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## Mentorship and sponsorship programs for women in the workplace: Measuring impact and ROI

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### Abstract

*The effects of mentoring on mentees have been well documented in research, but the effects of the mentoring interaction on the mentor are less well understood. This essay seeks to close that disparity. One important but little-studied topic is how mentoring initiatives affect the mentors. This research indicates that mentorship may be an essential component of an approach for cultural change when programme design is combined with deliberate mentor selection and targeting. The study aids in the conceptualization of mentoring as a fundamental component of a successful organisational change intervention by scholars and practitioners. Mentoring is becoming less predicated on a deficit model of the mentee. This training demonstrates how important actors in the company may become engaged in the necessary change process by focusing on what needs to change in the prevailing corporate culture, practices, and values.*

**Keywords:** Mentorship, Sponsorship, Workplace

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### 1. Introduction

One of the primary needs for exceptional job efficiency is the ability to meet the various, often conflicting, expectations imposed on an individual in several activities at once. Both unclear roles and mismatch have a detrimental effect on employees' physical and mental health as well as the way they perform. The dual role that people play in the household and organization is one of their main tasks. Muftah and Kooli (2020). The concept of a balance between work and life has raised awareness of the need to make a difference in these two areas. Initially, the notion of maintain a work-life equilibrium is defined by the conflict between career and private life. When a person's two separate duties within the organization have requirements that are incompatible with one another, a work-life conflict may occur. As such, a person's Involvement in one function has an impact on other roles they do (Kumar and Fasana, 2018).

Gagnano et al. (2020) define maintain a work-life equilibrium as an employee's perception of both job and private life that promote progress and personal development while aligning with their current priorities. There is a lot interesting in the

concept of a work-life equilibrium for workers. The main reasons for this have been the increase in the percentage of working-age women and the consequent change in how society views gender stereotypes Najam & associates, 2020. Nearly half of all people in any culture are women, and they are the ones who raise and sustain the next generation. One of the most significant societal transformations in the previous century has been their engagement and involvement in the workplace. Organisations need to have access to a diversified and high-calibre workforce as the commercial world becomes more competitive.

Women can be important members of management teams, and an organization's ability to have a diverse pool of human resources can eventually work to its advantage. For instance, Cosentino and Paoloni et al. (2021) demonstrate that female managers handled crises during the digital transformation more skilfully than men did. They not only assisted with the change, however they also established official relationships with the institutional players. However, women have not been enabled to develop certain types of abilities since males are given more opportunities inside

organizations. The lack of knowledge about empowering females in organizations has hindered the growth of women in the organization Al Hakim et al., (2022).

The present research aims to explore the ways in which mentorship supports women in balancing their personal and professional life. Mentoring is, in fact, one way to teach and develop employees. Through the process of mentoring, an experienced and competent individual provides advice to a less experienced person on how to advance in their career and area of expertise. Women can develop social capital and bridge gender boundaries with the assistance of mentors. Mentoring helps employees grow both personally and professionally by removing obstacles and dispelling myths that keep women from advancing to higher positions within the company. Reducing tension between one is many tasks and balancing a woman's function in the home and workplace is one of the outcomes of participating in mentorship programmes.

## Problem statement

The dynamic nature of sponsorship necessitates the development of novel metrics to assess its efficacy. The success of sponsorship is now dependent on creating activations and interacting with both current and potential customers rather than just naming a venue, purchasing property rights, or putting a brand on a shirt. Because of this idea, academics are now arguing that engagement should be measured when developing models of sponsorship efficacy. In particular, the overemphasis on assessing sponsorship outcomes such as memory, recognition, and attitudes in current models, coupled with their incapacity to take engagement measurement into consideration. Consequently, new sponsorship effectiveness models that look at how customers react to sponsoring activations are required. In particular, the impact of customer interaction with the sponsor and the results of such interaction must be considered when evaluating the efficacy of sponsorship activations.

## 2. Literature Review

This study describes a dual-mentorship program for women working in Australia's regional and

provincial health sectors to advance their careers. We supply the architecture and the assessment findings based on the 12-month trial project Wozniak et al., (2020). Mentees were exposed to a range of perspectives from mentors in universities and business during this portion of the year. While academic mentors provided more detailed advice on academic achievement, commercial advisers met with students more often on average and focused their talks on strategies and management abilities. Mentees reported feeling more connected and confident at work after completing the training. We developed an implementation framework for an expert mentoring scheme that matches women working in regional wellness with coaches from a range of backgrounds, including business, politics, charitable giving, and health, to provide a comprehensive approach to improving institutional effectiveness, promoting diversity in the workforce In resource-constrained settings, and elevating job satisfaction.

The purpose of this exploratory study case study was to find out how woman-to-woman tutoring affects career progression into leadership positions. The ultimate objective was to increase operational efficiency and diversifying management across multidisciplinary organizations. In order to achieve this, the researcher conducted partially structured, informal conversations through eight women who currently hold upper management positions in a range of disciplines in addition to a case study investigation to find out what they thought were the key components for effective coaching that had an immediate positive impact on their career. Mentoring connections among women provide support, morale boosts, and job success by allowing women to share pertinent expertise and provide assistance on breaking through glass walls. Mitchell (2018). These sorts of relationships seem to be helpful in helping other women move up into managerial and executive positions. The study discovered that female mentorship relationships are unique and that an organization of allies is necessary for mentoring to be successful. However, real friendships considerably boost the probability of mentoring success via professional progress, so the contacts should come organically from there.

The measuring tools of the work integrated social enterprise (WISE) impact start a dialogue between the language and principles of business and the lived reality of impoverished communities. This study aims to critically enhance the societal effect measuring process by pointing out epistemic weaknesses in the approach used of a prevailing metric. Its foundation is a qualitative investigation conducted by Sweden Green (2019) on a social enterprise that assists immigrant women. In order to get a deeper understanding of how to effectively incorporate immigrant women who remain jobless for an extended period of time into the labor force, the writer undertook informal discussions and participant observations with managers at Yalla Trappan, a female-run collaborative social business in Malmö, Sweden. The case research on women's collective charitable ventures challenges the systemic implications of the SROI metric by validating knowledge and economic ideas that are consistent with feminist philosophical frameworks. The comparatively fresh discipline of social innovation and environmental responsibility is the focus of this research, which applies a unique discipline viewpoint on feminist economics as well philosophical perspectives. It illustrates its critique by examining how it affects potential practical steps in the process of a dominating social impact monitor (SROI).

Academic health care institutions can directly benefit from formal mentorship programmes, however it's not apparent if programme designs incorporate suggested elements or whether effects are being properly recorded and assessed (Crites et al., 2023). To answer these queries is the aim of this scoping review. Targeting mentor programmes in the US, PR, and Canada, As part of our research review, we sent out an immediate request for unpublished programs, performed a comprehensive research in SCOPUS and PubMed (1998–2019), and personally searched key references. After three rounds of screening, each team member looked through and pulled assigned articles for forty design data items from a large database. The study found that numerous mentor program design, execution, result, and evaluation aspects are not harmonious with recommendations, and that there is an underrepresentation of women professors and

URM in the curriculum. To address these disparities, the review ought to include information on academic leadership.

In many nations, women continue to join the workforce at the same rate as men, yet they still do not hold the same positions in senior leadership. Developing leaders at all levels is crucial for businesses hoping to thrive in the cutthroat market, and it's highly desired by those hoping to reach executive positions Kassotakis, (2024). Organisations should acknowledge the distinctions between genders as they work to create diverse and inclusive environments. Simultaneously, the field of leadership development is expanding, and numerous establishments provide programmes tailored exclusively for female leaders. This chapter examines senior women leaders' leadership development programmes, including those offered by non-university-based and university-sponsored women's leadership initiatives. The most popular topics, particular global institutions, and fundamental arguments in support of programmes exclusively for women in leadership development are noted.

Research in this area is needed because women in high management roles in South Africa face social identity issues. Scholarly attention to sponsorship has been very low, despite research on coaching and mentoring of these women. This study looks at sponsorship as a potential means of helping gifted women advance in their careers, as well as the social identities of women in top management. Executive-level respondents from corporate organisations participated in both of the two studies that made up this qualitative research's sample groups Scheepers et al., (2018). The two research shared a common theme, which was the tendency to provide developmental support to others after receiving it. But providing this assistance came with conditions. Sponsors, for instance, set requirements that protégés needed to fulfil. This article shows that, despite blatant gender differences at higher-ups levels in South Africa, ethnicity and gender had almost little influence on the Study 1 sample when choosing a sponsor or whom to support. A gender-specific expectation embedded in the South African context was revealed upon deeper examination. The research



illuminates the gender-based perceptions of sponsorship deservingness and the gender-specific desires of sponsors about the selection of protégés. After entering the C-suite, ACI women's social identities shifted; they started connect less with their original ACI women group and more with their responsibilities as executives.

**3. Research Methodology**

This research set out to find out how consumers' reactions to sponsors' activational messages were impacted by sponsorship engagement, as demonstrated via sponsorship activations. According to the S-D logic approach, customer engagement with a sponsor was found to be predicated on involvement and interaction, and sponsor loyalty resulted from such engagement.

**4. Results**

**Table.4.1. Performance Metrics of ML Models**

Model	Accuracy	Precision	Recall	F1-Score	AUC-ROC
SVM	0.85	0.86	0.84	0.85	0.91
RF	0.82	0.83	0.80	0.81	0.89
KNN	0.88	0.89	0.87	0.88	0.92

**Table.4.2. Confusion Matrix of Best Performing Model**

Actual/Predicted	Positive (1)	Negative (0)
Positive (1)	95	45
Negative (0)	29	173

**Table.4.3. Cross-Validation Results**

Metric	Mean Value
Accuracy	0.82
Precision	0.85
Recall	0.78
F1 Score	0.81

**5. Conclusion**

Coaches and mentors share many similarities, but as global HR professional Betty Flasch of Flasch Consulting puts it, "business leaders don't care about the differences if there is a programme that shows value." The reasoning behind calculating the program's monetary worth and, eventually, return on investment is explained in this document. Even though the most significant outcomes of these programmes are frequently intangible, it is frequently impossible to adequately quantify them. On the other hand, supporters will be able to convince leadership of the program's value by converting the program's real benefits into

The study is put out assumptions help to explain how consumers perceive sponsorship when they interact with it through a variety of sponsorship-related marketing initiatives. The study's findings offer CEOs and sponsorship managers insightful information about how to effectively strengthen consumer-brand relationships through activational communications.

The study's findings also give managers insight into the attitudes, behaviours, and thoughts of customers when they engage with sponsored events on social media and during the event. With this kind of data, sponsors can alter their social media posts and in-person exhibits to potentially increase consumer reactions to the sponsorship stimulus.

monetary terms and a higher rate of return on investment.

This programme has demonstrated promise in offering a professional networking opportunity and interdisciplinary environment primarily focused on career advancement, job satisfaction, and regional workforce retention. It would be advantageous to create programmes in the future that consciously interact with the business community, actively encourage mentoring from peers and offer virtual, or separation, mentorship. In this cohort, 20 percent of the mentors engaged in virtual participation in all of the sessions while they were on off-site. Given the present travel and conference restrictions

due to COVID-19, we would expect that online lectures and distance mentoring may be a successful means to sustain momentum and professional progress during such hard times.

There were some gender variations found in the ways that male and female mentors experienced mentoring; male mentors tended to devote more face-to-face time to the connection, met more frequently, and were more likely to stay in the role after the official mentoring term ended. Despite the little variations, there is proof that the mentor's seniority and the staff categorization are relevant variables. The seniority of mentors and the seniority differential between mentor and mentee should be of special relevance to future scholars interested in examining gender inequalities. Formal mentorship programmes have grown in popularity as a tool for professional advancement for minorities and women. Those who want to establish new mentoring programmes or "fine-tune" already-existing ones might find a wealth of helpful practitioner literature accessible.

Institutions should have checks and balances to ensure that women receive feedback from their mentors about promotions that are accessible, and that mentors promote them to compete for those roles. Sponsorship is a career function of mentorship. Institutions should also ensure that women are given difficult assignments through mentors, as these kinds of tasks help women grow in leadership roles. Academic institutions must to be on watch for mentors who support and elevate female mentees to higher positions. Mentors like these ought to be honoured.

Furthermore, they ought to assist them on a regular basis in enrolling in official sponsorship programmes for mentees as part of their mentoring career function. Another worthy endeavour for a good mentor is taking chances to support women who use their influence. It is an indication of a healthy, a kind and affectionate connection that shows the mentor's care for the mentee. Mentors ought to go above and beyond by assisting mentees in being promoted to more senior roles. This does indicate that the sponsorship is succeeding. They ought to publicly support the mentees' authority, demonstrating that they are proud of their

accomplishments as well as their desire to share the mentees' traits with everyone.

## Challenges

Over the past few years, businesses have shown a growing interest in calculating the return on investment (ROI) for HRD programmes because of their growing interest in the influence that HRD has on the bottom line, which is as it should be. Several approaches have been explored and employed as HRD practitioners have concentrated on ROI.

Not unexpectedly, benefit—rather than cost, which is typically all too obvious—is the term in this formula that is hardest to get in real-world applications. Finding genuine programme advantages that can be converted into monetary terms and contrasted with expenses to calculate return on investment (ROI) is a difficult task. This difficulty includes the possibility that other factors, such as changes in leadership or policy, economic cycles, or the simultaneous introduction of incentives or other programmes, could have an impact on the business results that yield these hard metrics. Therefore, a method for identifying the percentage of the measured impact that can be directly attributed to the programme is needed to determine the impact of the intervention.

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