The role of mentorship in succession planning at a commercial bank in Johannesburg

Applied Research Project (ARP)

Submitted by

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DECLARATION

I, Letlhogonolo Elias Makhoane, hereby declare that this research paper titled "*The role of mentorship in succession planning at a commercial bank in Johannesburg*" is entirely my own work, except where I have duly acknowledged the contributions of others. All sources used have been appropriately cited and referenced.

I confirm that this paper has not been submitted for any other degree or qualification at any other institution, and all data, figures, and findings presented are accurate to the best of my knowledge.

Date: 29 February 2024

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A big thank you to God Almighty for this awarded opportunity. I dedicate this one to my wife Koketso, I'll forever be grateful for the support you've given me in this journey, thank you so much. To my two boys, I hope you grow up to find inspiration from this, never stop dreaming.

To my mother and late father, I hope I make you guys proud, I continue to keep the promise, rest in eternal peace Papa.

To my supervisor, thank you so much for the guidance and light you've given me, we are here now, reaping the rewards of our efforts, your support is greatly appreciated.

Contents

ABSTRACT

This paper research the role of mentorship in succession planning at a commercial bank in Johannesburg to guarantee a seamless change in an organization's leadership. It explores how mentoring assist the bank employees in developing professionally and readying themselves for leadership roles, seeing growth within the bank through mentorship, by looking at how interdependent they are. The study explores the effects and impact of mentorship and succession planning on employee engagement and retention. It also examines how succession planning might be strategically implemented to find and nurture future leaders. This study emphasizes the significance of mentorship in succession planning integration for organizational success through a review of the literature and case studies.

1. Introduction

1.1. Background of Study

From the olden to recent days, learning has been practiced in ways that mainly included taking formal education course at a college, online or at a university. One would get credited for completion of their course and move on to seek employment or pursue business ventures to apply the knowledge they gained throughout their course of studying. The learning phase then advances to the next phase where one will learn their way around the workplace, their plans to achieve their career need that need to be properly put in place, that is their development plan, they need to know the relevant people to talk to that are aligned to their career goals. This person may be in the workplace or externally, to find this assistance they may be able to accelerate their career grow successfully in pursuit of a mentor.

1.1.1. Mentoring

Through interactions with others, individuals can learn and gain great knowledge, particularly having those interactions with people with expertise, and are senior in their workplace (Sebastian & Zacharias, 2016). Defined as a long-term relationship between a senior and a junior employee, mentoring promotes the facilitation of support and learning in the workplace through interactions (Sebastian & Zacharias, 2016).

Mentoring and coaching may seem to be using different approaches or chase different goals, in this context, they are similar in that they both embrace and are reliant on building a relationship between a mentor and mentee, they both seek to develop a person’s knowledge and skills (Miller, 2022). For the two to complement each other, in some instances mentoring form part of mentoring to encourage learning of a mentee, and the mentor should also encourage the mentee to learn independently (Sebastian & Zacharias, 2016).

It is through mentorship that junior employees gain the ability to plan better for their career growth, gain exposure that is necessary to motivate them and build better network connections that they could not have had access to without a mentor in their chosen working industry. From this relationship formed through mentorship, there is an expectation that the influence, knowledge, and power provided by the mentor will give the mentee an assistance in achieving their career objectives (Art of Mentoring, 2023).

Although the main reasoning behind mentoring is that of personal development of the mentee, it may also take place either as Peer-Mentoring or Reverse-Mentoring. Peer-Mentoring refer to a situation where both mentor and mentee are in the same level in the organization hierarchy, but mentor has more experience and knowledge than the mentee, whereas Reverse-Mentoring refer to a situation where a mentor is on a lower level to a mentee in the organizational hierarchy but has more knowledge and experience (Art of Mentoring, 2023). A good and strong mentor is well aligned with the intentions of their protégé and can ensure that they play a crucial role into empowering and pushing them in the direction where their worthy and potential will be realized (Srivastava, 2016).

While mentorship remain an important aspect of career development, it also brings a positive effect on employee retention. Employees can now fulfil their career aspirations in the workplace, they may also feel included as they are now exposed to a lot of activities taking place within the organizations. Nowadays organizations are encouraging the culture of staff development and learning to bring improvement to their pool of human resource to create a competitive edge (Johnson, Pepper, Adkins, & Emejom, 2018).

1.1.2. Mentorship on Succession Planning

With the courage of employees to participate in development and learning opportunities, succession planning comes to play, which is also a human development technique that can develop future experts and leaders for the organization (Ali, Mahmood, & Mehreen, Linking succession planning to employee performance: The mediating roles of career development and performance appraisal, 2019).

Succession planning give organizations a great competitive edge as it prepares them for the future, identifying and developing future leaders, and preparing them to be in better positions once there’s an opening in senior vacancies. For a successful succession planning, a proper mentoring need to take place in the organization.

1.1.3. Mentoring in commercial banks around the globe

In India, the banking sector, both public and private sectors, have introduced programs for mentoring as part of Human Resource practices to build skills and required competencies for their employees (Dr. Sebastian & Dr. Mathew, 2019). With the expertise of senior management officials being the main reason of financial institutions survival behind India financial crisis, majority of senior officials' retirement led to drainage of knowledge when this knowledge can be balanced and imparted through mentorship programs (Dr. Sebastian & Dr. Mathew, 2019). Regarding gender equality, several mentors in higher ranks are males, which makes it a tough task for women to pursue the process of mentoring (Dr. Sebastian & Dr. Mathew, 2019).

In the state of Kerala, India, mentoring in the workplace is proven to be a successful strategy to promote employee growth and career development (Sebastian & Zacharias, 2016). Findings from a conducted study substantiated that protégés receive much more relational job learning when compared to their colleagues who do not have a mentor, career mentoring demonstrates an encouraging relation to relational job learning (Sebastian & Zacharias, 2016).

There are ways in which this knowledge and experience can be imparted to the mentees by the mentors, this would include the relationship that is established by the involved parties. There are also three suggested ways which may be applied for a protégé to learn from a mentor, it is through observation where a protégé will observe their mentor interactions with others, given the explanations and advises from a mentor, a mentee may acquire valuable information, and through all of this one may also learn through self-reflection looking into their own interactions with their mentor (Hezlett & Gibson, 2005).

In the Lebanese banking sector, mentoring has been well received and bearing fruits to the sector that more banks have resorted to investing in their human resource (HR) capabilities to encourage mentoring in the workplace, known as one of the most cost-effective ways that assist employees develop their skills (El Achi, 2017). However, it is also discovered that age has had impact in the process of mentoring as the young-aged are more influenced and eager to learn more than the older ones (El Achi, 2017). Organizations are now integrating mentoring in their HR capabilities, it has become one of the most widely used development practices including on the international stage in today's business environment (Mihiotis & Argirou, 2016).

1.1.4. Mentoring in commercial banks around Africa

In Kenya, the implementation and practices of mentoring has not been as simple as one would've thought, it encountered several challenges that made it difficult for employees to embrace the practice of mentoring. Some of the challenges included lack of mentoring skills, this created more workload for employees and end up not giving required support mentoring practices (Bwegi, 2015).

Although there may be existing challenges encountered in the process of implementing the program, the rewards seem to be greater. In Co-operative bank of Kenya, mentoring has impacted employee performance so much that there was an improvement since the commencement of mentoring in the quarterly performance reviews (Bwegi, 2015).

For the SADC region of Africa, knowledge-sharing is more emphasized in the workplace even though is still one of the ways of mentoring (Reeves, knowledge-sharing-through-flash-mentoring, 2021). Knowledge sharing remain the end goal of mentoring process after all, knowledge is imparted by the mentor to the mentee. In the working environment, creative behaviour is encouraged as it involves improvement of current situation in the environment or providing solutions to the required areas of the organization, it plays an important role in enabling engagement of employees to share the knowledge with their colleagues (Pereira & De Clercq, 2020).

In the South African region, mentorship is still an idea that is yet to be emphasized even though banking sector in South Africa has recorded some factors that influence employee retention in the workplace like supervisor support, career opportunities, job characteristics and finding the balance between work and life of employees (Snyman & Potgieter, 2018)

1.2. Research Conceptualisation

Topic of interest:

The role of mentorship in succession planning at a commercial bank in Johannesburg

Statement of purpose:

This study is exploring the role of mentorship and its impact in the succession planning of a commercial bank where employees receive mentorship from their senior or expert counterparts. The study looks to address the lack thereof mentorship in the bank, and how this can impact employee engagement positively and improve the succession planning in the commercial bank.

Below are the related research gaps from previous researches:

Author (Year)	Organisational Problem	Research Problem	Population & Sample	Research Gap
Sebastian, R. T. & Zacharias, S. (2016)	Motivation in the bank of Kerala	Relation of formal mentoring to learning like job related and personal development among new employees	110 employees of Kottayam district; Convenience sampling	Small sample size and limited area investigation, may not be true reflection of whole population of new generation private sector.
Shalini Srivastava (2016)	Knowing how psychological empowerment and mentoring affect manager turnover intentions	Relationship between managers' intentions to leave	280 middle-level bank executives from the private sector	Research only done in the private sector, only from Dehli-NCR region,public sector may also be considered
Evelyn Bosibori Bwengi (2015)	The effect of mentoring on employee performance at Cooperative Bank of Kenya	The Co-operative Bank of Kenya's managers place a high importance	80 respondents in 20 branches	Study focused only on one organization.

		on the mentoring method's usefulness and what they see as its benefits.		
Nixon Njue; Dr. Esther Waiganjo; Prof. John Kihoro (2016)	Mentoring to promote leadership development	Kenyan microfinance institutions' performance as a result of mentoring as a method for developing leaders	Chief executive offices of the microfinance's institutions	Study only focused on the microfinance institutions of Kenya

1.3. Context of study

This study is based on the role of mentorship in succession planning of a commercial bank in Johannesburg of South Africa. The study goes in depth of defining a mentor, the role that a mentor has in the workplace, the benefits of mentorship programs in the workplace, the impact it has on the succession plan of a commercial bank.

The study further researches the impact of mentorship that embraces employee engagement and retention that form in ensuring that the succession plan meet the expectation of the organization.

The study is looking at four regions in comparison of the best practices of mentorship, the global practices, practices in the continent of Africa, the SADC region of Africa, and in the local region of South Africa.

1.4. Research Problem

Succession planning is defined as a business strategy organizations utilize to pass leadership roles down to other employees (Kenton, 2022). For succession plan to bare fruits, mentorship is a factor that come to play to complete the puzzle.

In some working environment there's a culture of complacency, people celebrate years of service working for the bank but have remained in one or two positions for a long time. When complacency become normal in a working environment, employees that aspire to learn, study further and grow, seem to find themselves in an unenjoyable space because there is no one particularly from leadership to encourage or see value in their efforts.

With lack of mentoring and employee engagement, several bank employees find themselves being complacent, frustrated, and disgruntled. Finding a way around the organization without proper network can prove to be tough, and it also limit access to opportunities that exist within the bank. There are existing programs in the bank that empower and upskill the employees but are not properly communicated to the employees and this has led to missed opportunities.

Succession planning and mentorship encourage employee engagement in the environment, it also brings about employee retention, employees appreciate the growth and feeling involved in the bank plans. In their learning journey, employee would know relevant certificates or qualification to pursue through mentorship, as knowledge development becomes rife in the working environment the bank benefits more and see growth in achievement.

1.5. Research Questions and objectives

Research objectives:

1.5.1. To investigate the factors leading to the problem of lack of mentorship in succession in a commercial bank in Johannesburg.

1.5.2. Interpret and analyse the findings on mentorship in succession planning in commercial bank in Johannesburg.

1.5.3. To present findings on the processes of mentorship in commercial bank in Johannesburg

1.5.4. To recommend strategies for mentorship in succession planning at a commercial bank in Johannesburg

Research questions:

1.5.5. What are factors leading to lack of mentorship in succession planning at a commercial bank in Johannesburg?

1.5.6. What are the trends of mentorship in a commercial bank in Johannesburg?

1.5.7. What are the strategies considerations for mentorship in succession planning at a commercial bank in Johannesburg?

1.6. Justification of the study

There is significant role that mentorship plays in any organization to produce positive outcomes and success. In the process, employees are accommodated and involved to ensure that the organization maintain its competitive edge in the business. Succession planning becomes easier when junior employees are left to be mentored in capable hands.

Two of the most benefits of mentorship is employee engagement and employee retention. This benefit has a positive impact in the success of the bank.

1.7. Delimitations of the study

The study is mainly looking into the banking sector, at a commercial bank in Johannesburg. It is mainly looking into the role that mentorship plays in the succession planning by looking at the best practices from the banks in the global arena, then the continental banks and banking in the SADC region, and lastly within shores of South Africa.

1.8. Operational definitions

Succession planning is defined as a business strategy organizations utilize to pass leadership roles down to other employees (Kenton, 2022). Succession planning encourages the interaction between current leadership of the bank and the identified future leadership of the bank.

Mentoring promotes the facilitation of support and learning in the workplace through interactions (Sebastian & Zacharias, 2016). It is through mentoring that succession plan can be successful in the bank as it promotes knowledge sharing, guide by senior or expert employees to junior employees.

Employee engagement is the degree to which employees are emotionally invested in their work, behavioural energy, and connection toward the success of the organization (Kitto, 2019). Engaged employees see opportunities to grow and develop in the bank, they know their efforts are recognized and therefore are willing to give more to the bank.

Employee retention is the organization's capacity to prevent workers who leave either voluntarily or involuntarily (Holliday, 2021). Happy employees seldom want to leave, for they are growing and feel appreciated in the bank.

1.9. Research report structure

Below is a list of structured chapters in this report:

Chapter 1: Introduction

This chapter introduces the research by providing the background of the study, it highlights the research objectives and questions, context of the study, delimitations, and the importance of this study.

Chapter 2: Systematic review of literature

This chapter look at previous discoveries and studies, all the elaboration from perspective of existing literature and the conceptual framework.

Chapter 3: Research methodology

This chapter highlights the strategy conducted in the research to achieve the required outcome, the research approach and design including the ethical considerations.

Chapter 4: Data Analysis and Interpretations

This chapter provide the outcome from collected data and present the interpretation of the data.

Chapter 5: Conclusion

This chapter provides the conclusion of the research with recommendations to bring resolution to the research.

Chapter 6: References

This chapter provide a list of all references that were used to conduct and contribute to the research.

2. Systematic Review of Literature

2.1. Introduction of the literature review

The literature review is aiming to provide the theory and to give support to topic at hand in terms of its effectiveness and ineffectiveness in a bank in Johannesburg. It will look at the uncovering the effects of mentorship and succession planning in working environment.

As an exploratory research, research gaps that have inspired and given birth to this study and investigate the effectiveness of other organizations in the same sector of banking who have done it before, got to enjoy from implementing and supporting mentorship and satisfy the question “**How can the role of mentorship affect succession planning in a commercial bank**?”.

The review intends to expose the challenges as well that comes with the implementation and support of mentorship in a banking environment to successfully implement succession planning.

2.1.1. Effect of mentorship in a workplace, benefits, and challenges

A lot of times, more-senior members of the organization are requested informally to assist and give support to their junior colleagues to impart relevant skills required in their current role, to help them develop their leadership skills, these type of relationships in the working environment are known as mentoring (Fountain & Newcomer, 2018). The intended goal of mentorship or implementation of mentorship program in an organization is to accelerate the development of the mentee, personally and professionally, and this may be achieved through providing mentees with advice, guidance, and feedback from their senior colleagues who are more experienced than themselves (Reeves, objectives-and-goals-for-your-workplace-mentoring-program, 2022).

Historically, informal mentoring has been predominant where mentoring arises spontaneously because of mutual interest and provision of interpersonal comfort whereas in the recent decades mentoring relationships have been formalized and institutionalized, mentors have their mentees assigned to them, and mentors would have specific responsibilities related to the development of their mentees success and progress (Fountain & Newcomer, 2018).

After engagement and interviews with great business leaders, one important characteristic that stand out is that they impart all that they can to their junior counterparts in ways that would make them feel like fuller versions of themselves (Tjan, 2017).

Below are four things that best mentors practice with their mentees (Tjan, 2017):

- **They value relationship more than mentorship** – For mentorship to bare fruits, a mentor-mentee relationship must have a foundation of chemistry. According to conducted studies, even when used in the best-designed mentoring programs, a mentorship connection without a true bond between a mentor and a mentee has a high likelihood of failing.
- **They are focused on character than competency** – Given that one part of mentorship requires mastering the needed competencies for a position at hand, the best mentors look and go beyond competency, they also focus on assisting their mentees build character, shape their values, self-awareness, capacity for respect and empathy.
- **Talk more with your optimism, and less with your cynicism** – Mentees may sometimes approach their mentors with unrealistic ambitions or off-the-wall ideas, before a mentors can give criticism to the idea, they should first consider why the proposed idea might as the mentors should be givers of energy and not takers of it.
- **Be more loyal to your mentee than you are to your company** – like leadership, mentorship is a duty and a service toward others, to get the best out of it is to be selflessly and fully committed to best interests of your mentee, help them discover their calling by also looking for their underlying passions.

However, if not properly implemented or practiced, mentorship can also bring misfortunes in the working environment and cause unforeseen tension. A significant component in the mentorship program is the relationship between the mentor and mentee, it is possible that the two may not easily get along, the strained relationship may not be as productive as it is expected (Joseph, 2019).

Below are the disadvantages of mentorship in the working environment (Gaille, 2016):

- **Enhanced feelings of resentment –** Should a mentor not be fully invested in the mission of the organization or the role they are requested to fulfil, mentoring in the workplace will be a burden to mentor and lead to resentment as they will feel like they're more without being paid for it.

- **Loyalty issues –** When a mentor or mentee are not loyal to the organization it leads to conflict trying to get them to fully participate in the program.
- **Dependence issues –** Junior or new workers may become too dependent on their mentors for advice and support and struggle to function when they are absent which may cause issues with production consistency.
- **It requires time to develop high quality mentors** – Through workplace experiences, effective training and support from management, great mentors are developed, this requires time and money from the organization.

2.1.2. Significance of succession planning, benefits, and challenges

Future leaders of an organization can be developed through succession planning, which also ensures that staff members are driven to engage in learning and growth opportunities (Ali, Mahmood, & Mehreen, Linking Succession Planning to Employee Performance: The Mediating Roles of Career Development and Perfomance Appraisal, 2019).

Organizations are nowadays encouraging a culture of development and learning for the improvement of their human resources to create a competitive edge (Johnson, Pepper, Adkins, & Emejom, 2018). It is due to the lack of succession planning that organisations find themselves battling to uphold the workers and put themselves in tough situations that exist in many organisations, which is the damage knowledgeable rich talent and the ever-changing trends in talent markets (Pandey & Sharma, 2014).

For instance, organisations tend to find themselves where a leader leave his/her role to pursue other opportunities without a successor or someone to take over their role in mind, no one has been prepared and given proper training to assume the vacant role (Johnson, Pepper, Adkins, & Emejom, 2018). The authors go on to say that having a succession plan in place helps an organization be prepared for the unexpected and determines whether it will struggle or succeed in the long run (Johnson, Pepper, Adkins, & Emejom, 2018).

The creation of a succession plan is a process that requires practice of building and improving as developments take place, since it is not a once-off process. These plans have to developed and prioritized at predetermined times for every year that they are to be implemented that they are the organization strategy feature (Lawler & Worley, 2011).

Succession planning is one of those initiatives that organizations take lightly that they don't dedicate enough time to plan for it properly and start until when it's too late, and when it is finally initiated it tend to be merely paper based, not effective and not workable, for this reason an improper approach to succession planning will always be counterproductive (Akani, 2015).

At times it may prove tough to create a succession plan in a organization, or may be properly initiated and successfully implemented, however there are various challenges that may encountered in the process and could lead to failure in implementation. The linkage of technology in the process may be of great help, providing effective tools to assess where possible, the inability to identify candidates meeting requirements, this also include the inability to identify future needs of the organization, and lack of formal process to properly implement this pose challenges into ensuring this is a success in an organization (Pandey & Sharma, 2014).

As mentioned previously that succession planning is not just a once-off initiative, but for it to be effective it requires to be linked with other existing processes like individual development plan, manpower forecasting, and career aspirations mapping to name a few, this linking will make the succession planning wholesome and more efficient which most organizations lack as they are either linked on one or few processes or not at all linked (Pandey & Sharma, 2014).

The following are some of the steps that that succession planning should consist of (Half, 2023):

Be prepared and proactive: When a difficult-to-replace team member is leaving the organization, you may be aware of it well in advance — a planned retirement is an excellent example. But other times, an abrupt and possibly confusing staff leave will take you by surprise. You therefore require a plan right now.

Name potential successors: Pick team members who might be able to fill such positions once you have a handle on the potential effects of the departure of certain personnel.

Inform them and describe the steps: Inform each protege that they are being selected out for roles with growing responsibility in private meetings. Establish the fact that there are no assurances and that things can alter because of difficulties the firm or the succession candidates themselves may face.

Increase your efforts in professional development: A wonderful technique to assist your prospects in gaining more education and experience is through job rotation. Additionally, by putting them in touch with mentors, you can help them improve in the crucial area of soft skills.

Give your succession strategy a test run: Never wait until a crisis to determine whether a worker is qualified to fill a more senior position. The worker will benefit from the opportunity to excel and earn priceless experience. Additionally, you can determine what areas of that person's development and training need to be addressed.

Make your succession plan a part of your hiring process: Once you've chosen employees to take over important positions in your company, note any talent gaps that would remain if those employees were to be hired. You can use that to decide where to concentrate your upcoming recruiting efforts.

Consider your own successor: Remember that you will eventually need to fill your own role when creating a succession plan for your company. A fresh opportunity can present itself, or you might opt to put in your time and leave the workforce. Therefore, it's crucial to consider which person might one day fill your position. What can you do right away to assist that person in getting ready for the changeover?

2.1.3. Effect of mentorship on employee engagement and retention

Employee engagement is defined as a concept that describes the level of dedication and enthusiasm an employee feels toward their job (Smith, 2020). Engaged employees are concerned about the performance of the organization, they care for the organization, and they feel that their effort in the organization is a positive contribution towards the success of the organization.

When employees notice that they receive support and are treated with sincerity, their level of engagement at work increase (Wang & Hsieh, 2013). Management that promotes employee engagement creates working environment that provide sense of belonging to employees, not only do they feel that they are part of the organization, but they also feel that they are the organization. A supportive management take note and realizes that employee engagement is a source to sustainable competitive advantage (Nyati, 2019).

According to Morrison, there are three types of employee engagement described below that management of an organization needs to be aware of (Morrison, 2021):

- *Engaged* – Characterised as committed, loyal, productive, and results-driven, employees deliver with passion and feel emotionally connected to the organization.
- *Not engaged* – Easily to tempted to look for jobs elsewhere, employees come to work to deliver what is required of them with little passion for their work, feeling less attachment to the organization.
- *Actively disengaged* – Not only are the employees unhappy with their work, and at work, they display unhappiness on regular basis, uncooperative and undermine their groups and the organization.

Management can realize the benefits between a mentor and mentee in an informal or formal method (Fountain L. T., 2018). An effective mentor assists their mentee gain more confidence in their job roles and continue to gain more confidence in themselves (Lim, Clarke, Ross, & Wells, 2015).

Through researchers, it has been shown that through mentoring employees or mentees show increased job satisfaction, improved social capital, affective commitment and can lead to numerous positive results for the organization (Fountain L. T., 2018). Relationships with supervisors, promotions, and job satisfaction are all significantly correlated with career mentoring (Lo & Ramayah, 2011).

Additionally, highly engaged workers value their relationships with management (Howell, 2017) and desire to contribute to the improvement of the company’s performance (Tucker, 2017).

Managers frequently wonder how to raise employee loyalty, engagement, and job satisfaction, these questions may include a mentorship component as their solution (Baran, 2017). By fostering positive relationships both within and outside of the organization, loyal, driven, and engaged staff members have an impact on the growth of the business and enhance its reputation (Baran, 2017).

Additionally, the possibility to be inspired is provided by mentoring for the workers in that engagement-focused mentoring improves employee wellbeing, elicits favourable feelings, bolsters optimism, and strengthens self-esteem (Baran, 2017).

2.2. Identification of research gaps

With several articles that were used in this study, there were limitations regarding the conducting of their research which might require an in-depth research and consultation, on the table below gaps from the used articles are identified as follows:

Theme	**Reference**	**Research gap**
Employee engagement and mentoring programs	(Baran, 2017)	Research conducted from perspective of employee only
Mentoring elements influencing employee engagement	(Fountain L. T., 2018)	The research excluded supervisors even though they are part of the program
Importance of mentoring	(Zambrana, et al., 2015)	Research focused on a limited number of participants and gender

2.3. Theoretical review of models

There are number of theories and models in the space of mentoring process. These concepts are crucial to the processes of mentoring and mentoring, which both include maximizing the potential of the clients or mentors, named the Zone of Proximal Development (ZPD), The GROW model, and Briggs's Presage-Process-Product Model (Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020):

Zone of Proximal Development (ZPD) –

Is the difference between what a person can accomplish on their own and what they can accomplish with more competent support (Vygotsky, 1978). This concept has contributed significantly to the field of education and is used to develop curriculum and instructional strategies that are appropriate for various age groups. ZPD is a kind of support for early children's and children's learning and development (Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020).

The GROW framework/model –

Since its introduction in the 1980s, one of the more well-known mentoring models, The GROW model, has grown in popularity (Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020). When firms encounter performance issues, Mukherjee underlined that the GROW model is a tried-and-true method for performance mentoring (Mukherjee, 2014).

The GROW model, a goal-focused methodology with four stages, helps in issue solving and goal achievement (Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020):

- Grow - The mentoring's objectives must be agreed upon by both the mentor and the mentee for them to both be able to work toward achieving them.
- Reality - The reality in which the mentee will describe the present situation and what's wrong to make them understand why change is required (Weinstein, Brown, & Ryan, 2009). People cannot achieve their goals or overcome challenges they do not understand if they do not consider the starting place. It is critical that both the mentor and the mentee remain focused and take the situation seriously (Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020).
- Option - The objective of the option stage is to generate concepts that can be used to address the issue (Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020).
- Way forward - The last stage entails turning the talks into choices and moving forward with specific actions (Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020).

Briggs's Presage-Process-Product –

The 3P model, also known as the Presage-Process-Product model, was created to depict the interactions between lecturers and students considering their expectations for the teaching and learning process (Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020).

According to Biggs' model, learning has three stages: presage, process, and consequence. The presage stage, which occurs before learning takes place, is the first stage (Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020).

2.4. Theoretical Framework

Mentorship plays a significant role in ensuring that an organization can see success in its attempt to remain competitive. It has influence in various aspects of the organization where employees feel engaged, senior leadership may find comfort in knowing that the future of the organization is in safe and capable, well-prepared hands.

Employee engagement is increased, and this may have a favourable impact on team or individual performances. Improving productivity will subsequently result in strong earnings and organizational growth.

Mentoring your team to perform at their best is one of your most critical responsibilities as a mentor or a leader of the team. By doing this, you'll help them make better judgments, resolve problems that are impeding their progress, acquire new skills, and generally advance their careers (Mind Tools Content Team, 2023).

Today's business environment is more competitive than ever. If companies wish to compete in this field, they must have a workforce that is always learning and evolving. Organizations are searching for workers who are dedicated to growth because of this (Mentoring Complete, 2021).

Career development is highly valued in today's working culture, which is encouraged by both employers and employees. Worldwide, businesses are spending money on initiatives like mentoring programs that promote employee growth (Mentoring Complete, 2021).

2.4.1. The GROW Model

A popular mentoring and mentoring framework that may be used to organize mentoring sessions and aid mentees in achieving their objectives is the GROW model (Whitmore, 2009). Business educators Graham Alexander, Alan Fine, and Sir John Whitmore created the approach in the 1980s (Mind Tools Content Team, 2023).

When considering the GROW Model, a company should take into account how they would plan a trip. One need to first decide where you are heading (your aim) and where you are right now (your reality) (Mind Tools Content Team, 2023).

The options for getting there are then further investigated. In the last step, "establishing the will," you make sure that you're committed to going on the journey and that you're ready for any challenges you might encounter (Mind Tools Content Team, 2023).

The GROW model is a popular technique used to organize mentoring conversations. It starts with identifying a goal for the mentoring session, then moves on to talking about the reality of the problem, looking at possibilities, and concluding with defining some action steps (Grant, 2012).

In his book, Whitmore (2019) elaborates on the four elements of the model G-R-O-W, and what each stage is enabling in the process of implementing successful mentorship program:

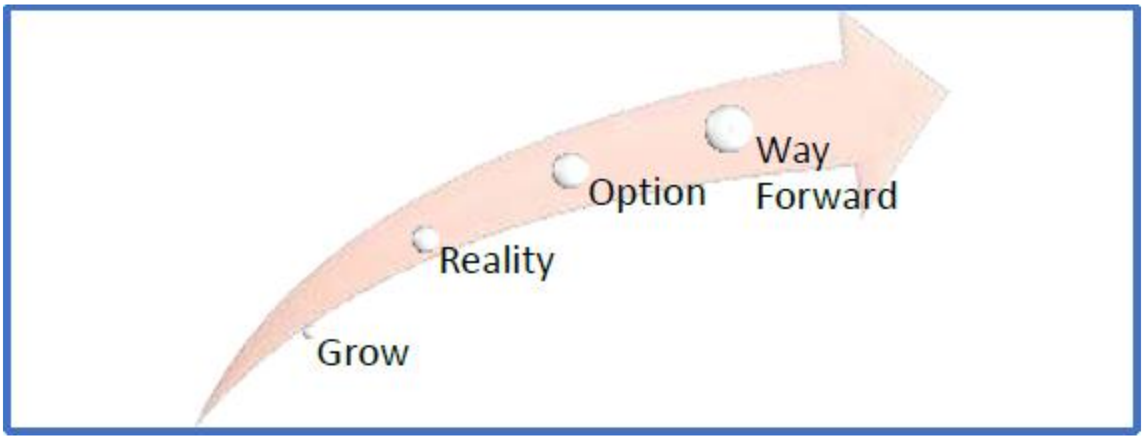

Figure 1: The Grow Model *((Kamarudin, Kamarudin, Mat Saad, & Darmi, 2020).*

Goal – The goal that the mentee wants to achieve is defined in this stage by the mentor and mentee together. SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) objectives should be used to set goals.

Reality - In this phase, the mentor works with the mentee to explore their current situation, including any challenges or obstacles that might stand in the way of their success. In this phase, the mentee is assisted in determining their starting point and gaining a comprehensive understanding of the situation.

Options - At this point, the mentor and mentee collaborate to come up with a variety of options and approaches that the mentee could employ to accomplish their objective. Encourage the mentee to use their imagination and generate as many possibilities as they can.

Will - The mentee selects the best alternative or options and creates a strategy during this phase. The mentor should work with the mentee to develop clear goals and timelines as well as establish accountability for executing the plan.

2.5. Conceptual Framework

For all types of leaders, managers, and coaches to help their teams and employees to improve in confidence and competence, the GROW model is one of the simplest and most widely utilized mentoring techniques and can be a beneficial tool (Virtual College, 2021).

With below propositions the GROW framework may be properly implemented with alignment from all involved parties and the intention of achieving the set goals for the benefit of the business and the employees.

Proposition 1: A mentor's and mentee's relationship must be positive.

Proposition 2: Goals of the mentorship program must be clearly stated.

Proposition 3: The mentor must be willing to impart their knowledge and experience.

Proposition 4: The mentee must be engaged and encouraged to learn.

Proposition 5: Mentorship should serve the organization as much as it serves employees.

Proposition 6: The mentor must be well equipped with mentoring skills.

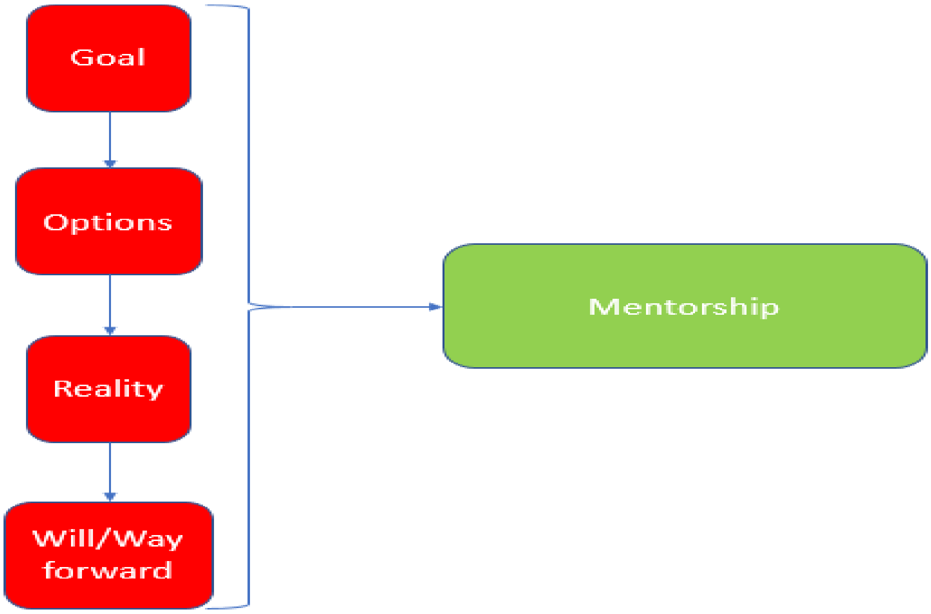

Figure 2: Conceptual Framework for Mentorship *(Source: Researcher)*

This conceptual framework intends to explore the role of mentorship in succession planning at a commercial bank in Johannesburg. Based on the GROW model by Whitmore (Whitmore, 2009), it brings to the fray the elements that make up a successful mentorship process in an environment. Defining and finding alignment on each component will build up to a process that will encourage interactions among the involved parties for the success of the organization as well as of the individuals.

2.6. Summary

With literature review the research consulted previously conducted research, it looked at various points that assist to contribute to the value of mentorship, succession planning and its practices. The emphasis on the effects of mentorship in the working environment not only provide the benefits of it in the bank, but it also shows the challenges that an organization may come across while implementing or promoting the practice of mentoring to positively contribute to succession planning.

The effect on employee engagement and retention influenced by mentoring is reviewed to understand how far this affect organizational employees. Theoretical frameworks and review models expose us to already existing frameworks and models that guide the proper implementation and practice of mentoring.

3. Research Methodology

In this chapter, the GROW model is examined on the role of a mentorship in succession planning at commercial bank in Johannesburg. Based on the GROW model, the aim of this study is to examine how to develop proper processes or framework to solidify the role of mentorship at a commercial bank and ensure that it also provide the bank with the expected results.

The research methodology outlines the required and important steps into the research process and the methods used to achieve the expected results. The systematic process of collecting, arranging, and evaluating data in order to gain information, support decision-making, and progress diverse fields of study is known as research. It entails using the proper approaches and techniques to get pertinent data that is in line with the goals of the research (Bell & Bryman, 2015).

Depending on the sort of research being done and the data being collected, different data gathering techniques may be used. Interviews, observations, and document analysis are a few examples of frequent methodologies that are used to attain data for this research study. Researchers must ensure that the methods they use to acquire data are reliable, ethical, and valid (Bell & Bryman, 2015).

3.1. Research Approach

Research for this study is approached using both qualitative and quantitative method of research approach. To facilitate translation, researchers might combine classic epidemiological and quantitative research methods with qualitative research and data (such as semi-structured interviews, focus groups, and observations) theoretically and analytically through the use of mixed methodologies (Johns Hopkins University, n.d.).

Participant observation, focus groups, participant interviews, text analysis, and document analysis are all methods utilized in qualitative research. To find patterns, themes, and linkages, the acquired data is often evaluated utilizing a variety of interpretive and thematic methodologies (Creswell, 2014).

Employees will be engaged through interviews set up at their convenience and availability, with their permission, the interview will be recorded and through data collected survey will be conducted with the participants to acquire both reflections of the quantitative and qualitative methodologies.

Bank employees are the main targeted participants in this research. Their valuable experience in the banking environment will assist this research to achieve its intended goal and find a way forward that may assist the bank itself into finding a solution to this problem.

3.2. Research Paradigm

A framework or perspective that directs the research process, as well as the researcher's assumptions, convictions, and methodological decisions, is referred to as a research paradigm. It offers a philosophical framework for how knowledge is created, what constitutes reliable evidence, and how scientific inquiry ought to be carried out. The choice of research questions, methodologies, data collecting, analysis, and conclusion interpretation are all influenced by research paradigms (Creswell, 2014).

This study is using mixed methods approach to conduct the research, with the full participation of the participants to the interviews and surveys, the desired results will be achieved from the study.

The interpretivist or constructivist worldview is frequently linked to the humanities and social sciences. It places a strong emphasis on comprehending social processes through arbitrary definitions, interpretations, and settings that would be conducted from the participants.

Using mixed methods techniques including interviews, observations, and textual analysis, interpretivist researchers concentrate on examining how people construct their own and other people's realities. This paradigm respects various views and realities as well as the researcher's effect on the research process (Creswell, 2014).

3.3. Research Design

A research study's overarching plan or blueprint outlining its organization and structure is referred to as its research design. It includes the methods and processes used to gather and examine information to successfully address the research questions or objectives. A welldesigned research project ensures the validity, trustworthiness, and usefulness of the data obtained (Creswell, 2014).

Face to face interview method as part of data collection, comes with a few advantages and disadvantages. For this study interviews approach will be used, the advantage of it is that it entails face-to-face meetings with the interviewee, which provide more accurate screening, and get to capture the emotions and behaviour of the interviewee. A survey will also be conducted with the participants taking part in the research for data collection. However, one of the disadvantages of this approach may be limited to sample size.

In contrast to quantitative research, qualitative research seeks to comprehend the causes and circumstances of the event under study. Qualitative research is typically categorized as subjective because its conclusions are communicated in writing rather than statistically (as opposed to objective) (DJS Research, 2023).

3.4. Data Collection

3.4.1. Introduction

Data gathering, also known as data collection, is the process of methodically obtaining accurate and pertinent data to address research issues or test hypotheses. Data gathering can be accomplished using a variety of techniques and methodologies, including surveys, interviews, observations, experiments, and analysis of previously collected data (Price & Jhangiani, 2017).

The data collection is one the most significant components in ensuring that research is successfully done with validated and proven data. For this study, it complements the process of achieving the goal set on the research to ensure that required specifics are acquired to fully derive the role of mentorship in a commercial bank.

There are number of common situations where data collection takes to help this study that includes (SimpleLearn, 2023):

- *Research studies*: To test hypotheses, address research questions, or investigate enticing phenomena, researchers gather data.
- *Decision-making and planning*: For strategic planning and well-informed decision-making, data collecting is essential. Organizations gather data to examine patterns, trends, and insights that direct decision-making and shape upcoming initiatives.

- *Needs valuations*: The needs and requirements of individuals, communities, or organizations are evaluated through the collecting of data. With the aid of this information, targeted treatments, services, or programs can be created to meet particular needs.

To collect data from people or groups in a systematic and uniform way, questionnaires will be a frequently utilized technique since the study is based on mixed method of research. They are made up of a series of inquiries intended to elicit responses (SimpleLearn, 2023).

3.4.2. Population and Samples

The complete set of items from which you collect data for a statistical investigation is known as the population in statistics. It could be a collection of things or a bunch of people. It serves as the study's data set. In general, population refers to the number of people residing in a specific location at a particular moment. However, population in statistics relates to information on your interest subject. It could be a collection of people, things, occasions, or organizations. You draw inferences using populations (Ravikiran, 2023).

A sample is seen as a smaller, more manageable representation of a larger group. a smaller population with characteristics of a larger one. A sample is used in statistical analysis when the population size is too large to include all participants or observations in the test (Ravikiran, 2023).

The participants targeted for this study will be the bank employees, from various departments, will range from management, including team leaders, and head of departments.

3.4.3. Sampling Design

The study will be focused on ensuring mentorship role in the succession planning in the bank, the targeted include bank employees from various departments. The respondents are clarified as follows:

Commercial Bank	Targeted Respondents
Secondary	Team leaders, Human Resource Partners (HR)
Tertiary	Managers

Descriptions of targeted respondents:

Team leaders -Individual who is leading the team on a supervisory level in the bank.

Human Resource Partner – Individual who is responsible for recruitment, screening, finding and training job applicants.

Managers – Individual can be a head of department at the bank or is leading a certain business unit.

Number of respondents for this research are 16, this number is dependent on availability of staff members in the bank.

3.4.4. Research instruments & Data Collection procedures

This study will be using an electronic platform like Microsoft Teams or face-to-face interviews and surveys for data collection. The interview questions were created so that respondents may understand and know before the interview for their comfort. Some elements of the interview questions design include that, the questions are organized into groups according to how they relate to the section, a reasonable sequence of questions to prevent respondents from getting bored, and the questions will be laid out simply to prevent skip-counting by respondents.

The instrument that will be used to analyse data is the IBM Statistical Package for Sciences (SPSS) software tool, this will assist the study find relatable solutions through analysed data collected participants.

The sections of the interview questions will be based on the following arrangement:

Section 1: Grow include respondents establishing the current reality, the goal to be reached, also establish if the goal fit with the team or bank's objective.

Section 2: Reality involve the examining of the current reality, what is happening now, the effect of this, establish if steps have been taken towards the goal and find out if the goal conflicts with the team or bank's objectives.

Section 3: Option section establish available options, what is possible and doable, what challenges can stand in the way, what need to be done to achieve this goal.

Section 4: Way Forward will establish way forward once current reality and looking at available options have been examined, next steps will be determined, when and how they will be done.

3.4.5. Ethical considerations

It is very important that ethical considerations are fulfilled to ensure that the study of the role of mentorship in succession planning at a commercial bank in Johannesburg is trustworthy and protect the participants.

Permission to conduct study.

Permission from the appropriate authorities, including the Research Ethics Committee and the participating commercial banks, will be sought before the study is carried out. The researcher will make sure that all applicable laws and procedures are followed when conducting the study. The study will preserve the banks and participant’s trust by abiding by these ethical guidelines, and the findings will be valid, trustworthy, and advantageous.

Informed consent

The value of obtaining participants' informed permission to ensure that they are aware of the study's goals, the benefits, and risks of participating, and that they have the right to withdraw at any moment. Before agreeing to partake in the study, participants will get all necessary information, have a chance to clarify any uncertainties, and sign a consent form. These promises are described in the attached informed consent letter.

Voluntary participation

Participants will have the option to freely engage in the study. They will be informed that they are under no obligation to participate in the study and that they have the right to do so at any time without facing any consequences. Each participant will be required to sign a consent form, attesting to their willingness to engage voluntarily, and the researcher will make sure to do this.

Confidentiality and Anonymity

In respect of POPI act, anonymity and confidentiality are essential for preserving the participants' privacy. The researcher will make sure that participant data is kept private and anonymous, and that no personally identifiable data is gathered. The study team will have exclusive access to the data, which will be safely stored in password-protected electronic files. Participants won't be asked for their names, addresses, or identity numbers, and anonymity will be guaranteed.

Data Management

Data management is essential for assuring the security and accuracy of the gathered data. The researcher will abide by all data protection laws and make sure that the information is only utilized for the investigation. The research team will make sure that there are no data breaches throughout the project, and the data obtained will be retained securely.

3.4.6. Summary

The necessary and significant steps in the research process as well as the strategies employed to produce the desired outcomes are described in the research methodology. The methodology looks at the approach and design of the research and look at the ethics observed when collecting data. The targeted population and sample are emphasized for clarity on candidates who took part in the research and how they are protected during the conduct of the research.

4. Data Analysis and Interpretation

The research data was collected through interview of sixteen (16) candidates who are directly or indirectly part of management, who are in position of influence within the organization. The interviews were held through Microsoft Teams channel.

To leverage the strength of both qualitative and quantitative methods, mixed research methodology was applied in this research to enhance the validity of the results.

The research aimed at achieving the following objectives:

- To investigate the factors leading to the problem of lack of mentorship in succession planning in a commercial bank in Johannesburg

- Interpret and analyse the findings on mentorship in succession planning in commercial bank in Johannesburg.
- To present findings on the processes of mentorship in commercial bank in Johannesburg
- To recommend strategies for mentorship in succession planning at a commercial bank in Johannesburg

4.1. Presentation of The Findings

The following are the results from the data analysis:

Gender				
		Percent	Valid Percent	Cumulative Percent
Valid	F	37,5	37,5	37,5
	M	62,5	62,5	62,5
	Total	100,0	100,0	100,0

The dataset shows a gender distribution with males ("M") constituting the majority at 62.5%, while females ("F") make up the remaining 37.5%. This indicates a gender imbalance in the context, with more males than females.

Age				
		Percent	Valid Percent	Cumulative Percent
Valid	25 - 35	18,8	18,8	18,8
	35 - 45	75,0	75,0	93,8
	45 - 55	6,2	6,2	6,2
	Total	100,0	100,0	100,0

The table presents three age categories: "25 - 35," "35 - 45," and "45 - 55.", Individuals aged "25 - 35" constitute 18.8% of the total. Those aged "35 - 45" make up the majority at 75.0%. Individuals aged "45 - 55" represent 6.2% of the total. Most individuals in the dataset fall within the "35 - 45" age range, comprising 75.0% of both the total and valid responses. The other age groups, "25 - 35" and "45 - 55," represent 18.8% and 6.3%, respectively.

Position				
		Percent	Valid Percent	Cumulative Percent
Valid	General Manager	87,5	87,5	87,5

	HR Manager	12,5	12,5	12,5
	Total	100,0	100,0	100,0

The table summarizes the distribution of positions within a certain context, presenting data on "General Manager" and "HR Manager" roles. In the given dataset, most positions are "General Manager," constituting 87.5% of the total and valid responses. The "HR Manager" position represents a smaller proportion, accounting for 12.5% of both the total and valid responses. These results suggest that "General Manager" is the predominant role in the dataset, with "HR Manager" being a less common position.

4.2. Interpretation and Analysis of the Findings

A total of sixteen (16) candidates took part in the research interviews. From the interview 14 questions guided by the objective were asked during the interview and the following interpretation and analysis were the outcome of the interviews. From the transcripts keywords were highlighted to describe the view or response of the candidate based on the question asked.

Q1				
		Percent	Valid Percent	Cumulative Percent
Valid	A Lot	12,5	12,5	12,5
	Best	12,5	12,5	12,5
	Difficult	25,0	25,0	25,0
	Gains/Misses	12,5	12,5	12,5
	Good	12,5	12,5	12,5
	Great	12,5	12,5	12,5
	Successful	12,5	12,5	12,5
	Total	100,0	100,0	100,0

In response to the question *What has your organization's experience been like with mentoring and succession planning*, individuals provided diverse feedback, reflecting a range of sentiments. Difficulty was acknowledged by 25%, while 12.5% expressed both positive and challenging experiences. Some participants considered their achievements, with 12.5% highlighting substantial gains. Moreover, sentiments such as "Best," "Good," and "Great" each accounted for 12.5%, underscoring a spectrum of opinions. Cumulatively, the responses captured a nuanced perspective, showcasing a mix of challenges and successes within the surveyed group.

Q2				
		Percent	Valid Percent	Cumulative Percent
Valid	Engagement	6,3	6,3	6,3
	Expertise	6,3	6,3	6,3
	Honest	6,3	6,3	6,3
	Knowledge	6,3	6,3	6,3
	Management Buy-in	6,3	6,3	6,3
	Mentor/Mentee expectations	6,3	6,3	6,3
	Peformance	6,3	6,3	6,3
	Progess Tracking	6,3	6,3	6,3
	Proper planning	6,3	6,3	6,3
	Set goal	6,3	6,3	6,3
	Strong leadership	6,3	6,3	6,3
	Structure	6,3	6,3	6,3
	Time management	24,4	24,4	24,4
	Total	100,0	100,0	100,0

In response to the question *What do you think makes a successful mentoring program,* participants highlighted a spectrum of factors crucial to their experiences. From a diverse array including engagement, expertise, and honesty, to considerations like management buy-in and mentor/mentee expectations, each element contributed 6.3% to the overall perspectives. Notably, time management emerged prominently, with 24,4% emphasizing its significance. The cumulative insights underscore the multifaceted nature of factors contributing to participants' experiences, with a focus on structured planning, leadership, and effective time management in shaping their professional journeys.

Q3				
		Percent	Valid Percent	Cumulative Percent
Valid	Attitude & behaviour	6,3	6,3	6,3
	Commitment	6,3	6,3	6,3
	Communication	6,3	6,3	6,3
	Dedicated	6,3	6,3	6,3

	Expectations	6,3	6,3	6,3
	Honesty	6,3	6,3	6,3
	Knowledge	6,3	6,3	6,3
	Meaning & Purpose	37	37	37
	Objectives	6,3	6,3	6,3
	Regular Engagement	6,3	6,3	6,3
	Set goal & scope	6,3	6,3	6,3
	Total	100,0	100,0	100,0

In response to the question *What essential components contribute to its success,* participants provided a rich tapestry of insights into crucial aspects of their professional experiences. From attitudes and behaviours to dedication and effective communication, each element contributed 6.3% to the overall perspectives. Notably, a significant emphasis on "Meaning & Purpose" emerged, capturing 37% of responses and indicating a profound connection to the broader significance of their work. As the cumulative percentage reached 100%, participants underscored the importance of setting goals, regular engagement, and a shared sense of purpose, collectively shaping a comprehensive understanding of the factors influencing their professional attitudes and commitment.

Q4				
		Percent	Valid Percent	Cumulative Percent
Valid	Advertising	6,3	6,3	6,3
	Candidate interest	43,8	43,3	43,3
	Conversations/Engagement	6,3	6,3	6,3
	Internal platforms	6,3	6,3	6,3
	Job shadows	6,3	6,3	6,3
	Mentoring	6,3	6,3	6,3
	Online platforms	6,3	6,3	6,3
	Personal Development Plan (PDP)	6,3	6,3	6,3
	Talent profiling	6,3	6,3	6,3
	Talent review	6,3	6,3	6,3
	Total	100,0	100,0	100,0

In response to the question *How do you find candidates to take over important roles inside the company,* participants outlined diverse avenues for talent development and recruitment strategies. While advertising played a modest role at 6.3%, a substantial 43.3% emphasized the importance of "Candidate Interest," underscoring the significance of attracting and engaging potential candidates. Various channels, including conversations, internal platforms, job shadows, and mentoring, each contributed 6.3%, highlighting a multifaceted approach to talent acquisition. As the cumulative percentage reached 100%, participants affirmed the value of comprehensive strategies, incorporating online platforms, personal development plans (PDP), talent profiling, and talent review, showcasing a holistic perspective on fostering talent and organizational growth.

Q5				
		Percent	Valid Percent	Cumulative Percent
Valid	Massive	6,1	6,1	6,1
	Big	18,8	18,8	18,8
	Fantastic	25,0	25,0	25,0
	Huge	18,8	18,8	18,8
	Motivates	12,5	12,5	12,5
	Performance goals	18,8	18,8	18,8
	Total	100,0	100,0	100,0

In response to the question *What part does mentoring play in the growth and development of people within your company*, participants provided varied perspectives on the impact of growth and development goals. Notably, a range of descriptive terms, including "Massive," "Big," "Fantastic," and "Huge," were employed to convey sentiments. While the term "Massive" was mentioned by 6.1%, the majority focused on positive attributes, with 18.8% describing goals as "Big," 25.0% as "Fantastic," and another 18.8% as "Huge." The cumulative percentage reaching 100.0% emphasizes a collective recognition of the diverse and impactful nature of growth and development goals, suggesting a mix of challenging aspirations and positively framed accomplishments within the surveyed group.

Q6				
		Percent	Valid Percent	Cumulative Percent
Valid	Commitment	6,3	6,3	6,3
	Constructive feedback	6,3	6,3	6,3
	Enthusiastic	6,3	6,3	6,3
	Expert	18,8	18,8	18,8
	Leader	18,8	18,8	18,8
	Passionate	6,3	6,3	6,3
	Respect	6,3	6,3	6,3
	Right attitude	12	12	12

	Role model	6,3	6,3	6,3
	Skill/role alignment mentor/mentee	6,3	6,3	6,3
	Trained mentors	6,3	6,3	6,3
	Total	100,0	100,0	100,0

In response to the question *What standards or traits do you consider when choosing mentors for employees*, participants conveyed valuable insights into the qualities and characteristics they find significant in mentoring relationships. A diverse range of attributes emerged, with 18.8% emphasizing qualities such as being an "Expert" or a "Leader," showcasing a desire for experienced and influential mentors. Additionally, "Right Attitude" was highlighted by 12%, underlining the importance of a positive mindset. The cumulative percentage reaching 100.0% reflects a comprehensive view, including qualities like commitment, constructive feedback, enthusiasm, passion, respect, and alignment of skills and roles. The participants collectively emphasized the importance of mentors possessing a mix of expertise, leadership qualities, and a positive attitude to foster effective and impactful mentorship.

Q7				
		Percent	Valid Percent	Cumulative Percent
Valid	Check-Ins/Follow-up	12,5	12,5	12,5
	Mentor/mentee alignment	12,5	12,5	12,5
	Not guaranteed	6,3	6,3	6,3
	Proper planning	12,5	12,5	12,5
	Right Staff	18,6	18,6	18,6
	Set goals	18,8	18,8	18,8
	Track performance	12,5	12,5	12,5
	Transparency	6,3	6,3	6,3
	Total	100,0	100,0	100,0

In response to the question *What measures have you taken to guarantee that everything goes smoothly during succession planning*, participants shared insights into the various aspects of mentorship programs. "Check-Ins/Follow-up" and "Mentor/Mentee Alignment" were both highlighted by 12.5%, indicating a focus on regular communication and ensuring compatibility between mentors and mentees. Additionally, participants noted the importance of factors such as "Proper Planning" (12.5%) and "Set Goals" (18.8%) in creating effective mentorship programs. The consideration of "Right Staff" at 18.6% suggests an emphasis on selecting the appropriate individuals for mentorship roles. As the cumulative percentage reached 93.8%, participants underscored the significance of elements like tracking performance to enhance the overall effectiveness of mentorship programs.

Q8				
		Percent	Valid Percent	Cumulative Percent
Valid	Appraisals	6,3	6,3	6,3
	Feedback	18,7	18,7	18,7
	Follow-up	12,5	12,5	12,5
	Individual progress	18,7	18,7	18,7
	Outcome results	12,5	12,5	12,5
	Performance reviews	12,5	12,5	12,5
	Survey	12,5	12,5	12,5
	Train more staff	6,3	6,3	6,3
	Total	100,0	100,0	100,0

In response to the question *How do you gauge the effectiveness of your succession planning and mentoring initiatives*, participants provided insights into the evaluation and measurement aspects of professional development. Various methods were highlighted, with "Feedback" being a prominent focus at 18.7%, emphasizing the importance of ongoing input. Additionally, "Individual Progress" (18.7%) and "Performance Reviews" (12.5%) underscored the significance of assessing personal and professional growth. The consideration of "Survey" at 12.5% suggests a collective desire for feedback through comprehensive assessments. As the cumulative percentage reached 100.0%, participants highlighted diverse approaches, ranging from traditional methods like appraisals to more contemporary strategies such as surveys, all contributing to a holistic evaluation of professional development programs.

Q9				
		Percent	Valid Percent	Cumulative Percent
Valid	Mentoring	12,5	12,5	12,5
	Opportunities	31,3	31,3	31,3
	Set objective	12,4	12,4	12,4
	Successful	31,3	31,3	31,3
	Yes	12,5	12,5	12,5
	Total	100,0	100,0	100,0

In response to the question *Could you provide any specific examples of how mentoring has helped people inside your business advance professionally*, participants shared insights into their perceptions of professional development opportunities. The term "Opportunities" was particularly prominent, with 31.3%, indicating a significant focus on the availability of growth prospects. "Successful" was also highlighted by 31.3%, suggesting that participants associate success with effective professional development initiatives. "Mentoring" and "Set Objective" each constituted 12.5% and 12,4% respectively, underscoring the importance of mentorship and clear goals in the developmental process. As the cumulative percentage reached 100.0%, participants affirmed the presence of various elements contributing to successful professional development, with a particular emphasis on available opportunities and successful outcomes.

Q10				
		Percent	Valid Percent	Cumulative Percent
Valid	Communication	31,3	31,3	31,3
	Engagement	12,5	12,5	12,5
	Formalized programs	12,4	12,4	12,4
	Human Capital Partners	12,5	12,5	12,5
	Intranet	12,5	12,5	12,5
	Personal Development Plan	18,8	18,8	18,8
	Total	100,0	100,0	100,0

In response to the question *How do you make sure that employees at all organizational levels have access to mentorship opportunities*, participants highlighted various channels and methods for professional development. "Communication" emerged as a significant focus at 31.3%, indicating the importance of clear and effective information exchange. "Personal Development Plan" was emphasized by 18.8%, showcasing a commitment to individualized growth strategies. Additionally, "Engagement," "Formalized Programs," "Human Capital Partners," and "Intranet" each constituted 12.5% and 12.4%, reflecting a diverse range of approaches to foster professional development. As the cumulative percentage reached 100.0%, participants affirmed the value of a well-rounded combination of communication channels, structured programs, and personalized plans to enhance their professional growth.

Q11				
		Percent	Valid Percent	Cumulative Percent
Valid	Clearly Defined Goals	6,3	6,3	6,3
	Commitment	12,5	12,5	12,5
	Communication	12,5	12,5	12,5

	Employee retention	6,1	6,1	6,1
	Lack of transparency	6,3	6,3	6,3
	Poor Mentor-Selection	6,2	6,2	6,2
	Teamwork	18,8	18,8	18,8
	Time management	18,8	18,8	18,8
	Vision & mission	12,5	12,5	12,5
	Total	100,0	100,0	100,0

In response to the question *What obstacles did you have while putting mentorship and succession planning programs into place, and how did you overcome them*, participants identified various factors influencing professional development. "Teamwork" and "Time Management" emerged as significant themes, each accounting for 18.8%, emphasizing the importance of collaboration and effective use of time in fostering growth. "Communication" and "Commitment" were highlighted by 12.5%, indicating the significance of clear communication channels and dedicated efforts in the developmental process. Additionally, "Vision & Mission" at 12.5% underscores the alignment of personal and organizational goals. Concerns such as "Employee Retention," showing contribution of 6,1% with "Lack of Transparency," contributed 6,3% and "Poor Mentor-Selection" each contributed 6.2%, emphasizing the need for addressing issues related to talent retention, transparency, and mentorship quality. As the cumulative percentage reached 100.0%, participants acknowledged a range of factors, both positive and challenging, shaping the landscape of professional development within their context.

Q12				
		Percent	Valid Percent	Cumulative Percent
Valid	Coaching	12,5	12,5	12,5
	Correct learning paths	12,5	12,5	12,5
	Job shadowing	18,8	18,8	18,8
	Mentoring	25,0	25,0	25,0
	Training	12,5	12,5	12,5
	Webinars	18,8	18,7	18,7
	Total	100,0	100,0	100.0

In response to the question *How can succession planning be used to promote knowledge transfer and guarantee the continuity of vital skills and expertise*, participants highlighted various methods for professional development. "Mentoring" emerged as a predominant theme, with 25.0%, underlining the significance of one-on-one guidance. "Job Shadowing" and "Webinars" each constituted 18.8% and 18,7% respectively, suggesting the importance of experiential learning and online educational opportunities. "Coaching" and "Correct Learning Paths" were both identified by 12.5%, emphasizing the value of personalized coaching and structured learning journeys. Additionally, "Training" at 12.5% signifies the role of formal training programs. As the cumulative percentage reached 100.0%, participants conveyed a preference for a mix of developmental approaches, including mentorship, hands-on experiences, online resources, and structured training, showcasing a comprehensive and diverse perspective on effective professional development methods.

Q13				
		Percent	Valid Percent	Cumulative Percent
Valid	Mentoring programs	31,3	31,3	31,3
	No	31,3	31,3	31,3
	Yes	37,4	37,4	37,4
	Total	100,0	100,0	100,0

In response to the question *Are there any special programs in place to train or nurture possible successors for their upcoming roles*, The data reveals that 31.3% of respondent to a key work mentoring programs implying a yes, while an equal percentage (31.3%) responded with "No." The remaining 37.4% affirmed their participation with a "Yes." This indicates a positive level of engagement with mentoring initiatives among the surveyed individuals.

As the cumulative percentage reached 100.0%, participants conveyed varying degrees of involvement in mentoring programs, showcasing a diverse range of experiences and preferences in professional development.

Q14				
		Percent	Valid Percent	Cumulative Percent
Valid	HR Reports	12,5	12,5	12,5
	Key Performance Indicators	12,5	12,5	12,5
	Regular engagement	12,5	12,5	12,5
	Set goal/guide	12,5	12,5	12,5
	Set milestone	12,5	12,5	12,5
	Survey	12,5	12,5	12,5
	Vision & mission	25,0	25,0	25,0
	Total	100,0	100,0	100,0

In response to the question *How do you gauge how well your succession planning process is working*, participants identified various tools and methods used for assessing and measuring professional development. "Vision & Mission" emerged as a prominent focus, with 25.0%, indicating the alignment of personal and organizational goals as a key measure of success. Other tools and methods such as "HR Reports," "Key Performance Indicators," "Regular Engagement," "Set Goal/Guide," "Set Milestone," and "Survey" each constituted 12.5%, showcasing a diverse set of approaches to evaluate and guide professional development initiatives. As the cumulative percentage reached 100.0%, participants highlighted the importance of a comprehensive set of tools, emphasizing the role of both qualitative and quantitative measures in assessing and guiding professional growth within their context.

4.3. Summary

Data analysis and interpretation conducted the analysis from the data collected from the sixteen participants, this data was collected through interviews held over Microsoft Teams. Through the recorded interviews, which participants gave consent to, transcripts were generated and used to analyse the overall view of the participants who are bank employees. Keywords from the transcripts were used to formulate the desired outcome of the responses.

All questions in the interview were answered and IBM Statistical Package for Sciences (SPSS) software tool was used to formulate and determine the stats of the participant's feedback.

5. Conclusion

With great ambitions that organizations in the banking sector may have to maintain their competitiveness in the industry, it is also important to ensure that the strategy to lead to success must include not only the growth of the organization and its succession planning, but it must see to it that employee engagement and retention in the organization is properly maintained.

Given insight from the employee's views, mentoring programs need to be fully stabilized on the environment and opened to all employees to access, but this must receive full support from top management. To achieve this, communication will be key to play a vital role into ensuring that everyone is well informed and take part to the available programs in the organization.

While ensuring that the available programs are in line with the mission and vision of the organization, business is served by motivated and engaged employees. In the global banking space, mentoring is practiced and continues to bear fruits for the organizations. Those that have mentors gain better chances of growth and development and this has positive influence on employee engagement and retention, employees feel part to the organizational activities and want to give more.

Employees perform and deliver better when they are engaged. Considering the factors that contribute and ensure that they are well engaged, management must be supportive as much as possible to their employees. With engaged employees there's high productivity, they are happy to work for the organization, it becomes easier to manage succession planning, this grows the image and brand of the organization to greater heights of success.

Although the rewards may be greater but there seems to be some existing challenges on the on the banking sector in the African continent. Kenya mentioned lack of mentorship skills, which lead to poor management of the transaction between mentor and mentee. In the South African shores, poor emphasis on mentorship has led to undesired results of existing programs, there can be an improvement.

Knowledge-sharing by subject experts can be the required base to meet mentor requirements, and if the program is given thumbs up by the top management, it should fit into the daily work schedule to meet time management demands and afford enough time for mentees to meet with their mentors.

Mentorship not only bring elevation to the working environment on junior or new employees seeking knowledge from their more-senior colleagues, but it also embraces employee engagement as employees who form part to mentoring programs feel that they are engaged based on the studies.

5.1. Limitations of the study

This research is aiming to address the identified problem in the bank. When collecting data and engaging the bank employees, not all business units could be reached for participation in the research and some identified candidates could not avail themselves at the requested time, however the number of participants was sufficient for adequate data collection and gathering.

5.2. Recommendation

A well-developed and implemented mentorship program will easily feed the succession planning with potential candidates, the Human Capital department will be spoilt for choice with a vast of available choices at their disposal, this will be trained and prepared candidates. Employees will get to know what their employers' plans are for them in the short and long term. Future retirees in the organization will smoothly get replaced with an already identified candidates to replace them and there'll be business continuity.

Mentorship form part to success of employee engagement, with this in process organization can successfully fulfil their succession plans for short and long term, with the expectation of full participation from employees.

The GROW model is model that can be very helpful in ensuring that a mentorship program is a success in the bank or an organization. It requires proper mentoring skills for it to be properly implemented, the involved parties need to be aligned and follow a clearly stated goal that is stated. It must be measured to ensure consistency and not lose track of process.

With the state of GROW components, all aligned to it must be followed for guidance to ensure that the program is properly implemented.

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7. Appendix

Appendix A: Interview guide and questionnaire

Interview duration: 40min

Interview location: Virtual – Using Microsoft Teams application.

Interview questions:

1. What has your organization’s experience been like with mentoring and succession planning?
2. What do you think makes a successful mentoring program?
3. What essential components contribute to its success?
4. How do you find candidates to take over important roles inside the company?
5. What part does mentoring play in the growth and development of people within your company?
6. What standards or traits do you consider when choosing mentors for employees?
7. What measures have you taken to guarantee that everything goes smoothly during succession planning?
8. How do you gauge the effectiveness of your succession planning and mentoring initiatives?
9. Could you provide any specific examples of how mentoring has helped people inside your business advance professionally?
10. How do you make sure that employees at all organizational levels have access to mentorship opportunities?
11. What obstacles did you have while putting mentorship and succession planning programs into place, and how did you overcome them?
12. How can succession planning be used to promote knowledge transfer and guarantee the continuity of vital skills and expertise?
13. Are there any special programs in place to train or nurture possible successors for their upcoming roles?
14. How do you gauge how well your succession planning process is working?