

## **Relationship between Compensation, Mentoring and Employee Performance in the Context of Punjab Pakistan**

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### **Abstract**

Worldwide every organization rely on the employee performance and they train, compensate, provides mentoring to increase the productivity of the organization through employee performance. This research explored the relationship between compensation, mentoring and employee performance. Total population of this study was 1200 employees of different public universities of Pakistan and 320 was sample size of this research. Smart PLS was used to carry out the study analysis.

### **Keywords:**

Performance  
Mentoring  
Context  
Compensation

### **Introduction**

Employees that work in an environment with adequate resources prefer to put their skills to use in ways that differ from the norm. The inclusion of company objectives and its capabilities of conferencing inside those goals has been severely disrupted due to management negligence about such effective ways of project execution. As a result of these repercussions, personnel are unable to perform better and apply their abilities in order to get the intended results from their company strategy. It effectively diverts their focus and concentration away from using it in the organization's benefit. They are unable to grow their excellently learned capabilities and dependability since their traditional arts and capacities do not align with the organized corporate aims and objectives. It creates an unfavorable environment for all stage employees, and they become aware of a lack of job security as a result of less improvement

in their performance (Ferris et al, 2008). The purpose of this research is to explore the relationship between mentoring, compensation and employee performance. Previous studies explored less this in terms of these three situations.

### **Employee Performance and Mentoring**

Mentoring is the technique that connects the person with the most experience or experience to allow the smallest of experienced people to develop and develop specific skills "(Sosik et al., 2000). Assistance not only facilitates the enhancement of the capabilities and capabilities of individuals and categories, but also provides a beneficial difference in employee skills in terms of increased efficiency and business results (Eric, 2012). Support nourishes and calms employees' actions when you ask them to create and

modify them in your office. Therefore, it allows them to provide useful reviews. Organized mentoring apps call for lower prices, because in these applications, books and professional staff work in their office. The coach with great abilities and position in the structure serve as a model for modification and behavioral study. (Eric, 2012, Bozionelos, Bozionelos, Kostopoulos, & Polychroniou, 2011). The number of points of view of the company is a price saving activity, because its management is less expensive. It provides an excellent return through the distribution and exchange of information and mutual instruction on how to achieve the goals of the company. Older people and professionals, through books, share their information and meet apprentices, which encourages them to focus more on the business and make them more dedicated to their projects (Hutcheson, 2006).

A coach can play his role as administrator or administrator or otherwise. A coach records meetings and information with the mentor. Effective counseling can be expected through management characteristics related to coach development, successes, preparation, and description of the importance of the projects, building of personal effectiveness protected and attention to people. One of the most crucial aspects of the training is establishing and maintaining a mentoring relationship with your employees. It is owing to the coach that you are able to discuss your meeting with the workers and expect the same degree of success from them as you do. They aim to prevent or avoid blunders that might cause their meeting to be delayed or hampered while under their influence. (Joe, 2005).

Tutoring improves individual actions, helps individual study and mentality, which leads to improved business skills and employee learning (Sosik and Godshalk, 2000 and Blass et al., 2007). It ensures as a tool for the development of a business based on evidence

of the work done in recent reports. These surveys also reveal that most companies prepare, create, and apply mentoring applications to increase the effectiveness of a protégé's effectiveness (Tonidandel et al., 2007).

There is a strong link between efficiency and mentoring for workers. The strength of organized mentoring, offered to workers over regular periods of time, results in improved efficiency (Liu and Batt, 2010).

### **Compensation and Employee Performance**

Workers who receive care through their settlement are very happy and (Takahashi, 2006) felt that adequate wages and special offers actually encourage employees to improve their efficiency. (Ahmad and Shahzad, 2011) have exposed the truth that HR methods play a role in improving employee effectiveness and their own level of efficiency in each workplace. (Marwat, Qureshi, And Ramay, 2006) show by their results that a large number of people idealize the regulation as a resource to motivate and improve the efficiency of employees.

Motivation is important for changing the actions of employees (Prasetya and Kato, 2011) consider liquidation as a physical necessity for employees to encourage them to perform anywhere and anytime. Inspired workers attach great importance to demonstrating something very common through their effectiveness. Management and the provision of agreements tend to change the way in which dedication, compliance and efficiency are assured (Wang et al., 2005). Compensation can relate to benefits, whether economic or non-financial.

In describing a case related to inventory employees, Zhu (2004) described the agreement as a resource to motivate non-managers and other employees whose

effectiveness has limited the impact on the price of the inventory, but such benefits. They are less bright and effective. This benefits in common. Even then, if they are paid generously, it will be a resource to recruit employees from other companies. Reasons for the evaluation of literary works (Bozionelos et al., 2011) determined that the power and contribution of workers, comprehensive training, the conditional compensation program for efficiency and work design, including the manufacturing program Based on the group, they can improve the efficiency of employees.

## Research Method

Within the context of Pakistan present research is quantitative and population of this study is 1200 faculty members was chosen from public Universities of Punjab Pakistan. Simple random sampling technique was used to choose the sample and out of 1200 the sample size was 320. Data collected through self-administered questionnaire. 5 point Likert scale was used for this research. Smart PLS (Ringle et al. 2005) were used to carry out the study results.

## Data Analysis

**Table 1: Factor Loading**

Factor Loadings and Cross Loadings			
	COMP	EP	MENT
COMPEN1	<b>0.863507</b>		
COMPEN2	<b>0.799746</b>		
COMPEN3	<b>0.834548</b>		
COMPEN4	<b>0.624706</b>		
EMP1		<b>0.967</b>	
EMP2		<b>0.928</b>	
EMP3		<b>0.939</b>	
EMP4		<b>0.612</b>	
EMP5		<b>0.671</b>	
MNT1			<b>0.939</b>
MHT2			<b>0.856</b>
MNT3			<b>0.675</b>

	CO MPE N3	<b>0.845</b>			
	CO MPE N4	<b>0.663</b>			
Employee Performanc e	EMP 1	<b>0.901</b>	0.84 7728	0.90 241	0.6565 26
	EMP 2	<b>0.921</b>			
	EMP 3	<b>0.992</b>			
	EMP 4	<b>0.592</b>			
	EMP 5	<b>0.646</b>			
Mentoring	MN T1	<b>0.913</b>	0.71 8451	0.82 9232	0.6247 45
	MH T2	<b>0.823</b>			
	MN T3	<b>0.600</b>			

**Table 2 Convergent Validity**

Construct	Item	Load ings	Cro nbac hs Alph a	CR	AVE
Compensati on	CO MPE N1	<b>0.873</b>	0.79 6666	0.86 4513	0.6179 92
	CO MPE N2	<b>0.786</b>			

**Table 3 Hypothesis**

NO	Hypothesized Path	Path coefficent	T Value	P Value	Decision
	COMP -> EP	0.267	2.067	0.000	Supported
	MENT -> EP	0.190	1.604	0.000	Supported

**Table 4 Discriminant Validity**

	COMP	EP	MENT
COMP	0.767		
EP	0.437	0.8721	
MENT	0.076	0.2723	0.7993

## Conclusion and Discussion

**Hypothesis I:** There is relationship between compensation and employee performance.

The above hypothesis is accepted on the bases of the table above that shows that the compensation and employee have the significant relationship and the relationship value between these two variables is less than 0.05 which means the significant relationship between these two variables.

**Hypothesis II:** There is relationship between mentoring and employee performance.

The above hypothesis is accepted on the bases of the table above that shows the mentoring and the employee performance have the significant relationship and the relationship value between these two variables is less than 0.05 which means the positive relationship between these two variables.

## Limitation of the Study

Certainly the results of the research are reliable and valid but the results of the research may be proving wrong and main limitations of the research are as follows:

First is that this research covers only public universities if we conducted the same research into other private universities the results may be different from the current one. Second main limitation of the research that we only target public universities of Punjab and if we include the other provinces then may be the results doesn't remain the same

and the results may be changed to the existing one.

Third faculty in the universities are very busy and their working hours are long they have MS, PhDs and Undergrads student and their own administrative tasks to meet the job requirements if we repeat this research with others universities results can be different.

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