Contributions of Mentoring on Employee Engagement and Organizational Commitment of Millennial Employees: A Case Study of Knowledge Process Outsourcing Organization

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Abstract With an ever-increasing growth in the composition of millennial employees in the workforce, understanding their expectations and demands and applying strategies to keep them fully engaged and committed has become a challenge. As this group grows significantly, employers need to make major changes in their engagement and motivating models. In the modern business context, most organizations tend to offer career growth opportunities with benefits and arrange mentoring programs to facilitate employee career growth and solve their issues and concerns within the organizational environment. The purpose of this qualitative exploratory case study is to explore how the mentoring program at XYZ Company contribute to the employee engagement and organizational commitment of millennial employees. Theoretical foundations are drawn from Homans's Social Exchange theory and Meyer and Allen's Organizational Commitment model. This qualitative case study has used the in-depth interview method to collect primary data from a sample of 20 mentors and mentees. A purposive sampling technique was used to select the respondents. The collected data were analyzed using thematic analysis method and pattern matching technique. The results of the study indicated that mentoring program at XYZ Company is effective and has an impact on improving employee engagement and organizational commitment of millennial employees. The influence of mentoring on employee engagement was revealed in terms of mentoring on job role and mentor's contribution to change corporate culture, superiors’ support, organizational practices and career opportunities. It was identified that mentees are committed in terms of affective commitment and normative commitment. However, it was evidenced that they were committed to the job but not to the organization. These findings provide important insights for the management of the organization on the expectations and demands of millennial employees and the nature of strategies that they should introduce to keep them fully engaged and committed. Further, the results may be helpful for the XYZ organization to identify the weaknesses and required improvements for further development of the existing mentoring program.

Keywords: mentoring, employee engagement, organizational commitment, millennial employee