

WELLSO 2015 - II International Scientific Symposium on Lifelong Wellbeing in the World

## Improving the Well-Being State of the Elderly Via Mentoring System in Organizations

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### Abstract

<http://dx.doi.org/10.15405/epsbs.2016.02.28>

For the majority of Russian enterprises the urgent challenge is the uncontrolled and unjustified cost increases. The largest part of the cost of enterprise accounts for the maintenance staff. Important indicators of economic efficiency in the management of the staff are not only the results but also the costs for the implementation of enterprise management and production activities. The purpose of this article is to explain the need for the introduction of mentoring to improve the quality of the enterprise and the well-being of the elderly. The objectives of the article are to discover the essence of mentoring, determine the need for its implementation in the enterprise by involving the elderly. Description portrait of the ideal mentor may suggest that "this role" be the best candidate will be the people, groups of older people are not placed by or with the desire to combine the resulting years of experience and a decent income. As this system has a positive effect on the employment of retirees, and self-realization.

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**Keywords:** Mentoring system; adaptation of a new employee; employee; staff turnover; human resources department; quality circles.

### 1. Introduction

The main elements of the system of personnel development are gaining experience, training and mentoring. In general, the coaching can be defined as a method of transmitting knowledge and skills of more experienced person to less experienced (Bezruchko P.V.,2011).

More broadly, the present value of a mentor - a qualified expert with sufficient experience in the company, that:

- helps new employees adapt to the organization;
- promotes their professional development, career advancement;



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- participates in the evaluation of their performance (Foreign experience of training and its application in Russian companies [electronic resource]).

On the one hand, a mentor represents the interests of an employee in relation to the company, and on the other hand, s/he is a representative for the employee.

However, despite the fact that the mentoring program is practically a free resource, not all companies use it as actively as training, internships and so on. This term is often associated mainly with the process of adaptation of the employee in the company during the first three to six months of operation. Considering the further development of employees and their potential this instrument is not used as widely as it can. But for companies that specialize in professional services, the mentoring is a key component. Businesses are focused on career development, mentors can assist them in continuing professional development.

Experience shows that there is benefit to all participants of this process:

- Instructor develops management skills, enhances their status in the company, is gaining a reputation as a professional and trust of colleagues involved in the formation of a professional team (this is very important, because the efficiency of the team is dependent on the performance of each of its members).

- The employee receives timely assistance at the stage of integration into the company and support in professional and career development.

- The company stabilizes the number of employees (reduced turnover), forms a team of highly loyal employees.

- Human Resources Department has a powerful supporting resources: companies with a developed system of mentoring teachers are involved virtually in all major HR-processes (Graham H.T. & Bennett P.A., 2011).

A good mentor should have a number of positive qualities, such as (Buharkova A.M., 2012):

- a high level of loyalty to the company, to be the bearer of the core values of corporate culture;
- a systematic understanding of the work of the division and the company as a whole;
- significant experience in their professional activities;
- be willing to be a mentor, or mentoring will be perceived as an additional burden, but it will sooner or later affect the quality; that it is important - from a mentor requires a sincere desire to help the ward, and not just from time to time to assess the results of its work;
- be prepared to invest your time in the development of another person;
- be proactive and provide regular feedback.

The portrait of the ideal mentor may suggest that "this role" be the best candidate will be the people, groups of older people are not placed by or with the desire to combine the resulting years of experience and a decent income. As this system has a positive effect on the employment of retirees, and self-realization (Buravtseva M.D., Dabrowa E.M., 2015)

Performance management system of the enterprise through the planning staff includes the following aspects: 1) the annual plan and 2) evaluation of activities (Figure 1).

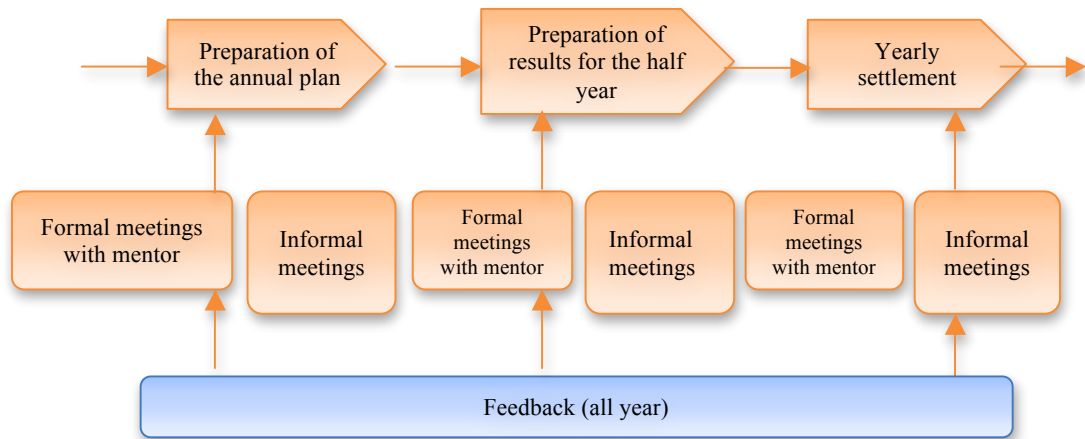


Fig. 1. Diagram of the relationship "a mentor - is taught" (Litvak B.G., 2009)

The main objective of the education and training of staff is a transformation of the "knowledge worker in a particular knowledge of the entire organization." An excellent illustration of the practical implementation of this objective are "quality circles", the goal of which is to transfer manufacturing experience among other employees of the enterprise, improve morale in the workplace, improved morale, and most importantly - the development needs of the employees in the high-quality work is the key to the success of the company (Foreign experience of training and its application in Russian companies [electronic resource]).

Quality circles have their advantages and disadvantages. The former includes the growth and development of staff, increases productivity, increases job satisfaction and self-fulfillment, improving the planning, the growing co-operation between workers and others. However, there are several shortcomings: additional capital investment for the implementation of activities (proposals), the initial drop in productivity, underproduction products due, meeting during working hours, and no additional cost to pay overtime if meetings are held outside school hours.

For the most efficient operation of the mentoring system such tool as "quality circles" should be used as mentors to engage citizens of retirement age. Given the relatively small retirement of the older generation, the proposal could be programs to improve their financial position. Almost every senior citizen who feels quite capable of work can shine their time communicating with young workers to share their experiences, to help with the period of adaptation to the new workplace, improve work efficiency in the enterprise. Of course, experts have survived the ages, which have patriotic and devotion to his country, which can convey all young professionals. Through mentoring system responsible citizens and patriots of our country can be formed (Buravtseva M.D., Dabrowa E.M., 2015).

Businesses will get a double benefit from this mentoring system: reducing the cost for education and training staff, as will be a social program for pensioners, with the possibility to improve their financial position. Objectives of the company addressed by the mentoring program: the creation of a long-term instrument of motivation and stimulation of activities mentors young workers, additional remuneration of activities mentors attracting new staff in mentoring and consolidation of experienced personnel, optimization of the timing of social adaptation of young workers and specialists, the transfer of knowledge and experience young workers and specialists. Mentoring system contributes to not only increase productivity, improve the quality of works and services, but also can bring significant benefits

to the enterprise, as employees under the guidance of his mentor, much better display their abilities (Yakontova E.S., 2011). The mentor will be able to respond quickly to his/her team mistakes and immediately begin to parse them without understanding the essence of the issue.

### *1.1. Evaluating the efficiency of teachers*

To determine the efficiency of mentoring in general and evaluate the work of teachers there are specific formal criteria:

- number of meetings with his mentor Trust;
- timely completion of evaluation forms
- successful adaptation of a new employee in the company;
- effective implementation of the wards of their professional duties;
- obvious professional growth and development personnel and so on (Institute of mentoring [electronic resource], 2015).

In order to identify interest and effectiveness of this tool (mentoring system), we conducted a survey in the form of a questionnaire among the elderly, soon retiring because of age or seniority.

The questions contained in the questionnaire:

1. Gender (M \ F)
2. What is your education (-junior secondary education (9 years) - secondary-level education (11 years) Initial vocational (College) - Vocational (College) Higher professional (University))
3. Do you plan to continue working after retirement (yes \ no)
4. Are you satisfied with position (yes \ no)
5. If I ask for help, my colleagues and the leadership will try to help me (yes \ no)
6. I like my colleagues and the leadership (yes \ no)
7. If necessary, I am willing to show possible assistance to colleagues (yes \ no)
8. I am satisfied with the working conditions in my company (yes \ no)
9. I have a desire to participate in a mentoring program in my company (being paid) (yes \ no)
10. I have a desire to participate in a mentoring program at any other enterprise (being paid) (yes \ no)

The number of respondents is 100 people, a survey was conducted in various companies. The results of the study are presented as a percentage of the figure 2, 3, 4.

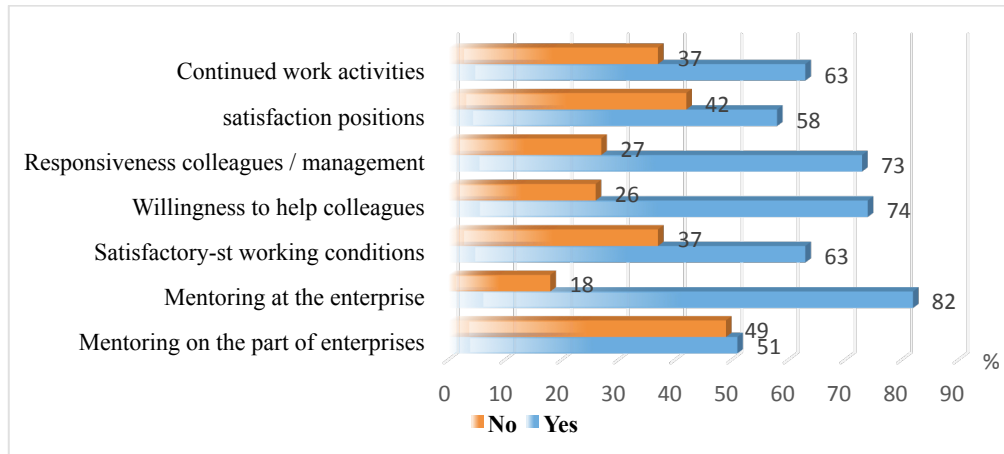


Fig. 2. - Results of the survey

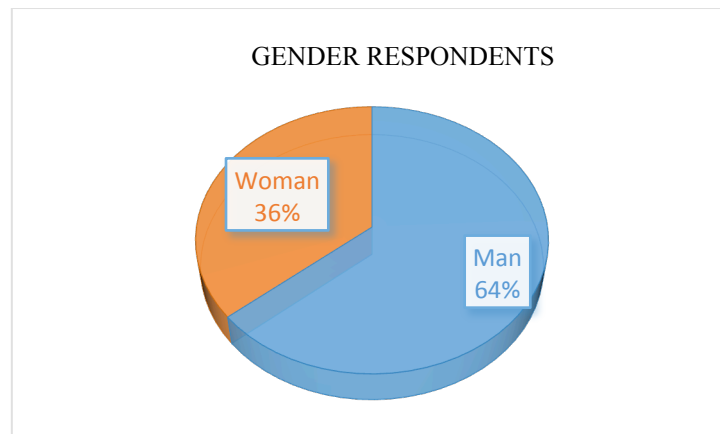


Fig. 3. - Results of the study

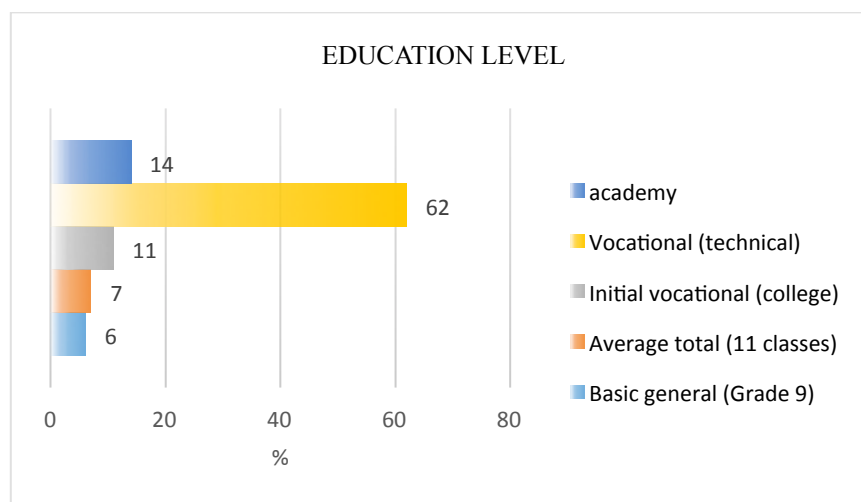


Fig. 4. - Results of the study

In the survey 64% of respondents were male, and 62% of elderly people have secondary vocational education. After analyzing the results of the study, we concluded that, overall, 82% of retiring people

support mentoring system in the enterprise. You must attract experienced seniors who are interested in implementing this system. The optimal tools to help improve the quality of the enterprise and reduce the adaptation period of staff are teachers, which should contribute to the effective training of young employees. This proposal could be a program to improve the material conditions of the elderly. Our results, as well as data from other sources suggest that any form of social activity of older people and, above all, professional activity, have a positive effect on the psyche of seniors, enhancing their well-being, adaptive capacity and extend the fertile period life.

It is said that 10% of people will work well, no matter where. Another 10% will work badly, no matter what the creature comforts them nor promised. The work of the remaining 80% depends on the management skills and incentives. Including - and on the art of mentoring (Good M.O. & Herzen A.I., 2009).

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