

## Reverse Mentoring and Strategic HRM

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### ABSTRACT

The study is intended to find the impact of reverse mentoring and SHRM in any industry. The various information related to this study has been collected by using internet sources and questionnaire method has also been used to collect, analyze the primary data related to this study. The finding of the research has suggested that Reverse Mentoring and SHRM has plays as most effective role in the industry and also on any factor influence the Reverse Mentoring in the employee's productivity and it is situated in the mentoring literature as an alternative form of mentoring, with special features and support functions exchanged that distinguish it from other developmental relationships.

**KEY WORDS:** Reverse mentoring, SHRM, employee's, productivity, performance

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### INTRODUCTION:

Reverse Mentoring is a stage where a junior member of team entered in to a "Qualified Professionalism Guidance" "with some any senior member of that team and start sharing views, ideas, skills, knowledge, understanding concept (Greengard 2002). Reverse mentoring is a model for creating work-based learning, high quality connection. In business field and management, practical application needs to be clear for reverse mentoring (Augustiniene and ciuciulkiene, 2013). It is a combination of youngers and junior employee. Strategic HRM is a rule and direction for doing something in the business for long time, impact of competition, focus on choices and decision making, needs to consider all personnel.

To complete the function of human resource with strategic objective of the company in order to develop the organisation climate, labour enhancement, flexibility and to use for improving in activity of workers. Now a days, the main issue for making strategic organisation is to decide what is to be done on which activities by which people from where and to put in which space (university of duhok, 2013).

Reverse mentoring is an innovation of workplace mentoring, its increasing day by day with the next generation of talent to connect senior leaders (carruthers, 2021). It's a new way to learn from each other's while strategic human resources management is a way to set their goals for long duration. Goal needs to be set as it will help to improve the productivity of the organisation and when it applied properly, strategy automatically held, and this will give the organisation a greater chance of succeed. At present each and every thing is happening in digitally, so it is necessary to conduct mentoring is strategy in a modern way. For doing anything in a business the first necessity thing is co-ordination and control in a hand and both thing needs to be done in hierarchy mode either its digital reverse mentoring or strategic human resources management. Strategy is a direction for a HR and a plan of action to focus on strategic vision, mission, objectives and goals it should be proactive. Economic condition is going in upward direction as an organisation needs to change the

traditional phenomena and put to grow the business is profitable way.

Who can make decision at all times and why they are made is arises due to “strategic choice” (Mc Loughlin & Clark, 1988) but for making execution of business, it needs to take crucial decision regarding better flow of organisation? Strategic HRM helps to avoid the increasing pressure from the competitors and improve in new technology with the help of integration. Mentoring helps to rebuilding the business when employees actively participate to innovate new technology to make a strategy it concerns of digital transformation into a company.

Reverse mentoring will impact in every business to create a long-lasting advantage and also provide an effect on personal and business benefits. Mentoring will help organisations out from general gap and provide an opportunity to an organisation to work effectively and efficiently in the organisation.

Implementation of strategy and mentors helps the organisation better control and make digitization and leadership “Now a days, we all are living in a condition of ‘digital age’ each and every work is going in E-platform in every business after sometimes strategic HRM will complement to E-HRM.

### Literature Review

The concept of mentoring has a remote past “Reverse mentoring become traditional system on its head”. Reverse mentoring can be defined as a career development and social exchange tool which includes knowledge and proficiency sharing based on the different needs, working culture, trending pattern, demand for the work of both junior and senior employees (Keleş Tayşir & Ülgen, 2017). Reverse mentoring strategy program can improve the social wellbeing of its participants. Trust plays an important indicator of commitment, here the task of the firm to reduce the gap and thereby build the trust among employees (Mathew, 2018). Mentee trust has a positive relationship with mentors as well as enthusiasm creates trust between the junior and senior employees within and outside the organization. Strategy is the main concept of the Present era, that has come to replace traditional management activity in to new management such as, “control or administration” (Fuertes et al., 2020). Strategic HRM helps in study three different theoretical stand point as follows “Universalist, Contingency and Configurational. First perspective says about the increasement in the outcome of the organization is attached with the implementation of a particular group of best practices for HR Strategy plan. In contingency for the successful of the organization, HR policies must be aligned with the other aspect of

the organization, whereas the last configurational describe a pattern that gives superior outcome result when the ideal model be presenting a highest level of horizontal sequence between HR sub-system (Castro et al., 2020). The practices of reverse mentoring have gained wide spread of popularity in some other organization such as- Unilever, Deloitte & Touche, Dell and Time Warner. Proctor & Gamble is one of the Corporation which has applied successfully reverse mentoring in their company in diverse way (Keleş Tayşir & Ülgen, 2017). Reverse mentoring is multi-generational planning that engages young adults in providing needs support and knowledge to senior adults. The attitude of older adults and young adult mentors can further our understanding of how a reverse mentoring plans might increase the social well-being of its a human subject (Breck et al., 2018). Improvement in productivity, depletion in turnover, increasement in sale are associated with the help of human resource practice (Castro et al., 2020).

**Reverse mentoring** the objectively new model of reverse mentoring was introduced formally by the former Chief Executive of General Electric, Jack Welch in 1999. The aim of reverse mentoring was to teach technology to the senior personnel in most of these organizations, limiting the potential of reverse mentoring to helping soul gain the latest technical proficiency from their younger counterparts is somewhat short sighted. Reverse mentoring is a process in which senior employees learn skills, knowledge and ability to understand and implementation the modern technology in their organisation with the help of senior level of employees. It is beneficial in employee’s performance and productivity of organization, so that employees can get appraise from the higher manager. Reverse mentoring has gained popularity in recent years, but it involves organisation, structure, and competency development on the part of both mentors and mentees to make it work. We created a framework and materials to support mentors and mentees throughout the process, which included: Assisting in the matching of digitally savvy employees with leaders (mentors and mentees). A self-discovery tool with diagnostic questions about social media platforms, ensuring that the mentee and mentor had a common understanding of where they were beginning from. The initiative was a cost-effective, empowering, and long-term first step for Johnson & Johnson in driving digital acceleration, with 88 percent of senior leaders mentored describing it as a pleasant and unique professional experience. Their quantitative capacity analysis also found that both junior and senior leaders' digital capabilities grew by double digits year over year.

**SHRM** strategic human resource management is a process in which every organization defined their goal and achievement and motivation to the employees for the better productivity. Strategic human resource management is an anxious process of maintaining employees in an organization, that conclude standard human resource element such as captivating, developing, gratifying, and retaining employees analyse them one step further by taking in discussion the goals and needs of other administration within the organization, and the organization itself. SHRM leads to attaining the goal of an organization with the help of reverse mentoring to the personnel by giving them modern technology training to the senior employees. Strategic human resources management is sometimes need to be follow by implementing reverse mentoring for the better utilisation of skills, knowledge and ability of employees for the development of organisation.

**Workforce productivity and performance** the main aim of every organization is to attain maximum goal with the help of employee performance and it leads in organization productivity. The productivity of a given personnel will be assessed comparable to an average for employees doing parallel work. Because much of the success of any organization relies upon the productivity of its workforce and employee productivity is necessary consideration for businesses and profession. These will increase output and therefore control over your money, Attaining goals. If your workforce is having productive and dedicated to their job, both the qualitative and quantitative of their work will get improve. 47% employee spend time on social media during working hours. 45% employee reads news websites during working hours. According to workplace productivity statistics, social and personal commitments, increased year-end workload, flu season, and holiday shopping are the primary causes of productivity decline among the 35 percent who feel less productive. On the other side, highly productive employees avoid typical office distractions in order to leave on time.

**Objectives:** The objectives of this research work are:-

1. To understand the Impact of Reverse Mentoring in any Industry.
2. To find out the effectiveness of Reverse Mentoring in SHRM, after implementation in any industry.

## Research Methodology

This study used Quantitative and Qualitative method for data analysis for this purpose we need two types of data: -

**Primary Data** Primary data related to this study has been collected by a structured questionnaire. The questionnaire has been sent to the different organisation to analyse the impact on it.

**Secondary Data** Secondary data has been collected through internet sources, journals etc.

**Research Type** - Descriptive Research

**Sample size** – 150 (Industry Personnel) (proposed)

**Sample Area**- India, UAE

Several statistical formulas are available for determining sample size. The formula used for the calculation of sample size is

$$n = p (100-p) \frac{z^2}{E^2}$$

where, n is the required sample size;

p is the percentage occurrence of a state or condition;

E is the percentage maximum error required (margin of error);

z is the value corresponding to the level of confidence required.

In management research, the typical levels of confidence used are 95% (0.05: a z value equal to 1.96). A 95% level of confidence implies that 95 out of 100 samples will have the true population value within the margin of error specified (Taherdoost, 2017).

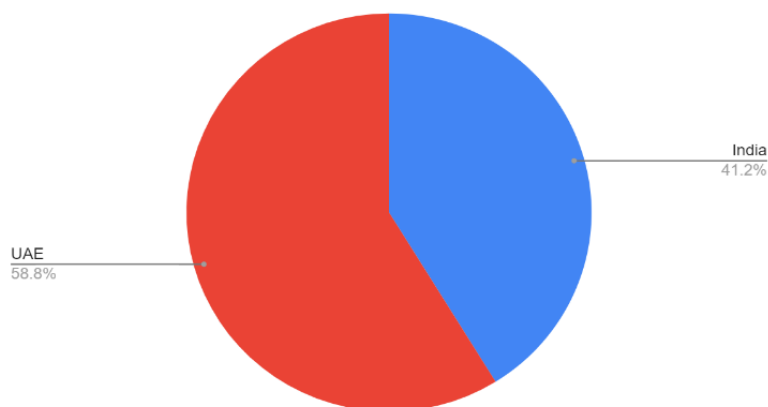
## Data collection and analysis

I have circulated 150 google form via internet sources and out of 104 respondents respond in which 63 respondents are from UAE and apart from 41 are from India. In this research survey, I had shared my questionnaire to only two country that is India & UAE in which it has been observed that UAE is more working in RM and SHRM with 58.8%, and it also affect the productivity of the organisation and performance of the member in organisation. Also I have used SPSS for the analysis of research.

The responses received by respondents is shown below with the help of the chart: -

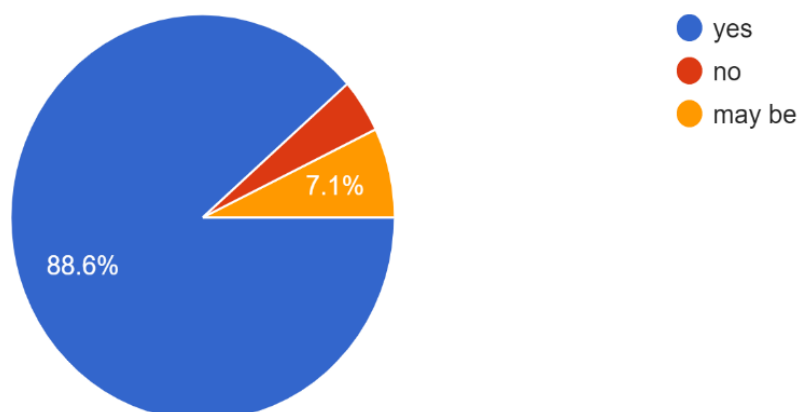
## To understand the Impact of Reverse Mentoring in any Industry: -

### ➤ Are you belonging from India or UAE?



Source: Questionnaire Survey

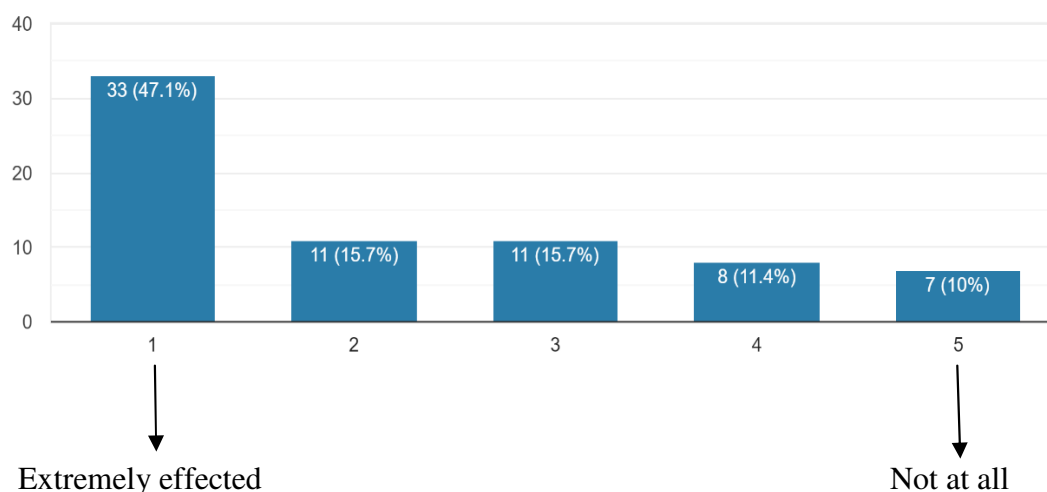
### ➤ Had your organization practiced strategic HRM in present scenario?



Source: Questionnaire Survey

In this research survey, it had observed 88.6% organization practiced SHRM & apart from that are not practices of SHRM in present scenario and this shows that organisations focus is clear about goal achievement.

### ➤ What is the effect of strategic HRM in your organization?

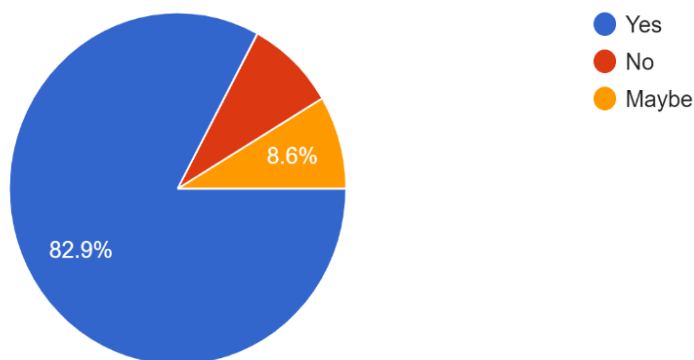


Source: Questionnaire Survey

Here is 47.1% effect is in positive sign that make an organisation more productive and goal oriented, and 10% employees are not taking seriously of SHRM.



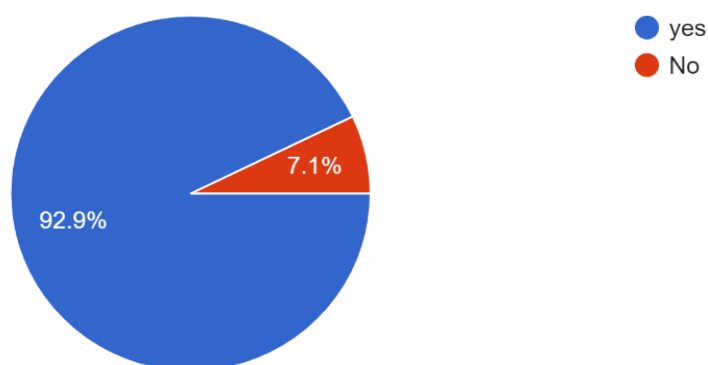
- **Do you think that employees do have equal career growth opportunities are available in your organization?**



**Source:** Questionnaire Survey

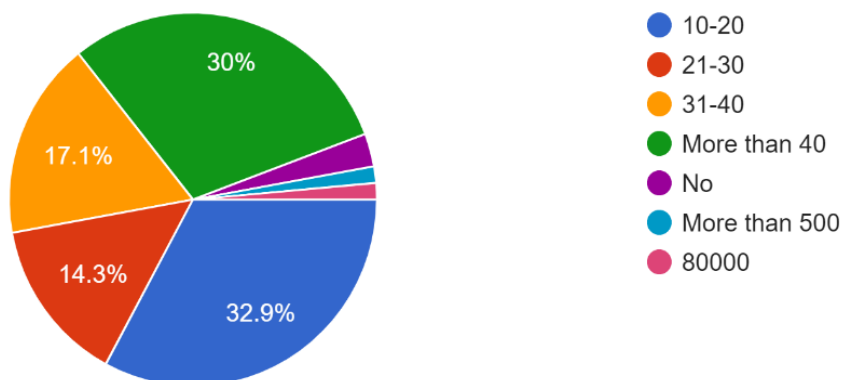
It shows that employees are getting equal opportunities for the participation and having more confidential with these opportunities.

- **Are you satisfied with the implementation of SHRM in your organization?**



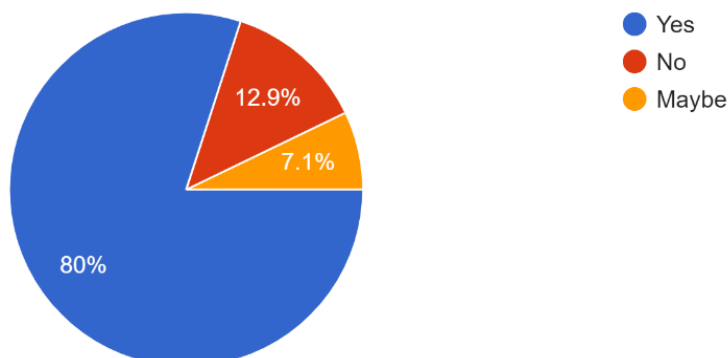
**Source:** Questionnaire Survey

- **How many personnel works in your organization?**



**Source:** Questionnaire Survey

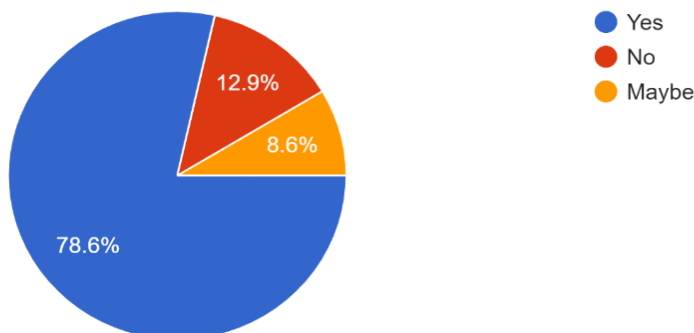
- **Do you have any sort of promotion policy in your organization about the cultural aspect of productivity enhancement?**



**Source:** Questionnaire Survey

Here it is shown that organisation is taking care of employees by making sort of promotion policy for the increasement in culture and also in productivity, so that employees can increase their KSAs in a better way and that will also helpful in increasing the productivity.

- **Had you ever used any method /procedure in your organization for the performance enhancement of employees at regular intervals?**

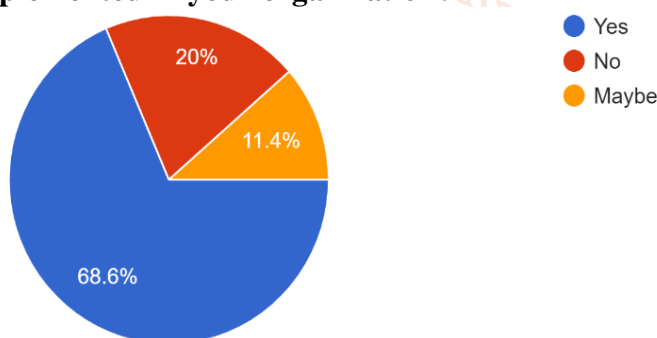


Source: Questionnaire Survey

Many organizations used methods in their organization for evaluating the performance of the employees at regular and fortunately it's a very good procedure for the giving time to time training and makes development of employees and organisation too.

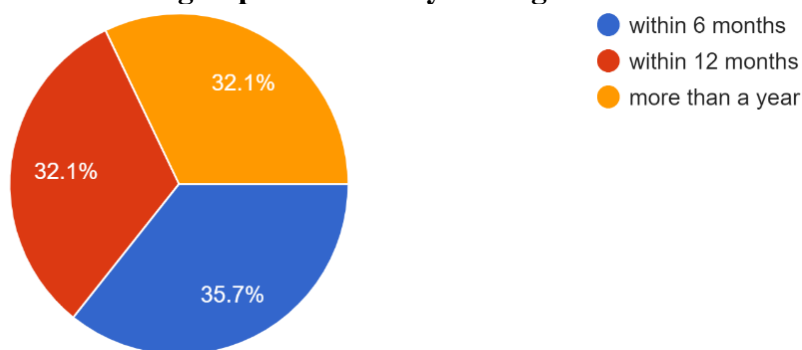
**To find out the effectiveness of Reverse Mentoring in SHRM, after implementation in any industry**

- **Reverse Mentoring is implemented in your organization?**



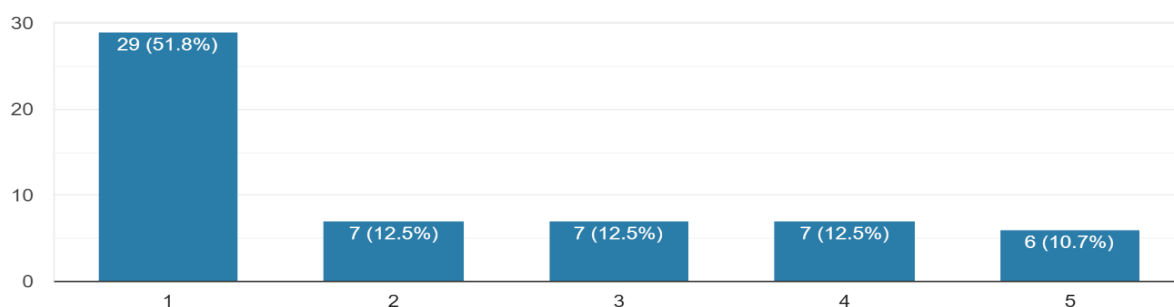
Source: Questionnaire Survey

- **From how long back, Reverse Mentoring implemented in your organization?**



Source: Questionnaire Survey

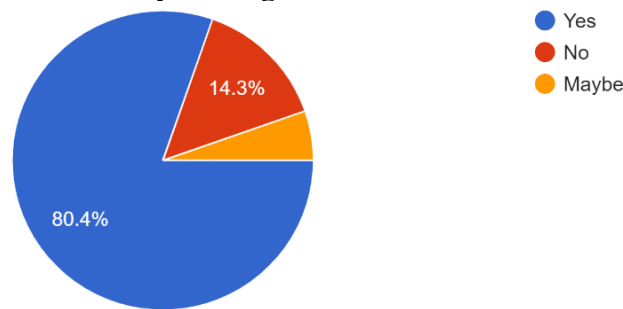
- **How does "Reverse Mentoring" affect older generation personnel?**



Source: Questionnaire Survey

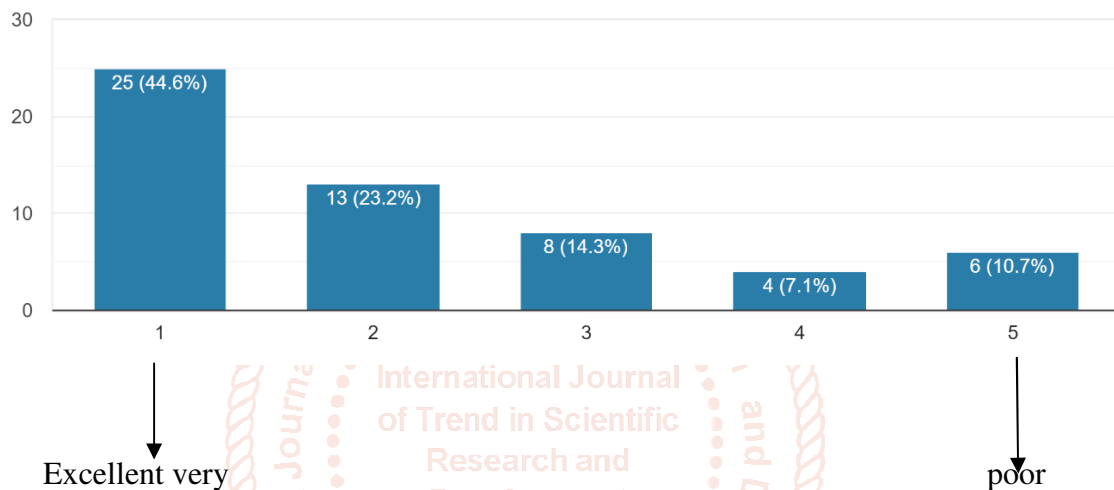
Yes, reverse mentoring affecting older generation personnel for getting knowledge about modern technology so that senior employees can also know about the technology that are using and how it is important at this present scenario.

➤ **Have you ever worked as a mentor in your organization?**



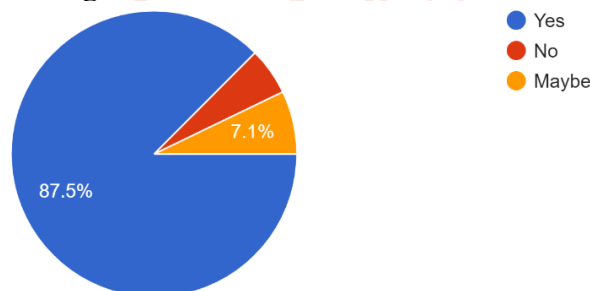
Source: Questionnaire Survey

➤ **How do you rate your relationship with your mentor?**



Source: Questionnaire Survey

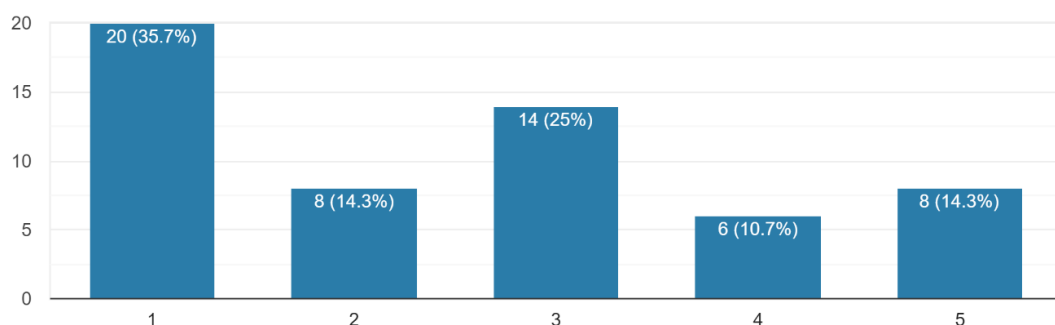
➤ **Had you observed any cultural changes in your organization's work pattern after the implementation of Reverse Mentoring?**



Source: Questionnaire Survey

Employees of the organisation are highly satisfied with the implementation of reverse mentoring because it was observed by employees that RM affect the changes in culture and work pattern and that is a positive sign.

➤ **In a typical week, how often do you feel stressed at work?**



Source: Questionnaire Survey

**SPSS ANALYSIS REPORT: -****Table1: Age (in years)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	47	45.2	45.2	45.2
	31-40	33	31.7	31.7	76.9
	41-50	22	21.2	21.2	98.1
	51-60	2	1.9	1.9	100.0
	Total	104	100.0	100.0	

**Table2: Had your organization practiced strategic HRM in present scenario?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	may be	6	5.8	5.8	5.8
	no	3	2.9	2.9	8.7
	yes	95	91.3	91.3	100.0
	Total	104	100.0	100.0	

**Table3: What is the effect of strategic HRM in your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	52	50.0	50.0	50.0
	2	23	22.1	22.1	72.1
	3	12	11.5	11.5	83.7
	4	9	8.7	8.7	92.3
	5	8	7.7	7.7	100.0
	Total	104	100.0	100.0	

**Table4: Do you think that employees do have equal career growth opportunities are available in your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	8	7.7	7.7	7.7
	No	7	6.7	6.7	14.4
	Yes	89	85.6	85.6	100.0
	Total	104	100.0	100.0	

**Table5: Are you satisfied with the implementation of SHRM in your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	5	4.8	4.8	4.8
	yes	99	95.2	95.2	100.0
	Total	104	100.0	100.0	

**Table6: Is there any group (formal or informal) formed within your organization that regulates the rules and regulations?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	7	6.7	6.7	6.7
	No	4	3.8	3.8	10.6
	Yes	93	89.4	89.4	100.0
	Total	104	100.0	100.0	

**Table7: How many personnel's work in your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-20	31	29.8	29.8	29.8
	21-30	11	10.6	10.6	40.4
	31-40	22	21.2	21.2	61.5
	80000	1	1.0	1.0	62.5
	More than 40	36	34.6	34.6	97.1
	More than 500	1	1.0	1.0	98.1
	No	2	1.9	1.9	100.0
	Total	104	100.0	100.0	



**Table8: How do you rate the seriousness of your subordinates for the attainment of the ultimate goal in your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	56	53.8	53.8	53.8
	2	19	18.3	18.3	72.1
	3	9	8.7	8.7	80.8
	4	12	11.5	11.5	92.3
	5	8	7.7	7.7	100.0
	Total	104	100.0	100.0	

**Table9: Do you have any sort of promotion policy in your organization about the cultural aspect of productivity enhancement?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	7	6.7	6.7	6.7
	No	9	8.7	8.7	15.4
	Yes	88	84.6	84.6	100.0
	Total	104	100.0	100.0	

**Table10: Had you ever used any method /procedure in your organization for the performance enhancement of employees at regular intervals?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	9	8.7	8.7	8.7
	No	9	8.7	8.7	17.3
	Yes	86	82.7	82.7	100.0
	Total	104	100.0	100.0	

**Table11: Reverse Mentoring is implemented in your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	10	9.6	9.6	9.6
	No	20	19.2	19.2	28.8
	Yes	74	71.2	71.2	100.0
	Total	104	100.0	100.0	

**Table12: From how long back, Reverse Mentoring implemented in your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		20	19.2	19.2	19.2
	more than a year	36	34.6	34.6	53.8
	within 12 months	24	23.1	23.1	76.9
	within 6 months	24	23.1	23.1	100.0
	Total	104	100.0	100.0	

**Table13: How does "Reverse Mentoring" affect older generation personnel's?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	45	43.3	53.6	53.6
	2	18	17.3	21.4	75.0
	3	7	6.7	8.3	83.3
	4	8	7.7	9.5	92.9
	5	6	5.8	7.1	100.0
	Total	84	80.8	100.0	
Missing	System	20	19.2		
Total		104	100.0		

**Table14: Have you ever worked as a mentor in your Organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		20	19.2	19.2	19.2
	Maybe	3	2.9	2.9	22.1
	No	10	9.6	9.6	31.7
	Yes	71	68.3	68.3	100.0
	Total	104	100.0	100.0	

**Table15: How do you rate your relationship with your mentor?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	41	39.4	48.8	48.8
	2	22	21.2	26.2	75.0
	3	9	8.7	10.7	85.7
	4	6	5.8	7.1	92.9
	5	6	5.8	7.1	100.0
	Total	84	80.8	100.0	
Missing	System	20	19.2		
Total		104	100.0		

**Table16: Had you observed any cultural changes in your organization's work pattern after the implementation of Reverse Mentoring?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		20	19.2	19.2	19.2
	Maybe	5	4.8	4.8	24.0
	No	4	3.8	3.8	27.9
	Yes	75	72.1	72.1	100.0
	Total	104	100.0	100.0	

**Table17: In a typical week, how often do you feel stressed at work?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	34	32.7	40.5	40.5
	2	20	19.2	23.8	64.3
	3	15	14.4	17.9	82.1
	4	7	6.7	8.3	90.5
	5	8	7.7	9.5	100.0
	Total	84	80.8	100.0	
Missing	System	20	19.2		
Total		104	100.0		

**Table18: Country**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		70	67.3	67.3	67.3
	India	14	13.5	13.5	80.8
	UAE	20	19.2	19.2	100.0
	Total	104	100.0	100.0	

**Findings:** - It suggested that the main reason for implementation of reverse mentoring and SHRM is to make understandable the concept of modern era and accept changes in organisation climate and labour enactment and use for the improving in activity and workers.

➤ They are able to make balance between firms' productivity and employee skills improvement.

- It creates strategy that reduce the gap of firms and a trust among employees.
- It shows that UAE is having better reach on reverse mentoring in respect of India which creates a big difference that employees UAE and sincere and productive.
- Increase KSA's of older employees from reverse mentoring.

- It increases in the behaviour and change in the attitude in employees.
- SHRM decides about the goal that should be completed within a given period and that is helpful in aware well about the target.
- For appraising the performance of employees every organisation uses different types of method at every interval.
- Employees get all time equal opportunity in the organisation for the participation.
- It promotes diversity and increase retention.
- Breakdown the concept of generational stereotypes for build connection within company.

### Recommendations:

After the analysis of my research paper and by the help of my result I recommend that organisation should first set a goal with a deadline by a clear expectation and then decide the purpose of implementing of reverse mentoring and define the goal for achievement in specific period. Decide a time duration for the mentoring to senior employee by junior employee so that time management can be possible. Should be aware about all the terms and condition that needs to follow from both the side employees. Every employee must aware about the challenges have to face during reverse mentoring and what the possible outcome of that challenges.

**Conclusion:** - the main reason of reverse mentoring is to identify the guidance to senior manager or employees by a junior employee for the productivity management of every organisation. They play very important aspect in an organisation for wellbeing productivity and also helpful in the reducing conflict and in modern organisation every organisation adopts RM so that organisation personnel can earn skills, knowledge and get an ability to perform any task and able to carry the hardest situation.

SHRM can create a better health management and it explore the opportunities in the organisation and to helpful in attaining organisation goals. Every organisation should use the reverse mentoring for enhancement in the employee's behaviour and change in attitude.

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