of employees,

Main Hypothesis- there is a significant impact of mentoring on the performance of employees.

5.3. Scope

This study will be focus on a government organization in Oman which is the NBO bank in Oman.

5.4. Sample Design to Be Used

A sample of 80 employees from NBO bank in Oman will be selected for this study.

5.5. Source of Information

- This study needs firstly to collect data from set of previous studies with the same topic and other information from web sites, books, so on,
- The structured questionnaire will be the primary source of information for the analyzing the responses of employees towards mentoring practices.

5.6. Tools and Techniques of Analysis

To analyze the data gathered from respondents, the researcher will profit from the SPSS tools and available functions such as reliability, multiple regression and correlation.

6. Data Analysis

6.1. Scale Validity and Reliability

		N	%
Cases	Valid	80	100%
	Excluded(a)	0	0%
	Total	80	100%

Table 1

The validity test, as shown in the above table, shows that all the data collected from respondents were valid and ready to be analyzed.

	Cronbach's Alpha
Mentoring Drivers	.953
Mentoring Strategies	.944
Mentoring	.900
Employees Performance	.937

Table 2

As shown in the reliability table, the reliability of the Mentoring Drivers variable is 95%, the reliability of the mentoring Strategies variable is 94% and the Mentoring variable registered 90% of reliability whereas the Employee Performance variable registered 93% of reliability. The values of Cronbach alpha are well above the prescribed limits (0.7) and they are accepted.

6.2. Personal Information

		Frequency	Percent
Valid	Male	44	55%
	Female	36	45%
	Total	80	100%

Table 3: A-Gender

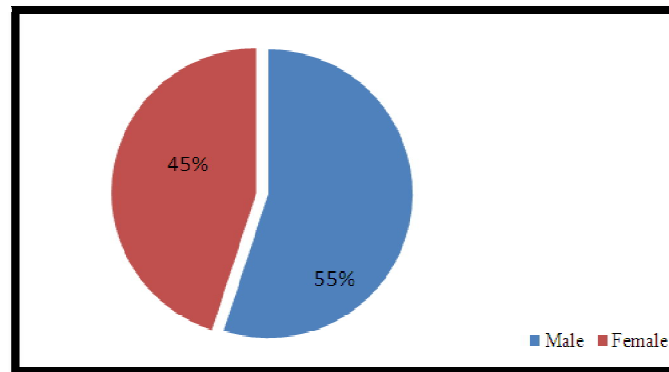


Figure 1

Males covering the sample represent 55 percent of respondents whereas Females covering 45 percent of them. Interpretation:

The males' number exceeded the females' number by 5 percent.

		Frequency	Percent
Valid	Below 30 years old	15	18%
	31 - 40	45	56%
	41 - 50	12	15%
	50 years and above	8	10%
	Total	80	100%

Table 4: B- Age

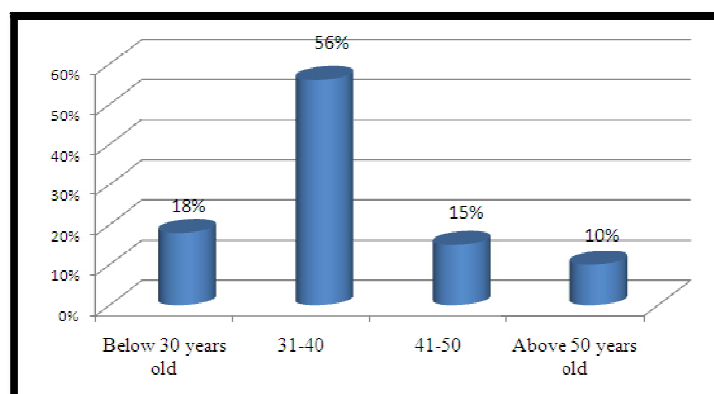


Figure 2

It is revealed from the above classification of the sample into age ranges that respondents aged between 31 years and 40 years is the most proportion of employees with 56% of appearance and the second range registered for the respondents with age below than 30 years with 18% of occurrence, the third rank occupied to the respondents where their age are between 41 years and 50 years with 15% of occurrence and finally the last rank is for respondents where their age are above than 50 years with 10% of occurrence.

		Frequency	Percent
Valid	Bachelor and below	63	79%
	Master degree	13	16%
	PhD	4	5%
	Total	80	100%

Table 5: C- Education

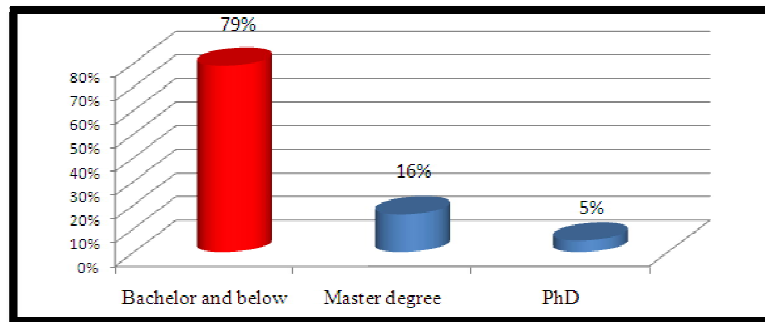


Figure 3

Three education levels has been used to classify the respondents based on their higher education where Bachelor and below education level registered 79% (63 items) of occurrence and the Master degree presented 13 times (16%) whereas PhD degree registered 5% (4 times) of occurrence among the sample of this study.

Interpretation: Most of the respondents had an educational level of Bachelor's degree or below.

		Frequency	Percent
Valid	Manager	4	5%
	Mentor	3	4%
	Employee	73	91%
	Total	80	100%

Table 6: D-Designation

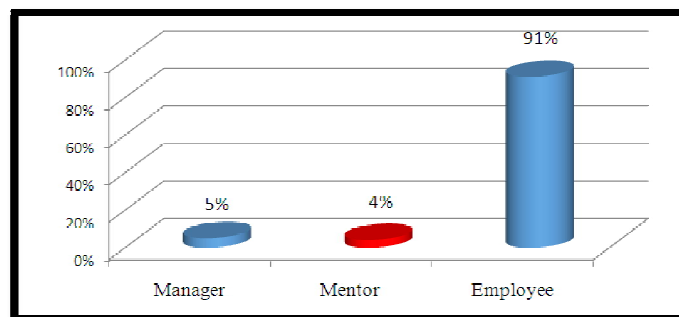


Figure 4

It is clearly from the occupation classification above chart that Mangers represented 5 percent of respondents, Mentors represented 4 percent of respondents whereas Employees registered 91 percent of them.

Interpretation: Most of the respondents are employees such as tellers, personal bankers and so on.

		Frequency	Percent
Valid	7 years and below	17	21%
	7- 15 years	27	39%
	More than 15 years	36	45%
	Total	80	100%

Table 7: F-Experience

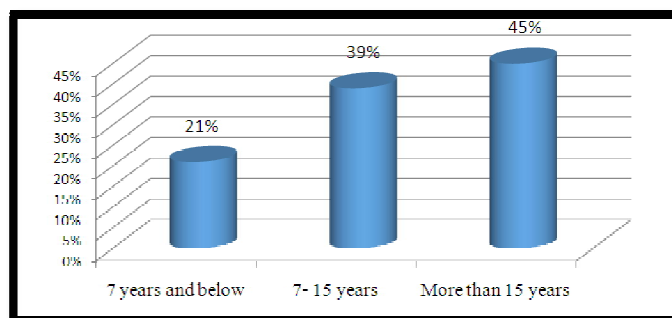


Figure 5

Based on the number of years of experiences among the sample in this study, respondents where their years of experience do not exceed the 7 years represented 21% of respondents and the employees where their years of experience between 7 years and 15 years represented 39% of them whereas employees where their experiences exceeded the 15 years represent 45% of the sample size.

Interpretation: It is clearly that most of employees had an experience which exceeded 15 years.

6.3. Hypotheses Test

- H0- There is a great correlation of drivers of mentoring on improving the employee's performance.

		Mentoring Drivers	Employees Performance
Mentoring Drivers	Pearson Correlation	1	.774(**)
	Sig. (2-tailed)		.000
	N	80	80
Employees Performance	Pearson Correlation	.774(**)	1
	Sig. (2-tailed)	.000	
	N	80	80

Table 8: Correlation Table of Mentoring Drivers and Employee Performance

It is clear from the above correlation table combining the Mentoring drivers and the Employee Performance that the Person Correlation value equals to 0.774** and this indicates that this correlation is significant at the level of 1%.

Interpretation:

This significant correlation make the current hypothesis valid, this hypothesis states that there is a great correlation between Mentoring Drivers and the Employee Performance.

- H02- There is an efficient effect of mentoring strategies on the performance of employees.

		Mentoring Strategies	Employees Performance
Mentoring Strategies	Pearson Correlation	1	.838(**)
	Sig. (2-tailed)		.000
	N	80	80
Employees Performance	Pearson Correlation	.838(**)	1
	Sig. (2-tailed)	.000	
	N	80	80

Table 9: Correlation Table of Mentoring Strategies and Employee Performance

The outcomes of the correlation combined the mentoring Strategies and the Employee Performance, presented in the above correlation table, shows that the Sig. (2-tailed) value equals to 0.000 and this value is less than 1% which indicates that the correlation is significant.

Interpretation: This hypothesis is considered valid and it will be accepted through the significant correlation revealed above. Main Hypothesis- there is a significant impact of mentoring on the performance of employees.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.063	1	11.063	261.762	.000(a)
	Residual	3.297	78	.042		
	Total	14.359	79			

Table 10: ANOVA (b)

a. Predictors: (Constant), Mentoring

b. Dependent Variable: Employees Performance

It is clearly from the ANOVA above table that the value of F is 261.762 with significance value $0.000 < 1\%$, this indicates that there are no statistically significant differences.

Interpretation: The high value of F – statistic indicates that there is a significant effect of the Mentoring on the Employees Performance which makes this hypothesis valid.

7. Conclusions and Recommendations

7.1. Conclusion

The study aimed to investigate the impact of the mentoring with its dimensions on the performance of employees among the NBO bank in Sultanate of Oman.

The adopted method in this research work was a survey (quantitative method) on a set of employees within the NBO bank. The researcher used the following dimensions:

- Mentoring Drivers: this dimension focused on the public relations based on mentoring,
- Mentoring Strategies: This dimension represent the strategies adopted by mentors in the NBO bank,
- Employee Performance: This dimension focused on the performance of employees within the NBO bank.
- The study's findings revealed that:
- There is a great correlation combined Mentoring Drivers and Employee Performance within NBO bank,
- There is a significant relationship between Mentoring Strategies and Performance of Employees within NBO bank.
- As conclusion, the Mentoring affects well the performance of employees within the NBO bank.

7.2. Recommendations

- The researcher recommends the NBO bank to enhance its Human Resources by improving the mentoring process.
- The banks should have a well-defined mentoring program for new as well as old employees to provide feedback on their performance and training needs.
- It is clear that the number of mentors participated in this study is too few, the researcher recommends to increase the number of mentors among various banking fields.

8. References

- i. Ndung'u, c. n. (2016). the effect of mentoring on employee career success in Nairobi's star rated hotels
- ii. Neupane, R. (2015). Effects of coaching and mentoring on employee performance in the UK Hotel Industry. *International Journal of Social Sciences and Management*, 2(2), 123-138.
- iii. NYAMORI, S. (2015). The effect of workplace mentoring on employee performance: a case study of sos children's villages. United States International University or Office of the Deputy Vice Chancellor Academic Affairs.
- iv. Ofobruku, S. A., & Nwakoby, N. P. (2015). Effects of Mentoring on Employees' Performance in Selected Family Business in Abuja, Nigeria. *Singaporean Journal of Business, Economics and Management Studies*, 51(2681), 1-22.
- v. Shin, H. J. (2019). Structural Relationship Analysis Among Variables of Mentoring Network Characteristics, Mentoring Functions, and the Working Attitudes of North Korean Defectors. *Journal of Social Service Research*, 45(3), 373-381.
- vi. <https://www.td.org/insights/mentoring-boosts-employee-performance>