



**RELATIONSHIP BETWEEN MENTORING FUNCTIONS AND CAREER SUCCESS WITH  
MEDIATING ROLE OF CAREER RESILIENCE:  
EVIDENCE FROM PAKISTANI BANKING SECTOR**

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**ABSTRACT**

The current study aimed to examine the relationship between mentoring functions (career, psychosocial & role modeling) and career success via mediating role of career resilience. For this purpose, data were collected from 325 staff working in Pakistani conventional and Islamic banks using a self-administrated questionnaire. Data were analyzed by using PLS-SEM techniques. The finding shows that there is a correlation between career and psychosocial mentoring and career success. The finding also indicates that career resilience mediates the relationship between mentoring functions (career and role modeling) and career success. A theoretical & practical implication along with limitations & future recommendations for research also has been presented in this paper.

**Keywords:** Mentoring functions, Career Resilience, Career Success, Conservation of Resource Theory

**JEL Codes:** P40

**I. INTRODUCTION**

The labour market is accredited by economic instability, insecurity, and unpredictability. The employee career path becomes unpredictable in the turbulent and uncertain labour market (Hofstetter & Rosenblatt, 2017). Traditionally, the employee career was based on the model of linear upward mobility within same organization with pay raise, status and responsibilities (Baruch, 2004). But in recent decades, the labor market conditions, human resource management (HRM) practices and career patterns have evolved significantly. Scholars have observed a continuing weakening of the employment contract between employees and the organizations since the 1980s (Cappelli and Keller, 2013). The result of these advancements has changed the nature of “career” from linear, predictable and one career-one life to non-linear, transitional, highly volatile and tailored (Lyons, Schweitzer & Ng, 2015). Resultantly, numerous ‘new career’ paradigms started to emerge in the 1990s, e.g. boundaryless career (Arthur, 1994), the protean career (Hall, 2002) and customized careers (Valcour et al., 2007) which are different from traditional organization career management. Recently, study conducted on comparison of career mobility pattern reveals that younger generation are making moves in all direction compare to proceeding generation and moving upward career path remains the norms. Younger generation career pattern suggests a strong craving for upward mobility swiftly compare to previous generation (Lyons et al., 2015).

During the COVID-19 epidemic, the job security and career success for employees is critical to sustain. Although the outbreak such as COVID-19 is hard to forecast and recent study indicates that various psychological resources such as resilience and competencies assist employees to manage these uncertainties (Akkermans et al., 2020). According to (Lent, 2013), career resilience plays vital role to cope and finding opportunities especially in the uncertain market. Hence, it is pivotal to study the factors which develop the career resilience among employees. Due to the strategic importance of career resilience, various authors have focused on studying the antecedents of career resilience. For example, career competencies (Ahmad et al., 2019), entrepreneurial career commitment (Salisu et al., 2017), psychological factors (Arora and Rangnekar, 2015) and dimensions of personality (Arora and Rangnekar, 2016). According to conservation of resource (COR), mentoring plays vital role in building career resilience and therefore accomplish career success in uncertain environment. There is dearth of empirical studies which connects the mentoring with career resilience

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and career success (Kao et al., 2014). Moreover, Eby et al., (2013) argued that there is still lack of fundamental understanding of mentor-protégé relationships and their interplay. Thus, in light of gap, in the current study, the mediation model is proposed between mentoring functions and career success based on COR theory to provide the empirical support from Pakistani banks.

## **II. LITERATURE REVIEW**

### **II.I. MENTORING FUNCTIONS**

Levinson (1978) was the first author who defined that “mentor” as someone who is “several years older, a person of greater experience and seniority in the world the protégé (mentee) is entering”. Similarly, Kram (1985) defined the construct, gave a theoretical foundation for the field of mentoring, according to him, a mentor is an experienced person that offer career guidance and personal support to a less experienced protégé. Since 1980s, forty different definitions of mentor have been described (Haggard, Dougherty, Turban, and Wilbanks, 2011). According to Kram's (1985), in work related setting mentoring behaviors can be classified in to three categories: career, psychosocial, and role-modeling. Firstly, career mentoring functions included career-related sponsorship, visibility, exposure and protection to progression of individual's career in organizations. Secondly, mentors can also engage in psychosocial mentoring which aims for development of an employee identity, sense of competence, and effectiveness. Psychosocial mentoring behaviors comprised of individuals counseling regarding work anxiety, and offer social support (Kammeyer-Mueller & Judge, 2008). Thirdly, role modeling mentorship consists of mentors' attitudes, behaviors and values as a template for individuals. Mentoring functions can be linked to various benefits for protégé. Mentoring and career counseling is leading research area in core career journals (Akkermans and Kubasch, 2017).

### **II.II. CAREER SUCCESS**

According to Arthur et al. (2005) the career success is the “accomplishment of desirable work related outcomes at any point in a person's work experiences over time”. Career success is mostly classified into objective and subjective success. Various authors debated that the career success is divided into objective and subjective terms (Arthur et al., 2005; Heslin 2005). Self-referent criteria like individual career ambitions are used measure subjective career success. It related to psychological feeling of achievement of career goals or subjectively satisfied with their career achievements (Heslin, 2005; Senturk and Ali, 2021; Audi and Ali, 2019; Roussel et al., 2021). Alternatively, the objective career success can measured directly via tangible components, e.g. pay and occupational status. It includes number of promotions, total compensation and other such tangible achievements, whereas the subjective career success can be viewed as employees own satisfaction with the career success (Callanan, 2003). Subjective career success can be considered as vague and relies on employee self-judgment of career success satisfaction whereas in objective career it's based on “landmarks” that can readily compare across employees to measure the career (Arthur et al., 2005). Career success is a leading research area in core career journals (Akkermans and Kubasch, 2017; Alim et al., 2021; Audi et al., 2021; Ali et al., 2021). Few studies examined the career success from objective perspective (Van Dierendonck and Van der Gaast, 2013) and subjective career success has been operationalized differently by authors for example, goal achievement in one's career (Creed and Hood, 2015), expectations of career success (Shoffner, Newsome, Barrio Minton, & Wachter Morris, 2015), career satisfaction (Spurk et al., 2015).

### **II.III. CAREER RESILIENCE**

The career resilience concept was proposed by London's (1983) in his model of career motivation. It is an individual's ability to adapt to change in a disruptive environment (Hite and McDonald, 2020) and successfully cope with the uncertainties. Little consensus have been achieved among authors regarding whether career resilience (CR) is a trait, a process or a capacity (Mishra and McDonald 2017). The individual and contextual factors will assist employees to moving forward during COVID-19 pandemic (Hite and McDonald, 2020; Mishra and McDonald 2017). In career counseling field the notion of resilience appears to a list of “protective factors” rather than of recovery processes. London (1983), career resilience related predispositions that influence the individual's ability to bounce back career barriers. The concept of career resilience significantly linked with career development (Di Maggio et al., 2016) and it is positively linked with diverse psychological dimensions related to career development such as optimism, hope and future orientation. Rochat et al., (2017) argued that the individual and contextual act as protective factors and crucial for development of career resilience and that leads to positive outcomes, in case of lacking these resources e.g. skills, mentoring or social support will negatively influence on individuals ability to be resilient and cope with uncertainty.

### **II.IV. CONSERVATION OF RESOURCES (COR) THEORY**

The Conservation of resource (COR) theory (Hobfoll, 1989) deals motivational process that drives individuals to strive for sustaining existing resources and acquiring new one (Hobfoll et al., 2018). The COR theory sheds

lights that persons put effort to accomplish, sustain, nurture, preserve and use resources that ultimately help them in goal achievement (Hobfoll et al., 2018). According to De Lange et al., (2015) resources are prerequisite for individual's career growth and continuity. The primary function of COR theory is the primacy of resource loss; it is psychologically more destructive for persons in resource loss than regain the lost resources (Halbesleben et al., 2014). Secondly, individuals invest in resources for three reasons (1) preservation against resources loss, (2) to recover from lost resources (3) and to gain resources for future endeavors (Hobfoll, 2001). Individuals possessed the psychological competency to "spring back" from uncertainty and resilience helps individuals to perform better in turbulent environment. One postulates of theory is that resources lost are safeguard by alternative resources (Hobfoll et al., 2018). Application of COR is across disciplines including management research e.g. employee performance (Park et al., 2014) career satisfaction and career self-management (Jung and Takeuchi, 2018) stress and wellbeing (Halbesleben et al., 2014) subjective well-being (Bajaj, Robins, & Pande, 2016). Hence, it can be concluded that resources (e.g. career resilience) assist individuals to face uncertainty and achieve career success via resilience (Ng and Feldman, 2014).

#### **II.V. MENTORING FUNCTIONS AND CAREER SUCCESS**

Literature has compared of mentored with non-mentored individuals and finding suggests that mentored employees are more satisfied with careers and jobs, and can achieve career success (Allen et al., 2013). It is widely acknowledged that mentoring leads to protégé career success (Allen et al., 2004) career and personal development of mentees (Tolar, 2012) job and career satisfaction Kammeyer-Mueller, & Judge, (2008) organizational commitment and reduce the turnover intention (Banerjee-Batist, & Reio, 2016) career success (Ouerdian, & Mansour, 2019). Several studies show that organizational level career development practices such as mentoring facilitates the career success of mentee (McDonald and Hite, 2016), mental health (Gill et al., 2018), career adaptability (Son, 2018) student completion of studies (Louis and Freeman, 2018) and preparing students for future careers within the academy (Briscoe and Freeman 2018). The results of extensive research crosses different disciplines, professions, and continents, facilitating networking and employee socialization (Allen et al., 2017) student confidence and motivation (Fayram et al., 2018) students job search self-efficacy (Hamilton et al., 2019) young entrepreneurs (Ting, et al., 2017) and career planning of professionals (Tench et al., 2016) and bankers (Ouerdian, & Mansour, 2019). Literature founds the mentoring and career outcomes from objective indicators (Van Dierendonck and Van der Gaast, 2013), career advancement (Laud and Johnson, 2012). Other studies used indirect way to measure subjective career success e.g. career goals achievement (Creed and Hood, 2015) career success (Shoffner et al., 2015) and few studies on conceptualization of career success (Afiouni and Karam, 2014). Hence, from the above following hypothesis is proposed.

**H1:** Mentoring functions (1) Career (2) psychosocial (3) role modeling is significantly associated to career success.

#### **II.VI. MENTORING FUNCTIONS AND CAREER RESILIENCE**

Mentoring could supply the all the support and resources to fulfill employee need for development of career resilience. Career resilience is an integral state and it can persuaded by intrapersonal and environment factors (Tusaie and Dyer (2004). Mentoring as an environment factors could help in development of employee resilience (Zhuang et al., 2013) and cope the career uncertainties. Mentoring indeed considered as 'resource reservoir, and protégé can use these resources to overcome the career challenges (Hobföll, 2002) and mentoring functions is positively linked with employee career resilience (Kao et al., 2014). London (1983) argued that both personal and situational factors could be employed to enhance the employee engagement in professional career and career resilience one dimension of career motivation that is ability of an individual's to overcome and bounce back after career setbacks. From COR theory (Hobföll, 1989), resources supply through mentoring assist employee to deal their job events successfully, restraining resource depletion. Hence, resilience is an ability gained through environment enhanced via receipt of mentoring support. We argued that when mentoring support is provided to employee, that ultimately equipped to cope with the uncertain environment. Hence, individuals who receive more mentoring support will be more resilient in comparison to who lack of mentoring support. As those employees who are lacking in mentoring support will be more vulnerable to environment threats.

From above following hypothesis was proposed.

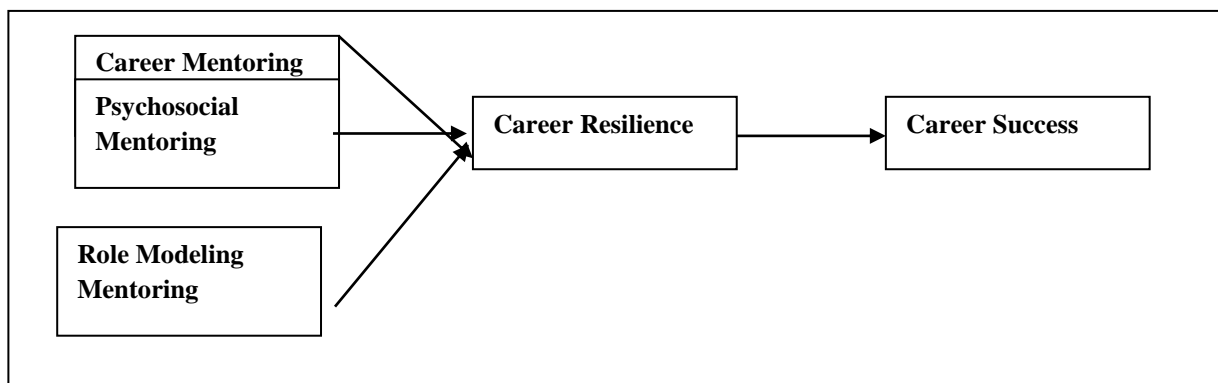
**H2:** Mentoring functions (1) Career (2) psychosocial (3) role modeling is significantly associated to career Resilience.

#### **II.VII. CAREER RESILIENCE AND CAREER SUCCESS**

Few authors argued that career resilience as the will and attitude of individuals to stay enthusiastic even at time of adversity and turbulent labor market. Career resilience fostered career self-management (Hirschi, 2012), for career readiness, which helps to cope and find opportunities during the uncertainties (Lent, 2013). Career resilience is pivotal for career advancement and permits employees to bounce back and learn from the situation

and better prepared for future (Tomassini, 2015). Resilient employees having greater psychological resources are able to make better career related decisions (Braunstein-Bercovitz et al., 2012). In career counseling area, the notion of resilience is analogy to a concept positive psychology. It demonstrates it as individual's strength that will help to cope the adversity (Barto et al., 2015). From above following hypothesis is proposed.

**H3:** Career resilience mediates the relationship between mentoring functions (1) career (2) psychosocial (3) role modeling and career success.



**Fig: 1: Proposed Model**

### III. METHODOLOGY

#### III.I. SAMPLING AND DATA COLLECTION

A self-administered questionnaire was used to gather the data from bank employees across Pakistan during July-Aug 2020 at the time of peak pandemic COVID-19. Further due to ongoing pandemic it's more feasible that to get maximum response without having of chance of spread of virus which was main threat in paper based survey. To measure the studied variables all instruments were adopted from earlier studies. The survey contains two parts, first parts comprises of personal and demographic information of respondent and in second part the covers the studied variables (e.g. mentoring functions, career resilience, career success). An online survey link was shared via (email, Whatsapp, Facebook) with employees and with the request to respond and share with fellows for maximum outreach, followed by follow-ups after two weeks preferably on Friday as staff may responds on weekends. Professional references were also used to request the respondent to fill the survey. In two months 325 responses were received.

#### III.II. MEASURES

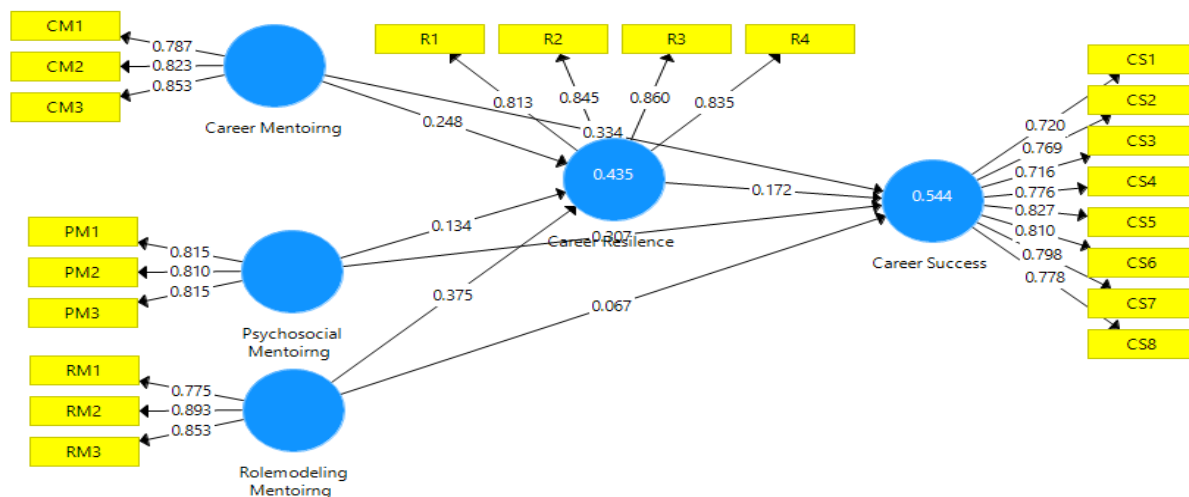
##### III.III.I. MENTORING FUNCTIONS

To measure mentoring functions (Career, psychosocial and role modeling), 9-items short form scales the Mentoring Functions Questionnaire (MFQ-9) developed by (Castro & Scandura, 2004) was used. 4-items subscale of career commitment was used to measure the career resilience developed by Carson and Bedeian's (1994). Moreover, 8-items scale developed by Greenhaus et al. (1990) and Nabi (1999) was used to measure career success. A five point likeret scale was used to gather data.

### IV. DATA ANALYSIS

Data was analysis by using the latest version (3.2.6) of PLS-SEM second generation multivariate (Ringle et al., 2015). It is suitable for theory building and also for prediction (Hair et al., 2016). It can handle both reflective and formative measurement model (Hair et al., 2014). All variables were reflective in this study. Firstly, reliability and validity test was employed via measurement model and through structural model the estimation of the path coefficient and the significance. Following criteria was used to test the reliability and validity of reflective; indicators reliability, internal consistency reliability, convergent and discriminant validity. The factor loading of the each item was through its outer loading of constructs. The threshold value for items retentions must be greater than 0.70. Results in Table 1 indicate that each item loading was greater than threshold value that shows that all measures used were reliable. Next, the cronbach's alpha value is used for assessment of internal consistency. The acceptable value of Cronbach's alpha must be greater than 0.70 and results indicates that all values are in acceptable arrange table I was ranged from 0.745 to 0.905, hence, internal consistency is proved. Further, for internal consistency of measure was assessed through coefficient of composite reliability. The acceptable range is 0.7 or above. The results indicates that composite reliability (CR) coefficient is arranged from 0.854 to 0.923 presented in table I indicates that that adequate internal consistency of all studied constructs. To assess convergent validity, average variance extracted (AVE) is suggested by Fornell and Larcker (1981). The factor loading and AVE of all studied constructs were used to assess the convergent validity.

Convergent validity is a degree to which a measure positively correlates with others measures of variables (Hair et al., 2014, p. 102). The acceptable arrange of AVE is greater than 0.50 (Hair et al., 2014). Finding indicates that all values of AVE are higher than threshold value, hence, it is concluded that the convergent validity is established.



**Figure II: Measurement Model**

**Table I: Reflective Model assessment: Indicators reliability, internal consistency, Convergent Validity**

Constructs	Items	Loading	AVE	Cronbach Alfa	Composite Reliability
Career Mentoring	CM1	0.823	0.675	0.760	0.862
	CM2	0.853			
	CM3	0.823			
Psychosocial Mentoring	PM1	0.815	0.662	0.745	0.854
	PM2	0.810			
	PM3	0.815			
Role Modeling Mentoring	RM1	0.775	0.709	0.793	0.879
	RM2	0.893			
	RM3	0.853			
Career Resilience	R1	0.813	0.703	0.859	0.904
	R2	0.845			
	R3	0.860			
	R4	0.835			
Career Success	CS1	0.720	0.601	0.905	0.923
	CS2	0.769			
	CS3	0.716			
	CS4	0.776			
	CS5	0.827			
	CS6	0.810			
	CS7	0.798			
	CS8	0.778			

Next, construct validity was assessed which state that each constructs must be distinctive from other constructs (Bagozzi et al., 1991). Fornell-Larcker test is used to assess the construct validity (Fornell and Larcker's, 1981; Hair et al. 2011; Hair et al. 2014) and heterotrait–monotrait (HTMT) ratio (Henseler et al., 2015) and through cross loadings. Discriminant validity was assessed through Fornell-Larcker test (Fornell and Larcker's, 1981).

According to parameter, the square root of AVE value should be higher than the correlations among latent constructs. Table II shows that that square root of AVE value was higher than correlation among latent variables. Hence; discriminant validity was approved.

**Table II: Fornell-Larcker Criterion for Discriminant Validity**

	1	2	3	4	5
Career Mentoring	<b>0.822</b>				
Career Resilience	0.571	<b>0.838</b>			
Career Success	0.658	0.553	<b>0.775</b>		
Psychosocial Mentoring	0.592	0.486	0.625	<b>0.813</b>	
Role Modeling Mentoring	0.650	0.610	0.557	0.547	<b>0.842</b>

Through HTMT the estimation of correlation between constructs and the value of HTMT must be less than 1 show that latent variable are distinctive (Haider et al., 2018). Kline (2011) recommended the more rigid cutoff value 0.85. Table-III indicates that all values are below than 0.85, Therefore; the discriminant validity is established.

**Table III: HTMT Criterion for Discriminant Validity**

	1	2	3	4	5
Career Mentoring					
Career Resilience	0.702				
Career Success	0.780	0.622			
Psychosocial Mentoring	0.783	0.604	0.756		
Role Modeling Mentoring	0.840	0.736	0.649	0.705	

**Table IV: Cross loading**

	Career Mentoring	Career Resilience	Career Success	Psychosocial Mentoring	Role modeling Mentoring
CM1	<b>0.787</b>	0.395	0.489	0.470	0.493
CM2	<b>0.823</b>	0.493	0.497	0.468	0.560
CM3	<b>0.853</b>	0.510	0.622	0.518	0.548
CS1	0.560	0.455	<b>0.720</b>	0.514	0.480
CS2	0.537	0.429	<b>0.769</b>	0.466	0.479
CS3	0.406	0.364	<b>0.716</b>	0.422	0.323
CS4	0.462	0.367	<b>0.776</b>	0.435	0.378
CS5	0.503	0.435	<b>0.827</b>	0.452	0.428
CS6	0.488	0.378	<b>0.810</b>	0.538	0.399
CS7	0.508	0.491	<b>0.798</b>	0.505	0.421
CS8	0.578	0.480	<b>0.778</b>	0.519	0.509
PM1	0.459	0.369	0.498	<b>0.815</b>	0.402
PM2	0.491	0.346	0.514	<b>0.810</b>	0.422
PM3	0.493	0.463	0.513	<b>0.815</b>	0.503
R1	0.470	<b>0.813</b>	0.446	0.389	0.537
R2	0.481	<b>0.845</b>	0.478	0.460	0.412
R3	0.485	<b>0.860</b>	0.441	0.386	0.560
R4	0.480	<b>0.835</b>	0.488	0.396	0.530
RM1	0.536	0.477	0.425	0.409	<b>0.775</b>
RM2	0.516	0.555	0.516	0.521	<b>0.893</b>
RM3	0.596	0.504	0.461	0.443	<b>0.853</b>

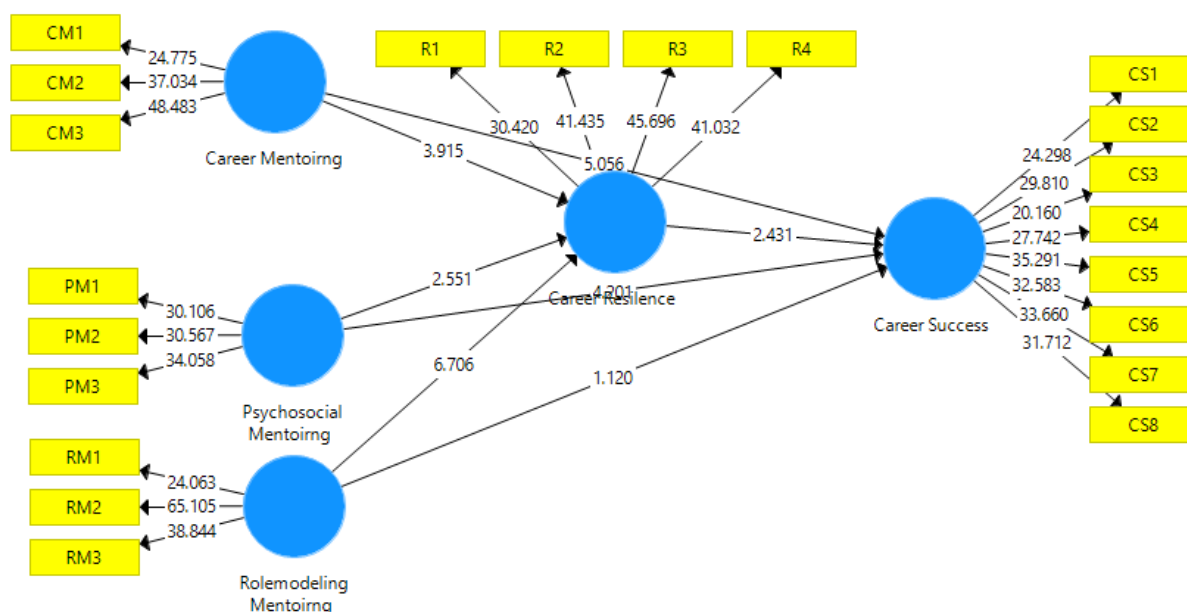
Discriminant validity can also be tested through cross loading. The criterion is that loading of items should be higher than cross-loading (Götz et al. 2010). Table-IV indicates that loading of each item is greater than cross loading. Hence, the discriminant validity is established.

In structural model, collinearity was evaluated by structural mode. Collinearity means higher correlation among variables (Hair et al., 2014). Variance inflation factor (VIF) test is used to assess collinearity issue and threshold value must be below than 5. Results shows that all values are in acceptable arrange from 1.66 to 2.18, and there is no collinearity issue. Secondly, path-coefficients of hypothesized relationship was calculated through PLS algorithm, and significance was obtained by applying bootstrap standard error. A t-value higher than 1.96 ( $p < .05$ ) indicates that relationship is significant. In the next step the coefficient of determination ( $R^2$ ) was obtained. Table V shows the values of  $R^2$  indicate the level of variance explained by the exogenous constructs. As such,  $R^2$  values of 0.25, 0.50, and 0.75 are interpreted as weak, moderate and substantial respectively (Hair et al. 2014). More specifically, mentoring functions explained the level of variance in career resilience is moderate and substantial in career success.

**Table V: Summary of Structural Model Assessment**

	$R^2$	T value	P value	Assessment
<b>Career Resilience</b>	0.435	9.134	0.000	Moderate
<b>Career Success</b>	0.544	11.960	0.000	Substantial

The relationship between Career related mentoring ( $\beta=0.172$ ,  $p < 0.05$ ) and Career success was positively and significantly associated with Career Success. Moreover, the psychosocial mentoring  $\beta=0.307$ ,  $p < 0.05$ ) was positive and significantly associated with career success. But the Role modeling mentoring does not found the significant effect on career success shown in the table 6.



**Fig III: Structural Model**

For mediation analysis we used model proposed by Hair et al., (2017) career resilience complementary mediation mediates the relationship between career mentoring and career success, but in the relationship of role model mentoring and career success its fully mediates (indirect only) as direct relationship between role modeling mentoring and career success is not significant. Moreover, a finding of our study indicates that career resilience does not mediate between psychosocial mentoring and career success.

Given the significant path coefficients, it is pivotal to measure the effect size of each specified exogenous construct on endogenous construct and the measure is referred to  $f^2$  (Hair et al. 2014). Effect size ( $f^2$ ) is an assessment of changes in  $R^2$  magnitude when a particular exogenous construct is omitted from the model to

measure its impact. Further, the  $f^2$  values of 0.02, 0.15; and 0.35 are considered small (S), medium (M) and large (L) sizes respectively. Results of our study in table VII indicates that all values of  $f^2$  are small.

**Table VI: Hypothesis Testing**

Hypotheses	B	S. error	t-value	P value	Decisions	Confidence Interval	
						2.50%	97.50%
CM-> CR	0.248	0.060	4.107	0.000	Supported	0.012	0.118
CM ->CS	0.334	0.065	5.113	0.000	Supported	0.042	0.229
CR ->CS	0.172	0.069	2.497	0.013	Supported	0.001	0.111
PM -> CR	0.134	0.052	2.566	0.011	Supported	0.002	0.064
PM ->CS	0.307	0.066	4.636	0.000	Supported	0.033	0.283
RM ->CR	0.375	0.055	6.816	0.000	Supported	0.061	0.230
RM ->CS	0.067	0.060	1.118	0.264	Not supported	0.000	0.034
CM->CR->CS	0.043	0.019	2.187	0.029	Supported	0.007	0.081
PM->CR->CS	0.023	0.013	1.720	0.086	Not supported	0.003	0.052
RM->CR->CS	0.064	0.029	2.254	0.025	Supported	0.010	0.124

**Table VII: Effect Size  $f^2$**

Hypothesis	$f^2$	Effect Size
CM-> CR	0.054	Small
CM ->CS	0.116	Small
CR ->CS	0.036	Small
PM -> CR	0.019	Small
PM ->CS	0.123	Small
RM ->CR	0.134	Small
RM ->CS	0.005	Small

**Table VIII: Predictive Relevance  $Q^2$**

Total	SSO	SSE	$Q^2 (=1-SSE/SSO)$
<b>Career Resilience</b>	1,300.000	928.705	0.286 (M)
<b>Career Success</b>	2,600.000	1,820.506	0.300 (M)

In addition of estimating the magnitude of predictive accuracy  $R^2$ , it has been recommended by the measure of predictive relevance  $Q^2$  to measure the model quality (Hair et al., 2014). It is measured by Stone-Geisser's  $Q^2$  value (Geisser 1974; Stone 1976).  $Q^2$  value is estimated by the average of redundancy indices of the endogenous latent variables (Hair et al. 2014). Further, the  $f^2$  values of 0.02, 0.15; and 0.35 are considered small (S), medium (M) and large (L) sizes respectively.

## V. RESULTS AND DISCUSSIONS

Mentors strive to assist employees in building their career resilience in turbulent time as organization career management cannot guarantee lifelong career in single organization (Savickas, 2015). Firstly, this study was intended to find whether there was relationship between mentoring functions (career, psychosocial, role modeling) and career success. The results indicates that there is correlations between (career and psychosocial mentoring) and career success which are aligned to earlier studies (Banerjee-Batist, & Reio, 2016; Ouerdian, & Mansour, 2019). Protégés who receipt more career and psychosocial mentoring support from mentor are more successful in their career. Whereas, the correlations between role modeling mentoring function and career success was not found in this study as it may be due to the data was collection in COVID-19 peak time. Further, our goal was find the relationship between mentoring functions and career resilience. Drawing from COR theory we proposed that mentoring functions has relationship with career resilience of protégé. The results of study reveal that there is positive and significant correlations between mentoring functions and career resilience which are consistent with the earlier studies (Kao et al., 2014). It is argued that mentors acts as resource reservoir that supply resources to protégé that ultimately assist them to build resilience. Thirdly, in this study the mediating role of career resilience is studies between mentoring functions and career success of protégés. Finding indicates that career resilience partially mediates the relationship between career mentoring and career success and fully mediates between role modeling mentoring and career success. Further, findings indicate that there is no mediation between psychosocial mentoring and career success. These finding proves the validity of conservative



of resource theory in the Pakistani banking sector. According to conservative of resource theory, that drives the individual to strive for protecting the existing resource and acquiring the new ones. Resources such as career resilience are crucial for protection from career shocks and help them to sustain their career growth and secure their job. This perspective proposes that employee's career resilience is an ultimately determinant of career advancement of employees in turbulent career environment. Employees build resource such as career resilience via mentoring support that assist them to successfully cope with turbulent career environment and ultimately leads to career advancement. Therefore, the findings of current study endorsed the conservative resource theory perspective that endorsed that effectively building the resource such as career resilience from the mentor support will ultimately leads to career advancement.

## VI. CONCLUSIONS

In the current study mentoring functions (career, psychosocial and role modeling) was studied as predictor of career resilience and career success evident from Pakistani banking sector. The study provides the first empirical support in the linkage of mentoring functions and career success via mediating role of career resilience. Furthermore, the results indicate that employees who received mentor support can successfully cope the environment turbulence and sustain their career development. Moreover, ability to successfully cope with career shocks is pivotal for career success. Further, finding of our study recommend the organizations, mentors, career coach, and manager must support mentoring program for building the resilient workforce. From results of current study, organizations especially the Pakistani banks must endeavor to learn as to build the career resilience for their staff via continue offering mentoring program. The finding of current studies added in career management literature in numerous ways. Firstly, we studied mentoring functions (career, psychosocial and role modeling) and career success via mediation of career resilience. Secondly, based upon the conservation of resource (COR) theory the mediation model (e.g. career resilience) between mentoring functions and career success was tested. Earlier studies on this field have studied the linear and direct relationship between mentoring functions and career success (Allen, Eby, Potteet, Lentz, & Lima, 2004; Ghosh and Reio, 2013). On the contrary, we presented the model of the mentoring–resilience–success linkage to fill the gap (Eby et al., 2013). This study also has some practical implications. Career resilience is positively associated to the employee's wellbeing (Han, Chaudhury, & Sears, 2019). For building the optimal level of career resilience among employees that employees must builds the relationship with mentor for maximum gain from relationship and organization must support both mentor and mentee. An organizational behavior literature highlights several ways to attain optimal level of resilience. In working environment, resilience is the ability of individual to have necessary resources to deals with the adversity and assist employees to sustain career success (Youssef and Luthans, 2005). From the evident from result of study, it can be empirically established that career resiliency predicted by mentoring functions. Thus, organization should ensure that employees must have received sufficient mentoring support.

## VII. LIMITATIONS & FUTURE RECOMMENDATIONS

Current study has some limitation; firstly, data for the current study were collected via distributing the link of online Google form survey among the banking staff of Pakistan. In future the population may be from other sectors including the hospitality sector. Secondly, it is cross sectional study and data was gathered at the particular time and results are at particular time. In future the longitudinal study must be conducted before and after mentoring support provided via mentoring programs. Also, current study also limited to financial sector of Pakistan only. In current study traditional mentoring function (career, psychosocial and role modeling) were studied as antecedent of career resilience, in future positive workplace relationship (Colbert, Bono, & Purvanova, 2016), relational mentoring functions (Dutton, & Ragins, 2017) might be explored. Further in future other mediating and moderating variable must be included like career self efficacy, as its helps protégés to take ownership of their career (Lent & Brown, 2013).

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