



The effectiveness of mentoring programs in corporate settings: A meta-analytical review of the literature [☆]

Christina M. Underhill ^{*}

The University of Memphis, USA

Received 1 February 2005

Available online 15 July 2005

Abstract

Many studies over the last 20–25 years have examined the benefits of mentoring for the protégé and the organization. A review of these studies being published revealed that there is not only a lack of studies utilizing or reporting comparison group information but also a general lack of experimental research about mentoring. This quantitative meta-analytic review provides a critical analysis of the effectiveness of mentoring, with an emphasis on research designs that compared career outcomes of mentored individuals to non-mentored individuals. The overall mean effect size of mentoring was significant, indicating that mentoring does improve career outcomes for individuals. Individual career outcomes were analyzed and reported. Informal mentoring produced a larger and more significant effect on career outcomes than formal mentoring. There is a need for more research comparing protégés and non-protégés to determine if it is the receipt of mentoring or individual characteristics that leads to career success.

© 2005 Elsevier Inc. All rights reserved.

Keywords: Mentor; Protégé; Mentoring; Career outcomes; Informal mentoring; Formal mentoring

[☆] I thank Drs. William Dwyer, William Farmer, Jeffery Berman, and Chris Dula for comments on a previous version of this manuscript. Manuscript completed as part of the degree requirements for doctorate of philosophy.

^{*} Fax: +1 901 874 2570.

E-mail address: wdrwoman@bellsouth.net.

1. Introduction

1.1. Purpose

The purpose of this review is to provide a quantitative summary of the effectiveness of mentoring in the workplace. There has been a wealth of published information on mentoring since the most recent critical review in 1983. Since then, however, there has been no scholarship published that provides a serious evaluation of the mentoring research being conducted. This review provides a critical analysis of the results of mentoring research, emphasizing those research designs that compared career outcomes of individuals who received mentoring to those who did not. As mentoring likely has important implications for both career and organizational outcomes, it is crucial to understand the extent of the relationship mentoring has with desired outcomes while accounting for the effects of other potential confounding variables. Focusing on studies with comparison groups will provide a more solid foundation upon which to assess the effect mentoring has on improving a person's career outcomes.

1.2. Background on mentoring research

In 1983, Merriam published the first critical review of the literature on mentoring. At that time mentoring was believed to create success in the career of the protégé, but this belief was not readily substantiated by research at the time. Mentoring studies were scattered across disciplines and had not been examined to identify common findings and trends (Merriam, 1983). Since then mentoring has continued to be a popular topic in business and education. A search, of the most relevant scholarly databases for articles since 1983, yielded hundreds of articles. Over a hundred articles regarding mentoring adults in the workplace were obtained and classified into the type of research conducted.

1.3. Current state of mentoring research

The majority of the studies or 60% were based strictly on descriptive self-report survey results. The reported survey response rates after adjusting for missing survey data ranged from 10 to 91%. Overall, the studies averaged a 50% response rate. Twenty-six (24%) of the mentoring studies were not research articles but theoretical conceptualizations or reviews of topics in mentoring. Five studies (5%) were based solely on interviews. Five (5%) articles reported results of longitudinal quasi-experiments with either a pretest–posttest measure or posttest only measure with a non-equivalent control group. Four (4%) of the studies were strictly case studies describing the establishment of mentoring programs, and only three studies involved random assignment to a mentored and non-mentored condition. Of these studies reviewed, less than 22% compared the characteristics and career outcomes of mentored versus non-mentored individuals. The lack of articles comparing mentored to non-mentored individuals is disconcerting when considering the inferences that have been made regarding the influence of mentoring on career outcomes.

متن کامل مقاله

دریافت فوری ←

ISIArticles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات