

## THE EFFECT OF RELATIONSHIP ORIENTATION AND MENTORING PRACTICES ON EMPLOYEE PERFORMANCE

Dr. Nurgül ERDAL <sup>1</sup>

Kamile KODALOĞLU <sup>2</sup>

**Cite As:** Erdal, N. & Kodaoglu, K. (2021). "The Effect Of Relationship Orientation And Mentoring Practices On Employee Performance", International Journal of Disciplines Economics & Administrative Sciences Studies, (e-ISSN:2587-2168), Vol:7, Issue:32; pp:652-664

### ABSTRACT

In the globalizing world, businesses have started to use various applications to maintain their existence, gain superiority over their competitors and increase performance. Mentoring (M) and relationship-oriented (RO) practices are the applications preferred by businesses that want to increase the performance (P) of their employees and achieve superior success. This study was applied to 398 nurses working in the Marmara region of Turkey in order to investigate the effects of mentoring (M) training given to nurses who are new to the institution or changing their departments, and the relationship-oriented (RO) practices adopted by the enterprises on nurse performance (P). The collected data were analyzed with statistical package programs used in social sciences. According to the results of the analysis, a positive and significant relationship was found between relationship orientation (RO) and mentoring (M) practices and their subcomponents and employee performance (EP). According to the results of the regression analysis, psychosocial functions affect employee performance (EP) positively at a low degree. Employee values affect employee performance (EP) moderately positively. Career functions and shared values do not affect employee performance (EP).

**Keyword:** Employee Performance, Mentoring, Nurses, Performance, Relationship Orientation,

Jel: M 12, M30, M 54


### 1. INTRODUCTION

The aim of healthcare businesses operating in an intensely competitive environment today is to gain competitive advantage by increasing employee performance (P) and to prove their superiority over their competitors. The more value employees, who are the most valuable resources of businesses, are valued and their career development and psychosocial development are contributed, the more their performance (P) will increase. In the service sector, customer satisfaction and customer loyalty are among extremely important issues. Businesses that want to gain competitive advantage apply relationship orientation theory to develop good relations with customers (Kohli and Jaworski 1990; Liao et al, 2010; Slater and Narver 2000). With this method, they can have information about the current and future needs of their customers and increase the overall performance of the business (Lim, Darley and Marion, 2017). Mentoring and relationship-orientedness will contribute to the employees both individually and organizationally, the performance of the employees will increase, and therefore the efficiency and productivity in the business will increase.


Businesses need to attach importance to relationship orientation (RO) to increase a strong advisory culture and shared values. The striking detail in research on relationship orientation (RO) is that it creates an advantage in terms of marketing (Madhok and Tallman 1998; Morgan and Hunt 1994). In order for relationship orientation to be implemented within the enterprise, the determination of the management and the employees must act together (Topuz Eker 2013). Relationship orientation (RO) means maximizing the company's revenues and earnings as a result of proactive design, establishing and developing relationships with customers and other external environmental factors (Harker 1999). Employee performance (EP) is one of the most important factors affecting success, especially in the labor-intensive service sector. Competitive advantage can only be achieved on condition that employee performance (EP) and organizational performance goals are harmonized. (Işığışok 2008; Uyargil 2013).

Understanding the value of the unique and inimitable human capital that distinguishes businesses from other businesses, the fact that the future of the business depends on the employees has increased the value of employees many times over and has been seen as the key to socio-economic developments (Terziev 2019). He started to invest in employees in businesses. Today, many health institutions have been opened and new ones are opened every day. Businesses that want to continue their activities and declare their superiority

<sup>1</sup> Istanbul University, Cerrahpasa Medical School, Hospital of School of Medicine, (retired) Istanbul, Turkey.

 0000-0002-2961-3906

<sup>2</sup> Istanbul University, Cerrahpasa Medical School, Hospital of School of Medicine, Istanbul, Turkey.

 0000-0001-7119-711X

against their competitors have had to use various applications. One of them is mentoring (M) practices. Mentoring (M) is the regular meeting of a beginner and a more experienced trainer in order to guide those who are new to the job or the institution or new to the department in the institution, to prevent mistakes caused by inexperience, to encourage their knowledge, personal and professional development. includes coming. This process is built on mutual trust, respect, communication and includes a relationship that contributes to development between the Mentoring (M) grower and the more experienced grower to exchange ideas, discuss progress and set goals for further development (Lyons, Scroggins and Rule 1990).

Institutions need to implement some practices in order to provide health services effectively and efficiently, to ensure patient satisfaction and loyalty, to ensure employee satisfaction and to gain competitive advantage. There are many health institutions in the Marmara region, which is an important socio-economic and cultural region of Turkey, and they strive to protect and improve health. Health is a very important issue for people. Individuals want to choose the best institution to protect their health and be able to heal when they get sick, and they engage in research. This study aims to determine the relationship between nurse performance ( NP) and mentoring (M) practice given to nurses who are effective in the delivery and maintenance of health services and who undertake the care and treatment of patients, and to develop the human resources potential, to convey the corporate culture, to support the target audience academically or career, As a result of this, it has been done to create a more effective human resource. To validate the research questions, a comprehensive literature review was conducted and hypotheses were formed. Then, previous studies were examined and a research model was created, and the findings and results were discussed. Finally, recommendations were made.

## 2. LITERATURE REVIEW

### 2.1. Relationship Orientation (RO)

Relationship orientation (RO) theory is a philosophy developed by businesses that want to gain competitive advantage to maintain their relationships with customers (Liao et al., 2010; Slater and Narver 2000). According to the resource theory, market relationship orientation is important in sustainable competition as it is seen as the most important resource of the business (Morangoz and İnak Özbek 2020). proactive design means maximizing the company's revenues and earnings as a result of establishing and developing relationships with customers and other external environmental factors (Harker 1999). Businesses that adopt relationship orientation (RO) gain competitive advantage.

The "Market Orientation" approach started to gain importance after the 1980s and has been the subject of many researches. While market orientation is used synonymously with customer orientation in the literature, sometimes establishing good relations with customers is also considered simply as understanding and meeting customers' wants and needs. However, when evaluating, not only customers should be evaluated, but a wider evaluation should be made. In this context, market orientation is the process and competence of understanding and responding to the needs of the "customers, competitors, suppliers, stakeholders, employees" that make up the micro environment of the enterprise and the "economic, political, legal, socio-cultural, technological, ecological" elements that make up the macro environment (Morgan and Hunt, 1994). Of course, the basis of the market-oriented act of the enterprises is the "long-term survival" and "profitability needs" (Narver and Slater, 1990).

Relationship orientation (RO) is a multidimensional concept and has been explored in different dimensions by various authors. Relationship orientation ( RO) sub-dimensions are trust, communication, shared values, empathy, commitment, and reciprocity (Callaghan et al., 1995; Morgan and Hunt, 1994; Wilson 1995, Yau et al., 2000). According to Panayides' (2007) model, it consists of five different dimensions: trust, boundaries, communication, shared values and empathy. Businesses generally use Relationship Orientation (RO) for marketing performance improvements (Jap et al., 1999). Zehir et al., (2019) research, examined the shared values in four groups as trust, empathy and communication.

### 2.2. Mentoring (M)

Although many studies have been conducted on mentoring (M), a clear consensus on its definition has not been reached yet (Schrum 2010). Mentoring, which dates back to ancient times, is known as the transfer of learning. It is originally based on Greek mythology and is named after Mentor, a family friend of King Odysseus of Ithaca. While going to the Trojan wars of King Odysseus of Ithaca, he surrendered his house and his son Telemachus to Mentore. Mentor also trained Telemachus to train him as the King of Ithaca (cited by Tiryaki Şen and Alan 2014). Thus, the mentoring really started.

Mentoring (M) contributes to the development of all stakeholders and increases communication and interaction among stakeholders (Kuzu et al., 2012). It also includes emotional support, friendship, work and work-related cooperation and development (Barker and Pitts, 1997). According to Alleman (1986), a mentor is a person who teaches, counsels and directs inexperienced people in an institution or profession (Cited by Karry and Mayes, 1995) and Daresh (2003), on the other hand, mentoring (M) employees in an institution to help each other achieve the objectives of the institution. Considers it as a continuous process that they direct and support. The mentoring process has an integrity that is based on long-term interaction between the grower and the trainer and includes processes such as observation, consultation, feedback and evaluation. Effective mentoring (M) can be seen as a powerful source of professional learning for those working in organizations (Yarrow and Millwater 1997).

Traditional mentoring (M) functions are examined in two sub-dimensions as a career function and a psychosocial function. The first dimension career function includes teaching, coaching, sponsoring, protecting and challenging job duties. It guides the mentee (inexperienced person) and helps him to be successful. The psychosocial functions in the second dimension include role modeling, acceptance, counseling and friendship and provide emotional support to the mentee, instilling confidence and a sense of worth. (Dorsey and Baker 2004).

Hudson (2013) describes mentoring (M) as a learning-teaching process in which knowledge is reconstructed through reflection and interaction. In this context, the mentoring (M) approach; It can be defined as an individualized professional development process in which knowledge is reconstructed through reflection and interaction, through planning, observation and feedback loops (Akay Gürgür 2018). Since mentoring requires a two-way communication and interaction, both the trainer and the new employee can benefit from the mentoring relationship individually. Establishing trust and morale among its members and increasing the effectiveness of employees can be counted among the organizational benefits of upbringing.

### 2.3. Employee Performance (EP)

The word performance has passed from French to our language (TDK) and has become an important concept due to its effect on productivity (Alkış and Güngörmez 2015). In the most general sense, performance is an important criterion that shows what an individual or group is, quantitatively and qualitatively. It shows how well the objectives of the organizations have been achieved. Başaran (2000), on the other hand, defines performance as a function of the link between expectations about what a person should do in his job and what he actually does. The higher the performance of the employees, the higher their success in the business (Şehitoğlu and Zehir 2010).

Performance appraisal is a process that determines how far the goals have been achieved, that is, the difference between desired and actual success (Henerathgoda and Dhammika 2016). It is examined under two sub-headings as corporate performance and employee performance (EP) (Kesen and Kaya 2016). Institutional performance determines the institution's place in the sector (Tan and Çetin 2011). Employee performance, on the other hand, reveals the individual's work-related strengths and weaknesses. Employee performance(EP), with its most general definition, is the degree to which the employee can do his/her work (Vosloban 2012). It helps to make decisions on issues such as wage increase, education, promotion, career, and dismissal (Ballı, Uğur and Korukoğlu 2009). It is also perhaps the most important concept in the fields of industrial organizational psychology and human resources management. This importance of the concept of employee performance (EP) is due to the fact that it plays a key role for both academic researchers and managers.

Performance appraisal is carried out in order to determine the behaviors of the employees while working and whether their work is at a sufficient level Performance appraisal is to evaluate the abilities, behaviors, habits, etc. of the employees in the enterprise. It is a systematic measurement made by comparing their qualifications with other employees. In its most general definition, it is all the efforts made to determine how well the employees perform their duties, their deficiencies and their potential for improvement (Kathryn 1984).

The factors that determine the performance of the employee are motivation and ability. Talent is the knowledge and skills that must be possessed in order to perform a job. It shows the performance of the employee to complete the work assigned to him with these values in the specified time (Akyol 2015). Increasing the performance of the employee can be achieved through motivation. Employees with high motivation will perform higher because they will be more willing and enthusiastic about their work. Fears of

employees such as being fired, not being able to reach the desired position in the workplace cause lower performance and lower productivity. It reduces employee performance (EP) due to stress, depression, injury and illness (Yılmaz and Günay 2020). Performance evaluation is very important. If there is a healthy performance evaluation system in the enterprises, the employees will perform more (Dağ, 2017).

### 3. RESEARCH MODEL AND HYPOTHESES

This study was planned to investigate the effect of mentoring (M) practices and relationship orientation (RO) on employee performance (EP) in nurses. Although mentoring is seen as costly in the beginning, it is seen as a low-cost tool to make maximum use of the experience and abilities of the employees and to develop the workforce potential of the employees (Ramalho, 2014: 181). The psychological dimension of employee empowerment and the concept of mentoring are preferred by companies today as they provide positive outputs such as organizational commitment, job satisfaction, and performance increase. Mentoring is very important especially in the labor-intensive service sector. also needs support in adapting to the business. In this process, every relationship that the employee will establish within the organization is very important for future success (Genç, 2017: 91). Employee performance is an important factor of sustainable corporate competitiveness. Creative work arrangements such as mentoring, positive organizational behavior, and flexible time. Manageable individual performance areas, task and role specific performance, extra role performance, adaptability, innovation and creativity, and ethical behaviors can be increased by mentoring (Schraeder, Mark, 2011: 4).

In today's competitive environment, in the market environment where geographical boundaries are eliminated and information transmission accelerates with the development of technology, businesses should be able to turn this situation into an advantage by acting before their competitors. In order for this relationship orientation to be implemented within the enterprise, the determination of the management and the employees must act together (Topuz Eker, 2013). businesses should develop close relationships with customers to improve business processes or functionality (Lim, Darley and Marion 2017:912). Previous studies have shown variation in both size and direction between relationship orientation and firm performance (Kirca et al., 2005: 24).

Marketing relationship orientation affects firm performance. This is supported by both marketing researchers and other researchers (Berry,1983; Blattberg and Deighton,1991; Fuhrman,1991; Morgan and Hunt,1994; Yu et al,2000,Zehir et al,2019). It is known that relationship orientation plays a key role in increasing firm performance (Sin et al,2002)

Generally, a positive relationship is expected between relationship orientation and employee performance. Most of their previous studies support this. Kiesseling et al. (2016) have revealed that they show a positive correlation with performance when they apply differentiation strategy by focusing on relationship orientation in their firms in competitive environments. In Erdal's (2020) study on university employees, a moderately positive relationship was found between values related to employees, which is the sub-dimension of relationship orientation, and employee performance, and no relationship was found between shared values, which is the other sub-dimension of relationship orientation, and employee performance. (Erdal 2020: 310) In the study on nurses, Zehir et al. 2019 found that relational orientation had a direct effect on employee performance and mediated employee performance with ethical leadership (Zehir et al.,2019:832). In the study of Erdal and Altındağ (2020), a positive and significant relationship was observed between employee performance and trust, communication, shared values and empathy, which are the sub-dimensions of relationship orientation. In addition, trust, communication, and empathy affect employee performance positively, but no effect was observed between shared values and employee performance (Erdal and Altındağ, 2020: 24).

H1. There is a positive and significant relationship between relationship orientation and employee performance.

H1a. There is a positive and significant relationship between shared values and employee performance.

H1b. There is a positive and significant relationship between employee values and employee performance.

As communities have become more complex, the importance of mentoring has increased. Today, mentoring is practiced in schools, health institutions, in short, in all organizations from sports clubs to political parties. In an environment of technological advances and intense competition, people have to improve their skills in order to keep up with this complex and ever-changing business life.



(<http://www.serkanozkan.com.tr/Icerik.aspx?id=19>). At the same time, mentoring is an important knowledge and experience sharing approach that has never gone out of fashion throughout history, but has transformed with changing environmental conditions. (Clutterbuck, 1991:13; Kuzu and Kahraman, 2010: 680; Miller, 2002: 25; Muray, 2001: 94, (Kuzu et al, 2012: 173-174 ).

Kram et al. have done the most detailed research on mentoring. As a result of these studies, they determined that mentoring is very effective in developing career and psycho-social functions (İbrahimoğlu, 2013: 1448). In their study with teachers, Sağlam Aslan and Şahinoğlu (2021) revealed that mentoring training given to teachers positively affects the academic success of their students (Sağlam Aslan and Şahinoğlu, 2021:347). It has been observed that the careers and successes of people who received mentoring assistance were higher than those who did not receive mentoring support ( İbrahimoğlu, 2013: 144). Neupane (2015) found that coaching and mentoring positively affect employee performance. Mundia and Iravo (2014) found that mentoring programs play an important role in employee performance and knowledge transfer, career development guidance and skill development management ( Mundia and Iravo 2014: 393).

H2. There is a positive and significant relationship between mentoring practices and employee performance.

H2a. There is a positive and significant relationship between career functions and employee performance.

H2b. There is a positive and significant relationship between psychosocial functions and employee performance.

In a rapidly changing and developing competitive environment, businesses have to develop competitive strategies in order to struggle with their competitors and achieve success. Especially if service businesses value the employees of the organization enough and develop trust, communication, shared values and empathy among the employees, they can motivate the employees and increase their success (Erdal, 2020: 310). According to the resource-based approach, providing competitive advantage depends on the resources and capabilities of the enterprise. Determining the current and potential customer needs in the market and sharing this data within all business functions enables the business to produce suitable products according to the preferences of the market segments and proactively provides customer satisfaction ( Marongoz, İnak Özberk, 2020: 69-70). Mentoring benefits both institutions and individuals, especially young and new employees can adapt to the institution they work for and the culture of that institution, and there are positive increases in organizational outputs with the experiences conveyed by mentors and their guiding roles (İşcan and Çakır, 2016: 2). Although there is no relationship between mentoring and relationship orientation, it is thought that mentoring positively affects relationship orientation.

H3 There is a positive and significant relationship between mentoring practices and relationship orientation.

H3a. There is a positive and significant relationship between career functions and shared values.

H3b. There is a positive and significant relationship between psychosocial functions and shared values.

H3c. There is a positive and significant relationship between career functions and employee-related values.

H3d. There is a positive and significant relationship between psychosocial functions and values related to employees.

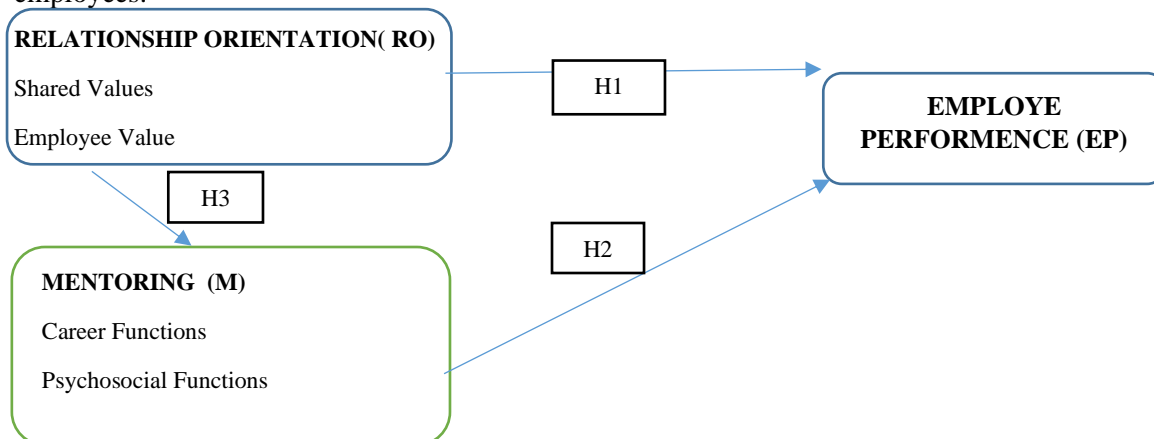


Figure 1. Conceptual Model

## 4. SAMPLING AND RESEARCH METHOD

### 4.1. Sampling

The research was conducted with nurses working in university, private/foundation hospital and state hospital in Marmara region of Turkey between 30 September 2020 and 30 April 2021.

A total of 398 nurses participated in the study. 54.2% of them work in international hospitals and 45.2% in national hospitals. 33.4% of the participants work in universities, 63.1% in foundation/private hospitals and 3.5% in public hospitals. 77.9% are female and 22.1% are male, 79.9% are single and 20.1% are married. The average age is 93.7% and 6.3% between the ages of 20-30 and under 20%. When we look at the education levels, 38.9% of those with high school graduates, 9.5% of associate degree, 44.5% of those with undergraduate degrees and 7.1% of graduate students.

### 4.2. Measures

The following scale was used in the study: relationship orientation, mentoring and employee performance. The validity and reliability analysis of these scales were tested. In this study, the scale of relationship orientation, mentoring and employee performance was used.

**Relationship Orientation:** The scale, which was developed by Sin et al. 2002 and consisted of the subtitles of communication, trust, empathy, shared values, was used. The questions were prepared in a 5-likert type.

**Mentoring Scale:** The Mentoring Functions Scale, which was developed by Noe (1988) and adapted into Turkish by İbrahimoğlu, Uğurlu and Kızıloğlu (2011), measuring career and psychosocial functions, consisting of 29 positive items, was used. The scale was prepared as a 5-point Likert scale. In the scale, 14 items measure career development function and 15 items measure psychosocial function.

**Employee Performance:** Employee performance scale consisting of 7 questions, developed by Kirkman and Rosen (1999) and adapted into Turkish by Erdoğan 2011, was used. The questions were prepared with a 7-point Likert prompt.

### 4.3. Measurement Model Analysis

Table: 1 Reliability Table of Research Scales

Scale	Cronbach's Alpha	N of Items
Mentoring	,982	29
Relation Orientation	,903	7
Employee Performance	,968	15
Total	,984	51

As seen in Table 1, it is seen that the sub-dimensions of the questions constituting the research scale are between Cronbach's Alpha= 0.982 and 0.982. These values are well above the threshold reliability values. The threshold reliability level is Cronbach's Alpha = 0.7 ( Kılıç 2016.47-48). In addition, reliability analysis including all questions of the scale was made and Cronbach's Alpha= 0.984 was found.

Table: 2 Kaiser-Meyer-Olkin Measure and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,974
Bartlett's Test of Sphericity	Approx. Chi-Square	22504,638
	df	1275
	Sig.	,000

The research scales were tested for validity and significance with Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity. As can be seen in Table 2, Kaiser-Meyer-Olkin = .974. In social sciences, the Kaiser-Meyer-Olkin threshold = 0.7 (Kaiser, 1974: 35). The Kaiser-Meyer-Olkin value of the scales was found to be quite high. Significance was tested with Bartlett's Test of Sphericity and Sig=000. At this value, the limit value is <0.05 (Hair et al.,2010: 103).

Table: 3 Table: 3 Factor Analysis

Items	Psychosocial Functions	Employee Value	Employee Performance	Career Functions	Shared Values
Psychosocial Functions 16	,926				
Psychosocial Functions 20	,807				
Psychosocial Functions 17	,803				
Psychosocial Functions 21	,796				
Psychosocial Functions 23	,770				

Psychosocial Functions 24	,768					
Psychosocial Functions 25	,752					
Psychosocial Functions 22	,733					
Psychosocial Functions 19	,705					
Psychosocial Functions 18	,700					
Psychosocial Functions 27	,690					
Psychosocial Functions 28	,679					
Psychosocial Functions 6	,671					
Psychosocial Functions 9	,661					
Psychosocial Functions 13	,654					
Psychosocial Functions 14	,643					
Psychosocial Functions 15	,579					
Psychosocial Functions 12	,578					
Psychosocial Functions 10	,526					
Psychosocial Functions 11	,488					
Employee Value 14		,794				
Employee Value 1		,766				
Employee Value 7		,741				
Employee Value 2		,731				
Employee Value 12		,725				
Employee Value 13		,724				
Employee Value 15		,720				
Employee Value 3		,682				
Employee Value 6		,575				
Employee Value 4		,567				
Employee Value 5		,518				
Employee Performance 6				,894		
Employee Performance 4				,866		
Employee Performance 7				,843		
Employee Performance 5				,835		
Employee Performance 2				,712		
Employee Performance 3				,536		
Employee Performance 1				,364		
Career Functions 2						-,846
Career Functions 1						-,754
Career Functions 6						-,745
Career Functions 4						-,729
Career Functions 3						-,699
Career Functions 5						-,666
Career Functions 8						-,539
Career Functions 7						-,525
Career Functions 9						-,468
Shared Values 10						,724
Shared Values 9						,721
Shared Values 8						,718
Shared Values 11						,546

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 14 iterations.

The scales that passed the validity and reliability were analyzed by factor analysis and as can be seen in Table 3, two sub-groups as mentoring, career functions and psychosocial functions, relationship orientation, values related to employees and shared values were examined in two sub-dimensions, and employee performance was examined in one dimension.

Table: 4 Correlation Table

#### Correlations

	Psychosocial Functions	Employee Value	Career Functions	Mentoring	Relationship Orientation	Employee Performance	Shared Values
Psychosocial Functions							
Employee Value							
Career Functions							
Mentoring							
Relationship Orientation							
Employee Performance							
Shared Values							

Psychosocial Functions	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	398					
Employee Value	Pearson Correlation	,746**	1				
	Sig. (2-tailed)	,000					
	N	397	397				
Career Functions	Pearson Correlation	,858**	,710**	1			
	Sig. (2-tailed)	,000	,000				
	N	398	397	398			
Mentoring	Pearson Correlation	,987**	,758**	,930**	1		
	Sig. (2-tailed)	,000	,000	,000			
	N	398	397	397	397		
Relationship Orientation	Pearson Correlation	,743**	,981**	,693**	,751**	1	
	Sig. (2-tailed)	,000	,000	,000	,000		
	N	397	397	397	397	397	
Employee Performance	Pearson Correlation	,645**	,721**	,600**	,652**	,716**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	397	397	397	397	397	397
Shared Values	Pearson Correlation	,617**	,778**	,542**	,612**	,885**	,587**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000
	N	397	397	397	397	397	397

\*\* . Correlation is significant at the 0.01 level (2-tailed).

According to the correlation result, since Pearson correlation value = 652 between mentoring and employee performance, positive moderate correlation value, Pearson correlation value between Psychosocial Functions and Employee performance = ,645 positive moderate relationship, Pearson correlation value between Career Functions and Employee performance = , 600 moderately positive correlations, Pearson correlation value between Psychosocial Functions and Employee Value = ,746 highly positive correlations, Pearson correlation values between Psychosocial Functions and Shared Values = , 617 moderate positive relationships, Pearson between Career Functions and Employee Value correlation value = , 710 highly positive correlation, Pearson correlation value between Career Functions and Shared Value = , 542 moderate positive relationship, Pearson correlation value between Relationship Orientation and Employee Performance = , 716 highly positive positive correlation value relationship. Pearson correlation value = ,721 positive high degree of correlation between Shared Values Value and Employee performance, Pearson correlation value = ,778 positive high degree of correlation between Employee Value and Employee performance.

Table : 5 Regression Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5710,215	4	1427,554	118,533	,000 <sup>b</sup>
Residual	4721,049	392	12,043		
Total	10431,264	396			
	R	R Square	Adjusted R Square	Std.Error of The Estimate	
Model	,740 <sup>a</sup>	,547	,543	3,47037	
Variables	Unstandardized Coefficients	Standardized Coefficients	Beta Standardize	t	Sig.
(Constant)	12,354	,846		14,607	,000
Psychosocial Functions	,058	,020	,206	2,858	,004
Career Functions	,027	,043	,043	,629	,529
Employee Value	,253	,033	,498	7,559	,000
Shared Values	,060	,066	,049	,902	,368

a. Dependent Variable: Employee Performance  
b. Predictors: (Constant), Psychosocial Functions, Career Functions, Employee Value, Shared Values

According to Table 5, since B value = .206 and Sig=.004 in the relationship between Psychosocial Functions and Employee Performance, Psychosocial Functions positively affects Employee Performance at a low level. Since B value = , 498 and Sig=.000 in the relationship between Employee Value and Employee Performance, Employee Value affects Employee Performance positively and moderately. There was no effect on the relationship between Career Functions and Employee Performance, and on the relationship between Shared Values and Employee Performance, as Sig>.05 was greater than. The starvation rate of the research model is 54.7%.



Table: 6 Hypothesis Results

HYPOTHESIS	RESULT
H1. There is a positive and significant relationship between relationship orientation and employee performance.	Supported
H1a. There is a positive and significant relationship between shared values and employee performance.	Supported
H1b. There is a positive and significant relationship between employee values and employee performance	Supported
H2. There is a positive and significant relationship between mentoring practices and employee performance	Supported
H2a. There is a positive and significant relationship between career functions and employee performance	Supported
H2b. There is a positive and significant relationship between psychosocial functions and employee performance.	Supported
H3. There is a positive and significant relationship between mentoring practices and relationship orientation	Supported
H3a. There is a positive and significant relationship between career functions and shared values.	Supported
H3b. There is a positive and significant relationship between psychosocial functions and shared values.	Supported
H3c. There is a positive and significant relationship between career functions and employee-related values	Supported
H3d. There is a positive and significant relationship between psychosocial functions and values related to employees.	Supported

## 5. DISCUSSION

In this study, the effect of relationship orientation and mentoring practices of nurses working in health institutions, which also have an important place in the maintenance of health services, on employee performance was investigated. According to the correlation results, a high and moderate positive correlation was observed between relationship orientation and mentoring practices and employee performance. In previous studies, a positive relationship was observed between mentoring and work performance, which confirms this research (Mittal and Upamannyu, 2017; Ofobruku and Nwakoby, 2015; Olamakeji, and Sowemimo, 2020; Mundia and Iravo, 2014). When businesses give the necessary importance to mentoring practices, both the individual performance that will ensure the career and psychosocial development of the employees will increase, the organizational performance will increase and they will have an advantageous position compared to other businesses.

There is also a positive relationship between relationship orientation and employee performance. Because the components of relationship orientation increase organizational commitment, organizational trust, effective communication, shared values and empathy. The presence of these characteristics in employees increases both individual and organizational success, patient satisfaction and patient loyalty increase. In this study, a positive relationship was found between relationship orientation and employee performance. Erdal (2020) supports this. There was also a positive relationship between mentoring and its sub-components and relationship orientation and its sub-components.

According to the regression results, psychosocial functions and values related to employees affect performance positively. Thanks to mentoring and relationship orientation, new recruits do not feel lonely, their fear of work decreases, they think that they can help themselves, and they can connect to the job and the organization with good feelings. This shows the importance of mentoring practices and relationship orientation. However, when the impact of career and shared values on employee performance was evaluated, no effect was observed. This shows that the mentor does not have sufficient knowledge, experience and skills, or that he or she cannot convey the mentoring program well. Therefore, mentoring and relationship orientation are issues that need to be developed.

## 6. CONTRIBUTIONS TO RESEARCH AND LIMITATIONS

### 6.1 Contributions to research and future research suggestions

This research was conducted to determine the effects of mentoring practices and relationship orientation, which have an important place in the health service sector, on nurse performance. Although there are studies investigating the direct effects on this subject, the data on the effects of mentoring and relationship orientation and its sub-components on employee performance are quite limited. In this respect, the research is of critical importance. As a result of the research, the following suggestions can be made: The first of these suggestions is if the customer (patient) wishes and needs can be developed for a sustainable competition in healthcare services that are struggling in an intensely competitive environment and by developing these services, if they can develop relationship-oriented trust, shared values, communication, empathy, and if people are valued for humanity. success is inevitable. It is mandatory for all businesses to adopt this and make arrangements for this. Second suggestion is that when healthcare professionals are subjected to mentoring practices in their adaptation to work and workplace, their career and psychosocial functions increase and they become more successful. Because health services are directly related to health, and inexperienced people should be helped with mentoring practices, as mistakes that may occur due to

inexperience will lead to fatal consequences. Finally, in order to increase the success of the business and increase the performance of the employees, physiological, sociological and psychological arrangements should be made to motivate the employees and the employee should be made to feel valuable.

## 6.2. Limitations

One of the important limitations of the research is that it was conducted only with nurses working in the Marmaraa region in Turkey. The Marmara region is the most economically important region of Turkey. In order to obtain more reliable results, it would be beneficial to work with other occupational groups working in the service sector with the data collected from each country.

## REFERENCES

- Akay, E. and Gürgür, H. 2018. Kaynaştırma Uygulamalarında Destek Özel Eğitim Hizmeti Sunan Öğretmenin Mesleki Gelişimi: Mentörlük. Eğitimde Nitel Araştırmalar Dergisi - Journal Of Qualitative Research İn Education, 6(1): 9-36.
- Akyol, S. 2015. Strateji, Liderlik ve Çalışan Performansı, Beykent Üniversitesi, Sosyal Bilimler Enstitüsü, İşletme Yönetimi Anabilim Dalı, Hastane ve Sağlık Kurumları Yönetimi Bilim Dalı, Yüksek Lisans Tezi, İstanbul
- Alkış, H. and Güngörmez E. 2015. Örgütsel Adalet Algısı İle Performans Arasındaki İlişki: Adıyaman İli Örneği. Adıyaman Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 8(21): 937-967.
- Ballı, S., Uğur A. And Korukoğlu, S. 2009. İnsan Kaynakları Yönetiminde Performans Değerlendirme İçin Bir Bulanık Uzman Sistem Gerçekleştirimi, Ege Akademik Bakış, 9(2): 837-849
- Barker, R. T., and Pitts, M. W. 1997. Graduate Students As Mentors: An Approach For The Undergraduate Class Project. Journal Of Management Education, 21(2): 221-231
- Berry, L. L., Zeithaml, V. A. And Parasuraman, A. 1990. Five imperatives for improving service quality. Sloan Management Review, 31(4): 29 - 38.
- Blattberg, R. C. and Deighton, J. 1991. Interactive Marketing: Exploiting The Age of Addressability, Sloan Management Review, 31 (4): 29-38
- Clutterbuck, D. 1991. Everyone Needs A Mentor. London: Hyperion Books.
- Dağ, Ş. 2017. Gıda Sektöründe Dönüşümcü Liderin Çalışan Performansına Etkisi, Beykent Üniversitesi, Sosyal Bilimler Enstitüsü, İşletme Yönetimi Anabilim Dalı, Yönetim Ve Organizasyon Bilim Dalı, Yüksek Lisans Tezi, İstanbul
- Daresh, J.C. 2003. Teachers Mentoring Teachers: A Practical Approach to Helping New and Experienced Staff. California: Corwin Pres
- Dorsey, L.E ., Constance M. and Baker, C.M. 2004. Mentoring Undergraduate Nursing Students Assessing The State Of The Science, Nurse Educator Assessing The State Of The Science, 29(6): 260-265
- Dougherty, T. W. ve Dreher, G. F. 2007. Mentoring and career outcomes. İçerisinde Ragins, B. R. ve Kram. E. K. (Ed.), The handbook of mentoring at work: theory, research and practice (51 – 93). Los Angeles: Sage Publications
- Erdal, N. 2020. Sağlık Kurumlarında İlişki Yöneliminin Çalışan Performansı Üzerine Etkisi, Avrasya Sosyal ve Ekonomi Araştırmaları Dergisi, 7(6): 310-327
- Erdal, N., Altındag, E., (2020). Research On The Effects Of Job Satisfaction On Organizational Trust And Organizational Citizenship İn Health Workers: A Case Study Of University Hospitals. Journal Of Management, Marketing And Logistics (JMML), 7(3): 124-142
- Erdoğan, E. 2011. Örgütsel Sessizlik Ve Performans İlişkisi, Gebze İleri Teknoloji Enstitüsü Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi
- Genç, Z. 2017. Otel İşletmeleri Çalışanlarının Psikolojik Güçlendirme ve Mentorluk İhtiyaçları, Uluslararası Sosyal ve Ekonomik Bilimler Dergisi, 7 (1): 91-97
- Hair J, Black W, Babin BJ, et al. (2010). Multivariate Data Analysis, New Jersey: Pearson Higher Education.

- Harker, M. J. 1999. Relationship Marketing Defined? An Examination Of Current Relationship Marketing Definitions. *Marketing Intelligence And Planning*. 17(1), 13–20
- Henerathgoda .HG and Dhammika, KA. 2016 Impact Of Leadership Development On Employee Performance: A Study On Large Tyre Manufacturing Industry In Sri Lanka *International Journal Of Arts And Commerce*,5(4):5-19.
- Işığışok, E.2008. Performans Ölçümü, Yönetimi Ve İstatistiksel Analizi, İstanbul Üniversitesi İktisat Fakültesi Ekonometri Ve İstatistik Dergisi,7: 1-23
- İbrahimoglu, N., Uğurlu, Ö. Y. and Kızıloğlu, M. 2011. Örgütlerde Mentorlüğün Örgütsel Güven Algısına Etkisine İlişkin Bir Araştırma. *Ç.Ü. Sosyal Bilimler Enstitüsü Dergisi*, 20(3) . 297 – 318
- İşcan, Ö.F. and Çakır, S. 2016. Mentorluk Ve Psikolojik Güçlendirmenin Öz Yeterlilik Algısına Etkisi, Süleyman Demirel Üniversitesi İktisadi Ve İdari Bilimler Fakültesi Dergisi, 21(1): 1-15.
- Jap, S. D., Manolis, C., and Weitz, B. A. 1999. Relationship Quality and Buyer±Seller Interactions in Channels of Distribution. *Journal of Business Research*, 46: 303-313
- Kaiser , H, F. 1974. An Index of factorial simplicity, *Psychometrica*, 38(1): 31-36.
- Kathryn, H.R. 1984. Joint Venture and Global Stategies, *Colombia Journal of World Business*, CXIX(2):.12
- Kesen,M. and, Kaya N.2016. Çalışan Performansının Örgütsel İmaj Ve Psikolojik Sermaye Bağlamında İncelenmesi: Vakıf Üniversiteleri Örneği. *The Journal Of Academic Social Science Studies*, 46:187
- Kerry, T. & Shelton Mayes, A. 1995. *Issues in Mentoring*. London and New York: Routledge.
- Kressling, T. K., Isaksson, L. and Yasar, B. 2016. Market Orientation and CSR: Performance Implications, *J Bus Ethics*,137:269-284
- Kılıç ,S. 20.16 Cronbach Alfa gvenilirlik katsayısı *Jornal of Mood Disorders* 6 (1): 47-48, 2016-[www.jmood.org](http://www.jmood.org)
- Kirkman, B.L. and Rosen,B. 1999. Beyond Self-Management: Antecedents and Consequences of Team Empowerment, *Academy of Management Journal*, 42(1): 58-74
- Kohli, A. K., and Jaworski, B. J. 1990. Market Orientation: The Construct, Research Propositions, And Managerial İmplications. *Journal Of Marketing*, 54(2):1–18
- Kuzu, A. ve Kahraman, M. 2010. Hizmet Öncesi Öğretmen Eğitiminde E-Mentörlük, *International Educational Technology Conference*, 26-28 April 2010, Türkiye: İstanbul, Boğaziçi Üniversitesi, S.677-682
- Kuzu, A. Kahraman,M. Odabaşı,F. 2012. Mentörlükte Yeni Bir Yaklaşım: E-Mentörlük. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*,12( 4): 173-184,
- Liao, S.-H., Chang, W.-J., Wu, C.-C., & Katrichis, J. M. 2010 . A survey of market orientation research (1995–2008).. *Industrial Marketing Management*
- Lim, JS ., William K. Darley W K and Marion. D. 2017. Market Orientation, İnnovation Commercialization Capability And Firm Performance Relationships: The Moderating Role Of Supply Chain İnnfluence, *Journal Of Business & Industrial Marketing*, 32( 7):913–924
- Lyons, W., Scroggins, D. and Rule, P. B. 1990. The Mentor İn Graduate Education. *Studies İn Higher Education*, 15(3): 277-285
- Madhok, A. and Tallman, S. B. 1998. Resources, Transactions And Rents: Managing Value Through Inter-Firm Collaborative Relationships. *Organization Science*. 9(3): 326– 339
- Marangoz, M and İnak Özberk , T.M. 2020 .Sürdürülebilir Rekabet Avantajı Sağlamada Kaynak Avantajı Teorisi ve Pazar Yönlülük Yaklaşımı, *Yönetim ve Ekonomi Dergisi*.27(1): 69-89
- Miller, A. 2002. *Mentoring students and young people: a handbook of effective practice*. Newyork: Falmer Press.
- Mittal, M., Upamannyu, N. K. (2017).Examining the Influence of Mentoring on Organizational Commitment and Performance<https://www.researchgate.net/profile/Nischay-Upamannyu/publication/318819085>

- Morgan, R. M., and Hunt, S. D. 1994. The Commitment –Trust Theory Of Relationship Marketing. *Journal Of Marketing*, 58, 20 – 35
- Mundia.C.N and İrova.M. 2014. Role of Mentoring Programs on the Employee Performance in Organisations: A Survey of Public Universities in Nyeri County, Kenya *International Journal of Academic Research in Business and Social Sciences*, 4(8): 393-412
- Murray, M. 2001. *Beyond the myths and magic of mentoring*. San Francisco: Jossey-Bass Inc Pub
- Narver, J. C. and Slaster,S.F. 1990. The Effect Of A Market Orientation On Business Profitably, *Journal Of Marketing*, 54(4):20-35
- Neupane. R. 2015. Effects Of Coaching And Mentoring On Employee Performance In The Uk Hotel Industry, *International Journal Of Social Sciences And Managementint. J. Soc. Sci. Manage.* 2(2): 123-13
- Noe, R. A. 1988. An investigation of the determinants of successful assigned mentoring relationships. *Personnel Psychology*, 41(3): 457 – 479.
- Ofobruku, S. A., Nwakoby, N. P. 2015. Effects of Mentoring on Employees' Performance in Selected Family Business in Abuja, Nigeria,*Singaporean Journal of Business Economics and Management Studies*,4(9): 29–50.
- Oladimeji,M.S And Sowemimo,O.Z.( 2020). “The Effect of Mentoring on Employee Job Performance in the Nigerian Service Sector”, *Sciend*, PP. ISSN 1392-1142 (Print), ISSN 2335-8750 (Online)31-44
- Panayides, P. 2007. The İmpact Of Organizational Learning On Relationship Orientation, Logistics Service Effectiveness And Performance. *Industrial Marketing Management*. 36: 68-80
- Ramalho, J. 2014 Mentoring in the workplace. *Industrial and Commercial Training*, 46(4): 177-181
- Sağlam Arslan A. ve Şahinoğlu, A. 2021. Lise Fizik Öğretmeni İle Yürütülen Grup Mentorluk Uygulamalarının Öğrencilerin Akademik Başarıları Üzerindeki Etkileri”. *Gazi Üniversitesi Gazi Eğitim Fakültesi Dergisi*, 41(1): 347-378
- Schraeder, M. and Jordan, M. 2011. Managing Performance: A Practical Perspective on Managing Employee Performance, *The Journal for Quality and Participation; Cincinnati*, 34(2): 4- 10
- Schrump, L. 2010. Information and communication technology (ICT) in education: current trends and future questions, *International Educational Technology Conference*, 24-26 September 2010, Türkiye: Konya, Selcuk University
- Sin, L. Y. M., Tse, A. C. B, Yau, O. H. M., Chow, R. P. M., Lee, J. S. Y., and Lau, L. B. Y. 2002. The Effect Of Relationship Marketing On Business Performance İn A Service-Oriented Economy. *Journal Of Services Marketing*, 16(7): 656 – 676
- Slater, S. F., and Narver, J. C. 2000. Intelligence Generation And Superior Customer Value. *Journal Of The Academy Of Marketing Science*, 28(1): 120–127
- Şahinoğlu, A. & Sağlam Arslan, A. 2019. Eğitimde Mentörlük Uygulamaları. *Online Fen Eğitimi Dergisi*, 4(2): 183-195.
- Şehitoğlu, Y. and Zehir, C. 2010. Türk Kamu Kuruluşlarında Çalışan Performansının, Çalışan Sessizliği ve Örgütsel Vatandaşlık Davranışı Bağlamında İncelenmesi, *Amme İdaresi Dergisi*, 43(4): 87-110.
- Tan Ö, Çetin C. 2011. Performans değerlendirme sistemine ilişkin örgütsel adalet algısının sistemden duyulan memnuniyet üzerindeki etkisini belirlemeye yönelik bir araştırma. *Öneri Dergisi*, 9(35):1-13.
- Terziev, V.2019. Social Activity And Human Resources As Social Development Factors, *IJASOS-International E-Journal of Advances in Social Sciences*, 5(13):283 – 289
- Tiryaki Şen,H and Alan ,H. 2014. Mentorluk Sürecinin Hemşirelik Yönetimine Etkisi, *Sağlık Ve Hemşirelik Yönetim Dergisi*,1 (2): 99-104
- Topuz Eker, D. 2013. Sürdürülebilir Rekabet Avantajı ve Pazar Odaklılık Firma Performansı İlişkisinde İçsel Pazarlamanın Rolü, *Marmara Üniversitesi tez*

Türk Dil Kurumu (TDK). Genel Türkçe Sözlük. 18.06.2021

Uyargil, C. 2013. Performans Değerlendirme, İstanbul Üniversitesi İşletme Fak. Öğretim Üyeleri, İnsan Kaynakları Yönetimi, Beta Yayıncılık, İstanbul, :212-226.

Wilson, D. 1995. An İntegrated Model Of Buyer-Seller Relationships. Journal Of The Academy Of Marketing Science, 23(4): 335-345

Vosloban, R. I. 2012. The Influence of the Employee's Performance On The Company's Growth - A Managerial Perspective, Procedia Economics and Finance, 3: 660-665

Yau, O., Lee, J., Sin, L. and Tse, A. 2000. Personal Bonding processes in International Marketing Relationship Journal of Business Research 46:315-325

Yarrow, A. and Millwater, J. 1997. Evaluating The Effectiveness Of A Professional Development Course İn Supervision And Mentoring. British Journal Of In-Service Education, 23(3): 349-361.

Yılmaz, G., Y. Günay, G. 2020. Presenteeism ve İş Stresinin Çalışan Performansına Etkisi: Tekstil Sektöründe Bir Uygulama. Social Sciences Research Journal, 9 (1): 91-106.

Zehir, C., Erdal N. , Sivashioğlu F.and Demir B.2019. Mediating Role Of Relationship Orientation On Ethical Leadership And Employee Performance Relation The European Proceedings Of Social & Behavioural Sciences Epsbs Selection And Peer-Review Under Responsibility Of The Organizing Committee Of The Conference Eıssn: 2357-1330 S: 332-341

<http://www.serkanozkan.com.tr/icerik.aspx?İd=> erişim tarihi 18.06.2021