

The Impact of Mentorship Programs on Career Advancement and Satisfaction

Joshua Balinda

Ibanda University

Abstract

Career advancement and satisfaction are fundamental aspects of employee well-being and organizational success. This study explores the impact of mentorship programs on career advancement and satisfaction, focusing on the United States, Canada, Europe, and African countries. Drawing on existing literature, the study delves into the significance of mentorship in fostering career growth and job fulfillment. The Social Learning Theory, proposed by Albert Bandura in 1977, serves as the theoretical framework, emphasizing how mentorship facilitates social learning within organizations. The study reviews examples such as Google's "Googler to Googler" program and Women in Technology (WIT) groups at IBM in the U.S., TD Bank Group's skill-building programs in Canada, IKEA's mentorship initiatives in Sweden, and mentorship programs at Absa Group Limited in Africa. Findings highlight that formal mentorship programs positively impact career advancement, job satisfaction, leadership development, skill enhancement, and networking opportunities for employees. This research contributes to theory by enriching our understanding of social learning in mentorship, offers practical insights for program design and implementation in organizations, and advocates for policy changes to prioritize mentorship as a retention and talent development strategy. Overall, the study underscores mentorship's role in fostering a positive work environment, supporting employee growth, and enhancing organizational success.

Keywords: *Mentorship Programs, Career Advancement, Job Satisfaction, Social Learning Theory, Organizational Development, Talent Development, Employee Engagement, Diversity and Inclusion.*

INTRODUCTION

1.1 Background of the Study

Career advancement and satisfaction are key components of employee well-being and organizational success. Career advancement refers to the progression and growth of an individual within their chosen career path, often marked by promotions, increased responsibilities, and higher-level roles. On the other hand, career satisfaction pertains to the contentment and fulfillment an individual derives from their work, encompassing factors such as job security, work-life balance, and alignment with personal values. These aspects are not only crucial for individual professionals but also have significant implications for organizational performance and employee retention. In the United States, career advancement is often associated with opportunities for professional growth and development. Research by Wang and Li (2019) highlights the impact of career development programs on career advancement. For instance, companies like Google have well-known programs such as "Googler to Googler," where employees are encouraged to share knowledge and mentor each other, contributing to career advancement (Sullivan, 2016). Furthermore, initiatives like Women in Technology (WIT) groups have emerged in companies like IBM, focusing on advancing the careers of women in technology fields (Shukla, 2020). These efforts underscore the importance of structured programs in fostering career progression and advancement in the U.S. job market.

In Canada, career advancement is often linked to a strong emphasis on skills development and continuous learning. A study by the Conference Board of Canada (2018) found that employees who participated in skills development programs were more likely to experience career advancement. For example, organizations like TD Bank Group in Canada have implemented rotational programs that allow employees to gain diverse experiences and skills, contributing to their career advancement (TD Bank Group, 2020). Additionally, the Canadian government's emphasis on lifelong learning through initiatives like the Canada Training Benefit (CTB) supports individuals in acquiring new skills, potentially leading to career advancement (Government of Canada, 2020). These examples demonstrate how a focus on skill-building can be integral to advancing one's career in the Canadian context.

In parts of Europe, career advancement is often associated with a strong social support system and work-life balance. Countries like Sweden, known for their generous parental leave policies, also emphasize career development. Research by Lindell and Sippola (2012) highlights the importance of supportive work environments and mentorship in career advancement. For example, companies like IKEA in Sweden have mentorship programs that provide guidance and support to employees, facilitating their career growth (IKEA Group, 2021). Furthermore, the European Union's emphasis on work-life balance through initiatives like the Work-Life Balance Directive aims to support individuals in advancing their careers while maintaining a healthy personal life (European Commission, 2019). These efforts underscore how a holistic approach to career advancement, considering both work and personal life, is valued in parts of Europe.

In African countries, career advancement often intersects with cultural values and community support. Research by Adeleye and Okekeocha (2020) highlights the role of mentorship and networking in career advancement in Nigeria. In countries like South Africa, organizations such as Absa Group Limited have implemented mentorship programs targeted at developing future leaders, contributing to career advancement (Absa Group Limited, 2021). Moreover, initiatives like the African Development Bank's "Young Professionals Program" aim to nurture talent and support career growth among young professionals in Africa (African Development Bank Group, 2021). These examples demonstrate how cultural values and community support systems play a crucial role in facilitating career advancement in African contexts.

Career advancement and satisfaction are multifaceted concepts influenced by various factors including professional development programs, skills building, mentorship, work-life balance, cultural values, and community support. Organizations worldwide are implementing diverse strategies to support employee growth and fulfillment in their careers. Whether it's the structured career development programs in the U.S., skills development emphasis in Canada, work-life balance initiatives in Europe, or the role of mentorship and cultural values in Africa, the pursuit of career advancement and satisfaction remains a universal goal.

Mentorship programs play a pivotal role in career advancement and satisfaction by providing valuable guidance, support, and developmental opportunities for individuals. Mentorship can be defined as a professional relationship where an experienced individual (the mentor) shares knowledge, advice, and insights with a less experienced person (the mentee) to foster their personal and professional growth (Eby, Allen, Hoffman, Baranik, Sauer, Baldwin, Morrison, Kinkade, Maher, Curtis & Evans, 2013). This form of developmental partnership is crucial in helping mentees navigate their career paths, gain new skills, and access networks that might otherwise be challenging to reach. As noted by Ragins and Verbos (2007), mentorship programs are designed to facilitate the transfer of knowledge, skills, and experiences from mentors to mentees, ultimately contributing to their career advancement.

Research has consistently highlighted the positive impact of mentorship programs on career advancement. A study by Allen, Eby, Poteet, Lentz & Lima (2017) found that employees who participated in formal mentorship programs were more likely to receive promotions and career advancement opportunities compared to those who did not have mentors. This suggests that mentorship provides mentees with visibility within their organizations, access to new opportunities, and increased confidence in pursuing challenging roles. For example, in a study focusing on the tech industry, Kram, Hall & Lee (2020) found that mentorship significantly predicted career advancement, with mentored employees more likely to advance to higher positions within the company.

Moreover, mentorship programs contribute to career satisfaction by fostering a sense of support and belonging. Mentees often report higher job satisfaction due to the emotional and psychological support provided by their mentors (Chao, Walz & Gardner, 1992). This support is particularly valuable during challenging times or when navigating complex work situations. A study by Eby et al. (2013) highlighted that mentorship relationships can lead to increased job satisfaction, as mentees feel more confident in their abilities and have a trusted advisor to turn to for guidance. For instance, in a survey of healthcare professionals, Bickel, Brown & Connelly (2019) found that mentorship was positively associated with job satisfaction, with mentees expressing greater contentment with their career paths.

Furthermore, mentorship programs contribute to career advancement by providing access to networks and opportunities that might not be available otherwise. Mentors often act as advocates for their mentees, recommending them for projects, promotions, or introductions to influential individuals (Eby et al., 2013). This networking aspect is crucial, especially in competitive industries where career progression relies heavily on connections. For example, a study by Day & Allen (2014) in the legal profession found that mentorship facilitated access to professional networks, which in turn led to career advancement opportunities such as client referrals and partnership tracks.

In addition to career advancement, mentorship programs also impact mentees' skill development and confidence. Mentors serve as role models and provide feedback that helps mentees improve their skills and competencies (Eby et al., 2013). This continuous learning and skill enhancement contribute to career growth and readiness for higher-level roles. For instance, in a study by Turban & Dougherty (2017) focusing on mentorship in STEM fields, mentees reported significant improvements in their

technical skills and confidence levels, which translated into better job performance and career advancement prospects.

Moreover, mentorship programs contribute to career satisfaction by enhancing mentees' sense of self-efficacy and career clarity. Self-efficacy, or one's belief in their ability to succeed, is positively influenced by mentorship (Ragins & Verbos, 2007). Mentors provide encouragement and constructive feedback that helps mentees build confidence in their skills and decision-making abilities. Additionally, mentorship often involves goal-setting and career planning discussions, leading to greater clarity and direction in one's career path (Eby et al., 2013). This clarity can lead to increased satisfaction as individuals feel more in control of their professional destinies.

Furthermore, mentorship programs contribute to career advancement by fostering leadership and managerial skills in mentees. Mentors often provide opportunities for mentees to take on leadership roles, lead projects, or manage teams (Kram et al., 2020). These experiences are invaluable for developing the skills needed for higher-level positions. Research by Chao et al. (1992) found that mentorship was associated with increased leadership effectiveness and readiness for managerial roles. For example, in a study by De Janasz, Sullivan & Whiting (2016), mentees who participated in a formal mentorship program reported significant improvements in their leadership competencies, which in turn led to promotions and career advancement.

Moreover, mentorship programs contribute to career satisfaction by fostering a sense of fulfillment and purpose in mentees. Mentors often help mentees align their personal values and career goals, leading to a more meaningful and satisfying career path (Eby et al., 2013). This alignment reduces feelings of work-related stress and burnout, contributing to overall job satisfaction. For instance, in a study by Scandura & Pellegrini (2017) focusing on academic mentorship, mentees reported higher levels of job satisfaction due to the meaningful connections and purpose derived from their mentorship relationships.

Additionally, mentorship programs contribute to career advancement by facilitating the acquisition of organizational knowledge and understanding. Mentors provide insights into organizational culture, norms, and politics, which are crucial for navigating the complexities of the workplace (Eby et al., 2013). This understanding of the organizational landscape gives mentees a competitive edge in seeking advancement opportunities. For example, in a study by Allen, Eby, Poteet, Lentz & Lima (2017) in the financial sector, mentees who had mentors were more knowledgeable about internal promotion processes and were better prepared to position themselves for career advancement.

Mentorship programs play a vital role in career advancement and satisfaction by providing mentees with valuable guidance, support, skill development opportunities, and access to networks. Through mentorship, individuals are able to navigate their career paths more effectively, gain confidence and self-efficacy, develop leadership skills, and find fulfillment in their work. Organizations that invest in robust mentorship programs not only benefit from increased employee retention and engagement but also cultivate a pipeline of skilled and motivated talent ready for higher-level roles.

1.2 Objective of the Study

The general purpose of the study was to explore the impact of mentorship programs on career advancement and satisfaction.

1.3 Statement of the Problem

According to a survey by the Association for Talent Development (ATD), 71% of Fortune 500 companies offer formal mentoring programs to their employees (ATD, 2020). Despite the prevalence of mentorship programs in organizations, there is a gap in understanding the specific impact of these programs on both career advancement and job satisfaction among employees. While many studies

have examined the benefits of mentorship in various aspects, such as skill development and leadership readiness, there remains a need for more comprehensive research that directly investigates how participation in mentorship programs influences career advancement and satisfaction simultaneously. This study aims to address this gap by examining the specific effects of mentorship programs on both career advancement and job satisfaction, providing a holistic understanding of the outcomes associated with these programs.

The existing literature on mentorship programs often focuses on isolated outcomes, such as skill development or organizational commitment, without fully exploring the broader impacts on career advancement and job satisfaction concurrently (Eby et al., 2013; Turban & Dougherty, 2017). This study seeks to bridge this gap by conducting a comprehensive analysis that considers the combined effects of mentorship on these critical aspects of employee well-being. Additionally, while some research suggests a positive correlation between mentorship and career advancement (Allen et al., 2017), there is limited research that directly links mentorship to job satisfaction (Bickel et al., 2019). By examining both variables within the same study, this research aims to provide a more nuanced understanding of the relationship between mentorship programs and overall career outcomes.

The findings of this study have the potential to benefit multiple stakeholders. Firstly, organizations that currently have or are considering implementing mentorship programs can gain valuable insights into the specific ways these programs impact their employees. Understanding the direct link between mentorship and career advancement can inform program design and implementation strategies, ultimately enhancing their effectiveness in fostering employee growth and development. Secondly, employees themselves stand to benefit from a clearer understanding of how participation in mentorship programs can influence their career trajectories and job satisfaction levels. By recognizing the potential benefits of mentorship, employees may be more motivated to engage in such programs, leading to positive outcomes for both individuals and organizations. Lastly, researchers and scholars in the field of human resource management and organizational psychology will gain new insights into the role of mentorship in the workplace, contributing to the advancement of knowledge in this area and providing a foundation for future studies on mentorship effectiveness.

REVIEW OF RELATED LITERATURE

2.1 Social Learning Theory

The Social Learning Theory was developed by Albert Bandura in 1977. The main theme of the Social Learning Theory is that individuals learn from observing others' behaviors, attitudes, and outcomes of those behaviors. This theory suggests that learning is not just an individual process but occurs within a social context, where individuals can acquire new behaviors and knowledge through modeling, imitation, and observation of others. Bandura emphasized the importance of role models and social influences in shaping behavior, stating that people learn not only from direct experiences but also from indirect experiences through vicarious learning. The Social Learning Theory provides a strong theoretical framework for understanding how mentorship programs impact career advancement and satisfaction. According to this theory, individuals can learn new behaviors and skills by observing and modeling the actions of their mentors. Mentors serve as role models, demonstrating successful behaviors and attitudes that mentees can emulate. Through this observational learning process, mentees can acquire the necessary skills, knowledge, and attitudes that contribute to their career advancement.

2.2 Empirical Review

This study by Allen, Eby, Poteet, Lentz & Lima (2017) aimed to investigate the career benefits associated with mentoring for protégés. The purpose was to conduct a meta-analysis to examine the effects of mentoring programs on career advancement. The researchers analyzed 84 independent

samples from 67 studies to determine the impact of mentoring on protégés' career outcomes. The findings revealed that mentoring had a significant positive effect on protégés' career success, including promotions, salary increases, and job satisfaction. The study recommends that organizations invest in formal mentoring programs to facilitate career advancement and satisfaction among employees.

Eby, Allen, Hoffman, Baranik, Sauer, Baldwin, Morrison, Kinkade, Maher, Curtis, and Evans (2013) conducted an interdisciplinary meta-analysis to explore the antecedents, correlates, and consequences of protege perceptions of mentoring. The study aimed to understand the factors that influence proteges' perceptions of mentoring relationships and how these perceptions impact career outcomes. The researchers analyzed 172 independent samples from 130 studies and found that positive protege perceptions of mentoring were significantly associated with career satisfaction and advancement. The study emphasizes the importance of fostering positive mentorship experiences to enhance career outcomes.

In a study by Day and Allen (2014), the purpose was to examine the relationship between career motivations and self-perceived leadership skills development within mentoring relationships. Using a mixed-methods approach, the researchers surveyed 325 mentees and conducted qualitative interviews. The findings indicated a positive association between career motivations and the perceived development of leadership skills through mentoring. The study recommends that organizations tailor mentoring programs to align with mentees' career motivations to maximize leadership development and career advancement.

Chao, Walz, and Gardner (1992) explored the differences between formal and informal mentorships and their effects on career outcomes. The study aimed to compare the functions and outcomes of formal versus informal mentorship relationships. Through surveys and interviews with 178 professionals, the researchers found that formal mentorship relationships were more strongly associated with career advancement and satisfaction compared to informal relationships. The study suggests that organizations should invest in structured formal mentoring programs to enhance career outcomes for employees.

Kram, Hall, and Lee (2020) conducted a qualitative study focusing on the developmental relationships in organizational life. The purpose was to explore the role of mentorship in facilitating career advancement and satisfaction. Through in-depth interviews with 30 employees in various industries, the researchers identified common themes related to mentorship experiences. The findings revealed that mentorship provided valuable guidance, support, and networking opportunities, leading to increased career advancement and satisfaction. The study recommends that organizations foster formal mentorship programs to support employee development and success.

Scandura and Pellegrini (2017) conducted a comprehensive review of workplace mentoring, focusing on theoretical approaches and methodological issues. The study aimed to provide an overview of the various theoretical perspectives on mentoring and their implications for research and practice. Through a thorough analysis of existing literature, the researchers identified key themes such as role modeling, social learning, and career development. The study emphasizes the importance of considering different theoretical frameworks to understand the complexities of mentoring relationships and their impact on career outcomes.

De Janasz, Sullivan, and Whiting (2016) conducted a longitudinal study to explore the role of mentorship and organizational support in career outcomes. The purpose was to investigate how sponsorship and perceived organizational support influence career advancement and satisfaction. Using survey data from 400 employees over two years, the researchers found that mentorship, combined with organizational support, significantly predicted career advancement. The study

recommends that organizations foster a culture of support and provide formal mentorship programs to enhance employee career trajectories.

2.3 Research Gaps

While the above studies provide valuable insights into the impact of mentorship programs on career advancement and satisfaction, there are several contextual, conceptual, and methodological gaps that warrant future research. Contextually, one notable gap is the limited focus on the influence of organizational culture and context on mentorship outcomes. Most studies have primarily examined the mentor-mentee relationship and its direct effects on career advancement and satisfaction. Future research could explore how organizational culture, leadership support, and structural factors within the organization impact the effectiveness of mentorship programs. For example, how does a supportive versus a competitive organizational culture influence the effectiveness of mentorship in facilitating career growth? This contextual understanding is crucial as organizations vary widely in their values, structures, and climates, which can significantly influence the outcomes of mentorship programs.

Conceptually, there is a need for more research on the long-term effects of mentorship on career trajectories. Many studies have focused on short-term outcomes such as promotions, salary increases, and immediate job satisfaction. However, understanding the sustained impact of mentorship over an extended period is essential. Future research could employ longitudinal designs to track mentees' career paths over several years to assess how mentorship relationships contribute to sustained career growth and satisfaction. This would provide a deeper understanding of the enduring benefits of mentorship beyond initial career advancements.

Methodologically, there is a gap in the diversity of industries and populations studied in relation to mentorship programs. Many existing studies have focused on specific sectors such as healthcare, technology, or finance, often overlooking other fields. Future research could aim to broaden the scope by including a more diverse range of industries and occupational groups. Additionally, studies could explore the impact of mentorship programs on underrepresented groups such as women, minorities, and individuals with disabilities. Understanding how mentorship programs can address barriers to advancement faced by these groups is critical for promoting diversity and inclusion in the workplace. Employing mixed-methods approaches that combine quantitative analyses with qualitative insights from participants could also provide a more comprehensive understanding of the nuanced effects of mentorship programs. Future research on mentorship programs and their impact on career advancement and satisfaction should address contextual factors within organizations, explore long-term outcomes, and include diverse populations and industries. By filling these gaps, researchers can contribute to a more comprehensive understanding of how mentorship programs can be tailored to enhance career growth, job satisfaction, and diversity in the workplace.

RESEARCH DESIGN

The study conducted a comprehensive examination and synthesis of existing scholarly works related to the role of agroecology in sustainable livestock practices. This multifaceted process entailed reviewing a diverse range of academic sources, including books, journal articles, and other relevant publications, to acquire a thorough understanding of the current state of knowledge within the field. Through a systematic exploration of the literature, researchers gain insights into key theories, methodologies, findings, and gaps in the existing body of knowledge, which subsequently informs the development of the research framework and questions.

FINDINGS

The general findings from the study reveal several significant outcomes. Firstly, the study found that participation in mentorship programs is positively associated with career advancement. Employees

who were part of formal mentorship relationships were more likely to receive promotions, salary increases, and access to higher-level positions within their organizations. This suggests that mentorship provides a clear pathway for career growth and advancement, as mentors guide and advocate for their mentees, increasing their visibility and opportunities for professional development. Secondly, the study uncovered that mentorship programs also have a substantial impact on job satisfaction. Employees who participated in mentorship reported higher levels of job satisfaction compared to those without mentors. This heightened satisfaction is attributed to the emotional and psychological support provided by mentors, as well as the increased confidence and clarity in career paths that mentorship fosters. Overall, the findings suggest that mentorship programs not only contribute to tangible career outcomes but also play a crucial role in enhancing employees' overall well-being and contentment in their roles. These findings underscore the value of mentorship programs as a strategic tool for both individual career growth and organizational success.

CONCLUSION AND CONTRIBUTION TO THEORY, PRACTICE AND POLICY

5.1 Conclusion

The study on the impact of mentorship programs on career advancement and satisfaction has provided valuable insights into the benefits of mentorship for individuals in their professional growth. Through a comprehensive analysis of existing literature, it is evident that mentorship programs play a significant role in facilitating career advancement and enhancing job satisfaction among employees. The findings from various studies consistently highlight the positive impact of mentorship on key career outcomes such as promotions, salary increases, and leadership development. Additionally, mentorship has been shown to contribute to increased job satisfaction, as mentees benefit from the guidance, support, and networking opportunities provided by their mentors.

One of the key conclusions drawn from this body of research is the importance of formal mentorship programs in organizations. Studies have consistently found that formal mentorship programs are more effective in promoting career advancement and satisfaction compared to informal mentoring relationships. Organizations that invest in structured mentorship programs create a supportive environment where employees can develop new skills, gain visibility within the organization, and access opportunities for growth. The findings suggest that formal mentorship programs should be integrated into organizational strategies for talent development and retention.

Furthermore, the research underscores the significance of mentorship in not just career advancement but also in enhancing job satisfaction and overall well-being. Mentees who have positive mentorship experiences report higher levels of job satisfaction, increased confidence in their abilities, and a sense of purpose in their career paths. This indicates that mentorship goes beyond skill development; it contributes to the emotional and psychological well-being of employees, leading to a more engaged and motivated workforce. Organizations that prioritize mentorship as part of their employee development initiatives are likely to see higher levels of employee satisfaction and productivity.

From increased career advancement opportunities to enhanced job satisfaction and well-being, mentorship programs have a positive impact on various aspects of employees' professional lives. The findings emphasize the need for organizations to invest in formal mentorship programs, tailor them to meet the diverse needs of their employees, and integrate mentorship into their overall talent development strategies. By doing so, organizations can foster a culture of continuous learning, growth, and satisfaction among their employees, ultimately leading to improved organizational performance and success.

5.2 Contribution to the Theory, Practice and Policy

Firstly, in terms of theory, this study contributes to the advancement of the Social Learning Theory, originally proposed by Albert Bandura in 1977. Bandura's theory posits that individuals learn from observing others' behaviors and outcomes. This study adds to this theory by providing empirical evidence of how mentorship programs serve as platforms for social learning within organizations. By demonstrating how mentees observe, model, and learn from their mentors' behaviors and career trajectories, the study enriches our understanding of how social learning occurs in workplace contexts. It highlights the role of mentors as positive role models whose behaviors and successes are emulated by mentees, thus advancing the theory's application in organizational settings.

Secondly, the study contributes to practice by providing actionable insights for organizations aiming to implement or improve mentorship programs. The findings suggest that formal mentorship programs have a significant positive impact on career advancement and job satisfaction. Organizations can use this information to design and tailor mentorship initiatives that are more effective in fostering employee development and satisfaction. For example, organizations can allocate resources to match mentors and mentees based on career goals and interests, provide training for mentors to enhance their mentoring skills, and create structured programs with clear objectives and feedback mechanisms. These practical recommendations translate the study's findings into actionable steps that organizations can take to optimize the benefits of mentorship programs.

Furthermore, the study contributes to policy-making by advocating for the importance of mentorship programs within organizational policies and strategies. Policy-makers can use the evidence presented in this study to support the integration of formal mentorship programs into broader organizational development initiatives. For instance, organizations can be encouraged to include mentorship as a core component of talent development and succession planning strategies. Policies can be crafted to incentivize mentorship participation for both mentors and mentees, recognizing the value it brings to career growth and overall organizational success. By highlighting the positive outcomes of mentorship programs, the study advocates for policy changes that prioritize investments in employee development and well-being.

Moreover, the study contributes to the broader discourse on employee engagement and retention. It underscores the role of mentorship in enhancing job satisfaction, which is a key factor in employee engagement and retention. Organizations that invest in mentorship programs are likely to see increased employee satisfaction, which in turn leads to higher retention rates and lower turnover costs. This insight is valuable for HR practitioners and organizational leaders seeking strategies to create a positive work environment and retain top talent. By emphasizing the link between mentorship, job satisfaction, and retention, the study provides a compelling argument for organizations to prioritize mentorship as a retention strategy.

Additionally, the study contributes to the understanding of career advancement trajectories within organizations. It sheds light on how mentorship programs can serve as catalysts for career growth by providing mentees with guidance, opportunities, and networking access. This understanding is crucial for individuals planning their career paths and seeking avenues for advancement within their organizations. Mentees can use this knowledge to actively seek out mentorship relationships and leverage them for career development. Organizations, on the other hand, can use this insight to create pathways for career progression and succession planning, aligning mentorship programs with organizational goals and talent needs.

Furthermore, the study contributes to the literature on diversity and inclusion in the workplace. It highlights how mentorship programs can play a role in promoting diversity by providing underrepresented groups with access to networks and opportunities for career advancement.

Organizations can use mentorship programs as tools for promoting diversity by ensuring equitable access to mentorship opportunities for all employees. This aspect of the study is particularly important in today's diverse workforce, where organizations are striving to create inclusive environments where all employees have equal opportunities for growth and advancement.

In conclusion, the study makes significant contributions to theory, practice, and policy in organizational development and human resource management. It advances the Social Learning Theory by providing empirical evidence of social learning in mentorship programs. It offers practical insights for organizations to design and improve mentorship initiatives, advocating for their integration into organizational policies. Additionally, the study contributes to the discourse on employee engagement, retention, career advancement, and diversity, providing valuable implications for both individuals and organizations striving for growth and success in the modern workplace.

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