

Mentoring As Performance Management Tool

Talal Albaqami

Correspondence: talal-is@live.com

COLLEGE OF BUSINESS, CLAYTON STATE UNIVERSITY, MORROW, GA, USA

Abstract: The present economic conditions contain the highest competition and tough times for the companies to become successful. There is a special management tool that helps the companies to gain better competitive environment and successful conditions that are known as Performance Management. It provides strategic and integrated processes to achieve improvements. The present article focuses on the importance of performance management for the companies along with the suitable mentoring. According to some recent studies the performance management directly influences areas such as productivity, customer satisfaction, employees' satisfaction, financial results and product and services quality.

Keywords: Management, Mentoring, Tools, Performance



1. MANAGING PERFORMANCE

The organizations' competitiveness mostly focuses on the effective utilization of intangible resources especially human resource, the employees' ability to tackle the tasks, employ their skills and creativity for daily work that bring efficiency in the organization and give customer satisfaction [1]. Therefore, it is necessary for the organizations to employ performance management principles to organize human relations and provide advantages such as:

- Managers are quite successful after employing performance management as their subordinates work on the right way by utilizing right resources
- Shareholders record better deposits' recovery as employees of the organization better achieve the key organizational objectives.
- Employees' confidence and work efficiency grows, have better career opportunities, higher motivation and employees' performance also occur in best ways [2].

Effective performance management mostly requires situational leadership; it does not depend on the control and command only rather requires to set an agreement with employees and managers

in which employees commit providing their best performance in achieving common organizational goals with the management support. Performance management involves Balanced Scorecard methodology to evaluate the employees' performance by regulating effective communication to know which extent human capital has achieved the highest corporate objectives under the supervision of their managers. Therefore, many companies have used performance management tools to evaluate the right performance measurement and issues that employees face showing better working efficiency [3].

2. PERFORMANCE MANAGEMENT TOOLS

According to Armstrong [4] main performance management tools are feedback, mentoring, interpersonal communication, coaching, and counseling. These tools are used to improve work performance of those employees who feel unable to meet the company's requirements and managers' expectations. Following two performance management tools are widely used in almost every large and medium-sized enterprise [5].

3. COACHING

It usually involves an individual who is concerned to help an employee who must be talented or have some guts to seek information that his coach is giving to him. It helped the employees to improve their present capabilities and skills and refined them to show the best performance. It is also an important tool that is used in talent management. Organizations can employ it in different ways on different occasions such as when an employee has to confer a new task, or some responsibility is given to the employee, then he must approach his coach or company has to provide coaching to understand the requirements of the new position and responsibility. For this

purpose, companies can take help from the existing experienced employees or hire best leaders who realize the employees about their work and stimulate their thinking to enhance the work efficiency. The managers and leaders have to continuously encourage the employee to think about the problems and to look for a better solution. The managers' encouragement works like a spur that indulges confidence in the employees over his capabilities, and he works hard to meet his manager's expectations. It is an interactive process in which managers' work is to evade employees' faults by teaching them better skills. They forward knowledge in employees and instill values and work demands among them. Best coaching skills conduct the best performance, higher motivation and work satisfaction. It develops best working relationships between employees and managers [6]..

4. MENTORING

The second most important performance management tool is mentoring. Mentoring is a process that develops among two individuals who assess each other's issues and provide the best solution to cover the problems and to enhance performance by continuously watch and gives feedback on the work. A mentor can use several scale and styles to support growth, provide feedback, source of information, provide opportunities, personal development and find a pattern to follow and to reach to the organizations. The cooperation is the main component of mentoring that must prevail among the mentor and his mentee.

5. STYLES AND APPROACHES USED BY MENTOR

Mentors use a directive approach that provide feedback, suggest a solution, provides step by step instructions and open leading. The mentor directly stimulates mentees by facing challenges and improving their performance during work [7].

Comparison between mentoring and coaching [5]

| | Coaching | Mentoring |
|---------------------------------------|--|---|
| Context | Problems are related to the performance, work, and tasks | Problems are linked with the personality, work and career |
| Relationship | a coach can be a trainer and line manager | Usually a senior or experienced employees of the company |
| Expertise | It is not necessary the coach must be experienced in the area in which he is providing coaching. | Mentor must have sufficient knowledge and experience for which he is mentoring the employee |
| Approach | Coach has an approach to attaining new goals and work to find solutions | Mentors leads to bigger defectiveness, enable mentee to seek from the mentor's experience |
| Meetings frequency | According to the set schedules | Rely on the needs of the mentees |
| Content and nature of meetings | Focus on attaining advancements and agreed goals | Possess informal discussion related to the career, personal and work issues |
| Arrangement | mostly when required objective and goals are achieved | Provides long-term problems such as during career counseling |

6. CONCLUSION

The human capital work performance helps the organizations to come out of the critical situations and to achieve their goals. The goals can be reached in more organized manner and

improved performance. The management of performance helps the managers to overcome the employees' faults and improve their work efficiency, by following certain tools. Two important tools are discussed in this article, mentoring and coaching that are widely used and more effective to enhance employees' capabilities, skills and work efficiency by inducing advanced knowledge and encouragement.

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