EFFECTIVE MENTORING ENHANCES EMPLOYEE PERSONAL RESILIENCE: A COMPARATIVE STUDY OF TELECOM COMPANIES

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Abstract

Mentoring relationship between an experienced and young professional contributes to the development of resilience in the personality of the young professional. This article focuses on comparison between two large telecom organizations, along-with their departmental comparisons on effective mentoring and resilience. The use of mentoring as a tool in organizations has significantly grown over the past fifteen years. The empirical results indicate a positive correlation between effective mentorship of an experienced personnel and personal resilience in the personality of subordinate employee. Furthermore, the Engineering Department revealed the highest correlation, as compared to HR and IT Departments, while the correlation was greater for Russian Telecom Group, as compared to Abu Dhabi Group. The implications of this research paper would enhance mentoring programs within telecom companies; enable HR personnel to understand their employee’s current level of resilience, and cultivate resilience within the personality of new employees for their performance augmentation.

Keywords: Mentoring, Employee, Resilience, Telecom

JEL Classification: Z000

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Introduction

In recent research and development, mentoring and resilience have become popular concepts. Now it is viewed by organizations as an unconventional method for enhancing employee performance during difficult and stressful situations. Mentoring can be understood as a relationship formed between managers or supervising authority in an organization. Mentors and coaches use a range of behavioral and cognitive techniques to help their mentees in achieving a set of pre-determined goals which helps them in improving their performance and enhance their effectiveness (Kilburg, 1996).

Mentoring Enhances Self-Resilience Model

Literature evidences that mentoring and resilience has significant association. Miller (2002) suggests that the guidance, coaching, supervision and feedback provided by a mentor, plays a key developmental role in resilience. This research emphasizes on the
idea that mentoring develops factors which are associated with resilience and contributes toward the development of strong mental power to deal with difficult situations and overcoming them. A mentor is the one who listens, cares, shares information, guides, and gives advice related to life or career experience with another person specially a young person who requires assistance (Dondero, 1997). Resilience is described as a phenomenon which is considered as the capacity of a person to continue to function, in spite of receiving external shocks (Masten, 2001).

This research paper will help organizations, specifically in telecom sector to understand the importance and relationship of effective mentorship programs and the current state of personal resilience of their employees. It will also identify and segregate departments according to effectiveness of mentorship and level of personal resilience.

**Literature Review**

There have been several different definitions for mentoring however the common theme found in them is that a younger and less experienced person is guided by an older or more experienced person and contribute to his/her development. Mentoring can be done with different styles and techniques; Young people and professionals often develop informal networks; they get support from them which build a relationship similar to a Mentor and Mentee (Philip & Hendry, 1996).

There are some programs introduced by organization in a formal manner which are not specifically designed for mentoring but they provide opportunities to develop relationships and enhance learning with the help of more experienced peers and supervisors (Freedman, 1995). There are programs formally designed to promote mentoring which focuses strongly on mentoring relationship and enhancing performance, decision making, and coping skills under stressful situations (Dusseldorp, 1999; Rhodes, 2002).
Resilience is conceptualized as rebounding or bouncing or returning back from difficulty or misfortune (Fuller et al., 1999). There are various positive factors found in organizations to strengthen employee’s resilience (Withers & Russell, 2001). These factors are characterized in many ways by multiple researchers and writers. The examination of their research through different systems revealed that there are three noticeable protective factors that are consistent in different researches by different authors, such as:

- Relationship with seniors/Mentor
- Relationship with team members and peers
- Individual Competencies

The following diagram 1 illustrates the relationship of Mentoring, which suggests the relationship and bond among senior professionals, peers and team members, and how mentoring develops individual competencies.

**Supporting Factors for Resilience and Mentoring**

*Resilience and relationship with senior professionals:*

![Diagram showing relationship between Mentoring, Resilience, and competencies](image)
Positive relationship with supervisor, has immense benefits, it provides ability to confidently stand, recuperate, recover, regain and fight against mischief (Fuller et al, 1999). Relationship with at least one senior professional plays a vital role in professional development, employees who idealize their mentors, enhance their performance by following their positive strategies (Scales & Gibbons, 1996).

For several years, practitioners, philosophers, professionals and researchers have approved that every young professional has the need of a reliable, steady and positive relationship with an experienced professional, to help in achieving efficacy, enhancing performance, interpersonal relationships, skills and knowledge (Guetzloe, 1997).

*Mentoring and relationship with senior professionals:*

Mentoring programs are capable of providing young professionals with a foundation for building resilience with the help of at least one experienced professional who is caring and supportive, and guides young professionals (Bein, 1999).

In formal one-to-one relationships among young and experienced professionals, not only young professionals but both of them get the benefit. Acting as mentors, provides self-satisfaction; where people realize the significance of their role in the other person’s life and their professional contribution into the society (Bove & Phillips, 1984). Mentoring provides personal gratification and a sense of accomplishment (Farmer, 1999). Therefore both mentor and mentee get benefit from mentoring. Mentoring programs are designed to promote young professionals and provide them opportunity to form a relationship with senior professionals which helps in the development of both partners.
Resilience and developing networks with peers and others:

Peers, team members and adults both play a vital role in social network as they develop strong feelings and act as crucial factor to enhance resilience. Peers provide moral, emotional, and physical support to help others who are passing through difficult times (Zubrick et al, 1995).

Mentoring and networking with peers and team members:

Strong positive interpersonal relationship among individuals and office colleagues, and peers helps promote the socio-emotional development (Wentzel, 1996). Support from peers incorporates important fundamentals, and it is important in aiding young professionals in their transitions, towards career development to formulate behaviors which are reflected at workplace (Hendry, 1996).

Mentoring and enhancement of individual competencies:

In researches and international literature evidences indicate that enhancement of employee competencies are highly connected with resilience. Mentoring programs provide tools for developing individual competencies as mentioned below:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhanced performance</td>
<td>Bein (1999)</td>
</tr>
<tr>
<td>Enhanced problem-solving and conflict resolution skills</td>
<td>Pascarella (1998)</td>
</tr>
<tr>
<td>Enhanced confidence</td>
<td>Pascarella (1998)</td>
</tr>
<tr>
<td>Reduced feeling of sadness and loneliness by personal contact</td>
<td>Rogers &amp; Taylor (1997)</td>
</tr>
<tr>
<td>Promotes individual competencies</td>
<td>Hamilton &amp; Darling (1989)</td>
</tr>
</tbody>
</table>
Hence, the following hypotheses were formulated with respect to the above literature:

1. Telecom employees who acquire effective mentorship will have higher level of personal resilience.
2. Telecom employees of Abu Dhabi Group will acquire effective mentorship and will have greater level of personal resilience as compared to telecom employees of Russian Group.
3. Telecom employees of engineering department will acquire highest relationship between effective mentorship and personal resilience.

**Methodology**

**Sample**

The participants were executives from the two telecom organizations in Karachi, working in Engineering, Information Technology and Human Resources departments.

Questionnaires were forwarded to 135 participants out of whom 115 completed the forms and returned. Organization wise segmentation includes: 47 from Dubai Group Telecom and 68 from Russian Group Telecom. And departmental segmentation includes; 81 in Engineering, 23 in IT and 11 in HR. Targeting of the participants was based on the following Formula:

\[ n = \frac{N}{1+N(e)^2} \]

Where “n” is the sample size, “N” is the population size and “e” is the level of precision with 90% confidence level. In this research: N = 2,400 and e = 0.1, therefore calculated n = 114.
**Research**

**Effective Mentoring Enhances Employee Personal Resilience:**

**Design and procedure**

The study used Stratified random sampling technique due to the nature of study. The sample size was 115 executives out of total population of estimated 2,400 employees.

**Research Instruments**

Quantitative analysis of independent variable Mentorship was measured with the help of *Mentorship Profile Questionnaire (MPQ)* which was developed by *Ad Hoc Faculty Mentoring Committee (2002)*. It has 5 point Likert scale of disagree to agree continuum from strongly disagree to strongly agree. The ratings may be presented by total 12 items with each item based on 0 –5 point quantitative scales with maximum score of 60. For item generation; a formal rating scale was constructed to provide a standardized, comprehensive, and an efficient tool for effectiveness and assessment of the “mentorship experience”. The content was derived from the pool of desirable and positive characteristics and mentor’s responsibilities, to generate 12 statements, reflecting a complete evaluation of effective mentorship. These statements were inscribed and met well-known scale-item criteria, collected from a diversity of sources for scale construction. These items were revised by the ‘five-member’ committee of faculty members, for their ‘mentor-characteristic substance’ and ‘psychometric form’ providing indication of “content-related validity”. Item amendments required numerous iterations till unanimity was accomplished by the committee.

Another scale, *Response to Stressful Experience Scale (RSES)* was used to measure personal resilience which was developed by *Johnson, Polusny, Erbes, et al. (2008)*. It has 4 point Likert scale with total 22 items. The maximum score attainable in this scale is 88. This instrument has been validated with sample size (N = 1,014). The internal consistency (Alpha = 0.91) with test retest reliability (r = 0.87).
Results and Discussion

This section of the report will individually deal with each hypothesis of this research paper through the statistical analysis.

First hypothesis, ‘Telecom employees who acquire effective mentorship will have higher level of personal resilience’, aims at knowing whether this relationship as claimed by many researchers exists in this research or not. Table 2 is showing ‘highly positive’ correlation between total mentorship and total resilience of employees of telecom sector, r =0.924**, @ 0.01 significance level, two-tailed.

Table 2

One-Sample Test for Total Scores of Mentorship & Resilience

<table>
<thead>
<tr>
<th></th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Conf. Interval of the Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentorship Total</td>
<td>68.364</td>
<td>114</td>
<td>.000</td>
<td>45.57391</td>
<td>44.2533 to 46.8945</td>
</tr>
<tr>
<td>Telecom Pakistan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resilience Total</td>
<td>74.685</td>
<td>114</td>
<td>.000</td>
<td>65.44348</td>
<td>63.7076 to 67.1794</td>
</tr>
<tr>
<td>Telecom Pakistan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3

Correlation between Total Mentorship and Total Resilience Score in Telecom Sector

<table>
<thead>
<tr>
<th></th>
<th>Mentorship Total Telecom Pakistan</th>
<th>Resilience Total Telecom Pakistan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentorship Total</td>
<td>Pearson Correlation: 0.924*</td>
<td>Pearson Correlation: 0.924*</td>
</tr>
<tr>
<td>Telecom Pakistan</td>
<td>Sig. (2-tailed): .900</td>
<td>Sig. (2-tailed): .900</td>
</tr>
<tr>
<td>N</td>
<td>115</td>
<td>115</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
Table 4
Regression Analysis - Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Durbin-Watson</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df1</td>
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<td>1</td>
<td>.924</td>
<td>.854</td>
<td>.853</td>
<td>3.6015</td>
<td>.854</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>663.062</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.356</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Mentorship Total Telecom Pakistan
b. Dependent Variable: Resilience Total Telecom Pakistan

Table 5
ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>8600.648</td>
<td>1</td>
<td>8600.648</td>
<td>663.062</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>1465.734</td>
<td>113</td>
<td>12.971</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>10066.383</td>
<td>114</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Mentorship Total Telecom Pakistan
b. Dependent Variable: Resilience Total Telecom Pakistan

Table 6
Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>10.071</td>
<td>2.176</td>
<td>.462</td>
<td>.006</td>
</tr>
<tr>
<td>Mentorship Total Telecom Pakistan</td>
<td>1.215</td>
<td>.047</td>
<td>.924</td>
<td>.2570</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Resilience Total Telecom Pakistan

Rhodes and Lowe (2008) found deeper consideration of “mentoring relationships”, that when joint with better incorporation of practice and research, high eminence programs, and enriched settings, it harnesses employee potentials with vigorous enthusiasm and zestful self.

Numerous researchers investigated reasons that influence the deviation in effective mentoring and closeness in relationships. The duration of mentoring relationship seems to be the crucial determinant (Grossman & Tierney, 1998). According to Grossman and Rhodes (2002) optimistic effects on employee’s results develop progressively resilient, as relationships persevere for lengthier phases.
in time. Regular mentoring relationships that withstand compound years generally reveal durable effects upon the self-esteem (Werner, 1995; DuBois & Silverthorn, 2005; McLearn, Colasanto, & Schoen, 1998; Klaw, Fitzgerald, & Rhodes, 2003). However, long-lasting relationships can be seen even when participants only meet sporadically. Consistent interaction over time stands important, to enhance the feelings of employee being mentored, along with attachment and security within the effective mentoring relationship (Rhodes, 2005; Keller, 2005).

Second hypothesis, ‘Telecom employees of Abu Dhab Group will acquire effective mentorship and will have greater level of personal resilience as compared to telecom employees of Russian Group’ targets the comparison of Mentorship and Resilience relationship of both the companies. This hypothesis is rejected, but the reverse is ‘True’. Here table 3 shows that the correlation of Mentorship and Personal Resilience of Russian Group r = 0.912**, significant at 0.01 level two-tailed, is greater than the correlation of Abu Dhab Group, r =0.825**, @ 0.01 significance level, two-tailed. The difference may be individual, environmental and cultural.

Table 7:
One-Sample Test for Abu Dhab & Russian Telecom Mentorship & Resilience

<table>
<thead>
<tr>
<th></th>
<th>Test Value = 0</th>
<th>95% Conf. Interval of the Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>t</td>
<td>df</td>
</tr>
<tr>
<td>Mentorship Abu Dhab Telecom</td>
<td>91.33</td>
<td>46</td>
</tr>
<tr>
<td>Resilience Abu Dhab Telecom</td>
<td>75.73</td>
<td>46</td>
</tr>
<tr>
<td>Mentorship Russian Telecom</td>
<td>55.54</td>
<td>67</td>
</tr>
<tr>
<td>Resilience Russian Telecom</td>
<td>59.60</td>
<td>67</td>
</tr>
</tbody>
</table>
Regularly mentoring provided through emails, peers or online can improve the process and promote resilient behavior, which inculcates within the personality of an employee to perform at his/her peak. Mentors can provide support, challenge and an appropriate balance of physical and mental activities, for the emotional well-being, which would activate personal resilience. Regular communication and connection is linked to employee consequences indirectly, and such contacts create direct opportunities to become intricate within their...
personal life, and mentors offer countless forms of evocative assistance, including guidance and coaching within the spheres of their concentration, along with instrumental and emotional support (Spencer, 2006; Parra, & DuBois, et al., 2002; Herrera et al., 2000). Most important is the steady presence of an experienced supervisor, to facilitate “attachment-related processes”, to help them in effective coping with stressful circumstances and promote constructive changes within their “working models” of mentor-employee relationships (Rhodes, 2002; Keller, 2007).

Third hypothesis is accepted because as per the claim, highlighted in table 4 below, Total Mentorship and Total Resilience of employees of Engineering department in telecom sector is definitely showing highly positive relationship, $r = 0.960^{**}$ as compared to IT department, $r = 0.942^{**}$ and HR department, $r = 0.900^{**}$ all the results show 0.01 significance level, two-tailed.

<table>
<thead>
<tr>
<th>Test Value = 0</th>
<th>95% Conf. Interval of the Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentorship HR Department Telecom</td>
<td>15.567</td>
</tr>
<tr>
<td>Resilience Human Resource Department Telecom</td>
<td>18.505</td>
</tr>
<tr>
<td>Mentorship Engineering Department Telecom</td>
<td>75.888</td>
</tr>
<tr>
<td>Resilience Engineering Department Telecom</td>
<td>78.348</td>
</tr>
<tr>
<td>Mentorship IT Department Telecom</td>
<td>23.008</td>
</tr>
<tr>
<td>Resilience IT Department Telecom</td>
<td>23.300</td>
</tr>
</tbody>
</table>

Reliability statistics provides evidence of higher level of reliability between the two variables, Mentorship and Self-Resilience for All departments and all telecom companies.
Table 10

*Correlation between Mentorship and Resilience Score in Telecom Sector of All Departments*

Table 11

**Reliability Statistics**

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.627</td>
<td>12</td>
</tr>
</tbody>
</table>

Table 12

**Reliability Statistics**

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.942</td>
<td>2</td>
</tr>
</tbody>
</table>

Bell (2002) emphasize on “organizational resilience” as the capability to respond rapidly, effectively and decisively, to unpredictable and unforeseen forces. It has become an imperative enterprise nowadays as mentioned by “Gartner’s New Synergy Model”, which includes; leadership, culture, people, systems and
Effective Mentoring Enhances Employee Personal Resilience

‘Resilience’ instigates with ‘enterprise leadership’ tracing the priorities, allotting the possessions and creating the commitments to launch “organizational resilience” through the innovativeness.

“Leadership” accomplishes equilibrium amid “risk containment and risk taking” to guarantee enduring innovation, within the framework of “prudent risk minimization”. The “resilient culture” is constructed on philosophies of trust, purpose, accountability and empowerment within the organization. It evolves methodically into linkages of employees, self-organizing into practical communities for mentoring, learning and development, and they are empowered to contribute, organize and lead such “virtual teams’ (Bell, 2002).

The substratum of ‘organizational resilience’ is the workforce within the enterprise. Properly selected “people”, highly equipped, led and motivated, would overwhelm practically any disruption or obstacle. For harnessing people’s incredible talent to respond and lead throughout wearisome circumstances, it necessitates a “systematic enterprise strategy” for people’s support and selection. The “Systems” are constructed on an infrastructure of all-embracing enterprise material robustness and connectivity. The principle is to lead international organizations to achieve flexibility and agility by merging an exceedingly distributed “workplace model” with a vastly collaborative and robust IT infrastructure. The ultimate component of the “resilient virtual organization” architecture remains the physical positioning of the workplace. Dissemination of the workplace into multiple, discrete settings would acquire “workplace resilience”. Unconventional workplace techniques similar to office hoteling, desk sharing and telecommuting, provides the level of agility and flexibility within the workplace, which is vital for mitigating the jeopardy of disruptive or catastrophic incidents, at an enterprise setting. Obviously, “economics” inside “organizational resilience” would complete the management insinuations. Auspiciously, “resilient virtual
organization” becomes superior operationally and improves the “bottom line” as healthy and growing (Bell, 2002).

In this century, “resilient virtual organization” is the model for survival and organizational competitiveness. This framework would empower the enterprise to flourish and respond within the atmosphere of “hyper-change”. It needs to essentially operate upon establishment principles such as, it must:

- Be without boundaries
- Be impassioned by a robust sense of leadership
- Be shaped with a culture of accountability, purpose, trust and empowerment
- Support, motivate and select people having the mandatory skills for flourishing in uncertain circumstances and ambiguous environments
- Exploit methods to inform and connect the organization at all levels
- Interchange to decidedly distributed settings which would disperse and diffuse the enterprise operations and assets.

To ensure any lesser extent would amplify the ‘risk’ within the enterprise and dissipate its “competitive advantage” (Bell, 2002).

Limitations of the Study

Sample selected from the population provided true representation of the complete population, as three most important departments were selected. In future studies, department of sales may also be included. Time limitation to complete the study in one semester, was the factor to approach only the small sample size. Also more public and private telecom sector can be included within the study for future research.
Conclusion and Recommendation

This research hypothesized that the organizations that have effective formal or informal mentoring programs increases employee resilience and shows a strong positive correlation between mentoring and resilience. It highlights the importance of Mentorship, and organizations must improve their mentoring programs to enhance employee resilience which will increase employee competence and productivity, ultimately resulting in increased profitability.

The second hypothesis shows that there is slightly more correlation in Russian Telecom Company however the mean mentorship score of Abu Dhabi group Telecom Company is higher. It leads us to conclude that although mentorship has higher correlation with resilience but there are other factors which contribute to resilience as well, such as spiritual connection with the Creator, support from peers, support from parents and family, and personal emotional intelligence to deal with difficult situations.

It was also found that correlation in engineering department is higher than HR and IT departments, because they have higher frequency of challenges which require constant supervision and mentoring. HR and IT departments are both known as “support departments” in telecom industry, which normally conducts routine tasks. However, engineering departments in telecom sector is considered as “backbone and main driver” of the organization. Engineers have higher job difficulty level with changing technology, urgency of problem resolutions and stressful working conditions. Due to these factors mentorship plays an important role in developing employee resilience.

Organizations must focus on developing mentoring in engineering department as it is exceedingly correlated with resilience, as well as in other departments, so it can be emphasized that diminution in mentoring may inversely affect employee personal resilience.
Acknowledgement

I would like to thank Allah Almighty for providing me knowledge; strength and courage to complete this research. Special thanks to Institute of Business Management and supervisor of this research to guide and support this research paper, and appreciation for Management teams of organizations and their employees, for providing their utmost support, precious time and enthusiastic participation, in gathering research data.
References


## Appendix

### MENTORSHIP EFFECTIVENESS SCALE

**Your name:**

**Instructions:** The purpose of this scale is to evaluate the mentoring characteristics of who has identified you as an individual with whom he has had a professional, mentoring relationship. Indicate the extent to which you agree or disagree with each statement listed below. Circle the letter that correspond to your response. Your responses will be kept confidential.

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>SLD</th>
<th>SLA</th>
<th>A</th>
<th>SA</th>
<th>Not Applicable</th>
</tr>
</thead>
</table>

**SAMPLE:** My mentor was hilarious.

1. My mentor was approachable.
2. My mentor demonstrated professional integrity.
3. My mentor demonstrated constant expertise in my area of need.
4. My mentor was approachable.
5. My mentor was supportive and encouraging.
6. My mentor provided constructive and useful critiques of my work.
7. My mentor motivated me to improve any workplace.
8. My mentor was helpful in providing direction and guidance on professional issues (e.g., networking).
9. My mentor answered my questions adequately (e.g., timely response, clear, comprehensive).
10. My mentor acknowledged my contributions appropriately (e.g., committee contributions, awards).
11. My mentor suggested appropriate resources (e.g., experts, electronic contacts, source materials).
12. My mentor challenged me to extend my abilities (e.g., risk-taking, try a new professional activity).

Please make additional comments on the back of this sheet.

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Resilience Scale:
The following statements describe how some individuals may think, feel, or act during and after the most stressful events in life. Please indicate how well each of these statements describes you during and after life’s most stressful events.

<table>
<thead>
<tr>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exactly Like Me</td>
<td>Not at All Like Me</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

During and after life’s most stressful events, I tend to...

1. Take action to fix things.
2. Never give up trying to solve problems I think I can solve.
3. Find a way to do what’s necessary to carry on.
4. Pray or meditate.
5. Face my fears.
6. See opportunity for growth.
7. Learn and correct myself.
8. Try to “recharge” myself before I have to face the next challenge.
9. See it as a challenge that will make me better.
10. Look at the problem in a number of ways.
11. Look for creative solutions to the problem.
12. Put things in perspective and realize I will have times of joy and times of sadness.
13. Be good at determining which situations are changeable and which are not.
14. Find meaning from the experience.
15. Find strength in the meaning, purpose, or mission of my life.
16. Know I will bounce back.
17. Expect to be able to handle it.
18. Learn important and useful lessons.
19. Understand that bad things can happen to anyone, not just me.
20. Lean on my faith in God or a higher power.
21. Draw upon lessons learned from failures and past mistakes.
22. Practice ways to handle it better next time.

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