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THE EFFECT OF MENTORING ON THE PERFORMANCE OF NURSES IN DEVELOPING CAREER AND PSYCHOSOCIAL FUNCTIONS

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AUTHOR'S CONTRIBUTION

The sole author designed, analyzed, interpreted and prepared the manuscript.

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ABSTRACT

Nurses, one of the most important members of health care services, are effective in determining the performance of health enterprises. To increase performance, businesses should give great importance to their employees and make an effort to improve them. Mentoring, which has an important place in the development of career and psychosocial functions, is important for both individual and organizational performance. This study was planned to investigate the effects of career and psychosocial functions on employee performance. 352 nurses working in various hospitals in Turkey participated in the research. The collected data were analyzed with statistical package programs used in social sciences. As a result of the analysis, a positive and significant relationship was observed between career function and psychosocial functions and employee performance. According to the regression result, all sub-dimensions of the career function and psychosocial functions do not affect the performance related to satisfaction. Developing new skills relationships, and psychosocial functions have a weak and positive effect on work-related performance.

Keywords: Mentorıng; performance; nurse; career and psychosocıal functıons.

1. INTRODUCTION

Nurses, who have an important place in health services, are the most important element of health care systems. A qualified and sufficient nurse workforce is needed to maintain health services [1]. The nursing shortage is seen almost everywhere in the world and it is a problem that needs to be solved globally. The most important indicator of nurse shortage is the high turnover of nurses [2]. Patients, institutions, and employees are adversely affected by the lack of nurses [3] Nurses have work-related physical and mental experiences while providing health care [4-6]. Both physical and mental fatigue negatively affect the individual's biological, psychological and cognitive processes [7]. For health services not to be disrupted and for quality care, businesses need to support their employees with various applications. One of the systems that support employees physiologically, psychologically, and socially is mentoring practices. With these practices, employees improve their career and psychological functions, increase their performance and make them feel more valuable. In today's human resources management, the concept of "career" is gradually increasing its importance. Career management is the most effective way to retain qualified employees, especially in the new way of working and industrial relations, where the commitment to the organization has decreased [8].

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Hospitals are institutions where many health professionals work together, with team understanding and patient-centered work. For the work to be carried out in the best way when an environment is created where there is mutual trust, and effective, and efficient communication is ensured, shared values are given importance and they can empathize with each other, the performance employee sees employee's they can turn into institutions preferred by the patients [9]. The most important resource for organizations is human resources [10]. If businesses do not plan their human resources correctly, even if other processes are perfect, they cannot perform successfully [11]. The most effective way to mobilize human resources, to ensure that they give their best, and to make it permanent is to ensure that the goals of the people coincide with the organizational goals. In this way, while the person puts forth his whole existence to realize his own goals, he also strives to achieve organizational goals and does his best [12]. Mentoring practices should be planned by the institution to the temptation workplace and psychological relief to employees who have just started or changed departments. Planned or unplanned gaps can be filled through mentoring practices. More efficient planning can be done by evaluating a numberseveralnt personal parameters such as personality traits, competencies, social skills, physical skills, and the emotional endurance of individuals. In this way, the employee finds a more suitable environment for himself, does his job with pleasure, increases job satisfaction, organizational trust, organizational commitment, and increases the performance of the organization while increasing his romance are greatly affected by the rapid changes in today's world. Competitive environment, excessive workload, economic difficulties, stress, low motivation, increase in duties and responsibilities, decrease in organizational commitment, negative behaviors of managers, lack of value, distrust of the organization, manager, colleagues, teamwork, working in shifts affect the lives of nurses negatively. The nurse, who starts work with prejudice, moves away from the organization in a short time, becomes unhappy, and starts to look for other suitable alternatives. In fTheyen move away from nursing by changing professions. Today, many organizations have discovered mentoring relationships that have profound effects on individuals and organizations by sharing intellectual capital. With this study, mentoring practices are used to nurses very valuable for health businesses to the job and the institution, to lead in career and psychological functions, to give them the opportunallow them and knowledge, to have a say in work-related decisions, to encourage them to love their profession and people, and to increase their performance. to emphasize its importance [13]. The study consists of introduction, literature review, model and hypothesis creation, methodology, findings, and conclusion.

2. LITERATURE REVIEW

2.1 Career And Psychosocial Functions in Mentoring

It is used in various fields such as mentoring, social psychology, management, education, and human resource development. Mentoring is a collaborative approach and teaching professional practices to help new hires understand the purpose of the job, to practice probation through qualified employees, to implement official legal requirements, to support newcomers to develop their identities [14]. Mentoring can be defined as receiving support from less experienced, experienced, and senior employees, who need support in adapting to work and the workplace and can sup the up their career and psychosocial development [15]. The mentor supports the personal and professional development of the apprentice by sharing his knowledge, expertise, and experience. This relationship is based on mutual trust, respect, and communication and requires regular meetings to happen for the error process to be successful, mentors must know their duties well and fulfill their duties and responsibilities completely. It professes to national development [16]. In the past, mentoring programs were implemented to solve and improve performance problems. But today, the concept of mentoring has gained a different dimension; focused on team building, leadleadershipelopment, and career management [17].

The most comprehensive study on mentoring functions was carried out by Kram in 1983 and examined it in two stages, career and psychosocial functions [18]. Kram [19] Career and psycho-social functions of mentoring. Generally, in the first phase of mentoring, career functions come to the fore in the short term, while psycho-social functions come to the fore in the long term [19]. Career functions; giving tasks to express, express, and make visible, coach, protect and develop skills. Psychosocial functions are being a role model, accepting and adopting your selling Lingg, and friendship [20].

2.1.1 Career Function (CF)

Career; It is not a concept that covers a certain period career is a lifelong process that develops with the interaction of various roles in life and includes changes in people's business lives. Career is often used synonymously with the concept of profession and job [21]. Since people continue their career development throughout their lives, they should do

professions where they can apply their skills and renew these skills according to the changing business life. Keeping up with innovations and changes in business and professional life is related to career adaptability [22]. Considered both as a career management tool and an educational development application; mentoring emerges as a much more important and common practice [23]. The mentor-mentee relationship is a mutual learning and co-development relationship. In this context, while the mentor (counselor) is a role model in directing and shaping the professional development and learning of the mentee (the client), the mentee receives guidance and constructive feedback about their professional development and career goals [24]. Mentors are also responsible for the training needs of the mentees [25]. Even if the path to a successful career is not officially determined by a mentor, the role of the mentor in success is important.

Career Functions: support (sponsorship), self-expression and visibility (exposure and visibility), knowledge (coaching), assigning tasks to develop skills (challenging tasks), and protection [18]. In this context, career functions are very important in the private and business life of individuals and affect the future success of the individual. Kram [26] career-enhancing behaviors; coaching, protection, new skills, and developing new relationships. According to Kram [26] these sub-dimensions can be explained as follows:

Coaching: Sharing thoughts, providing feedback, creating strategies for achieving the point they want to rh at work.

Protection: It includes functions to minimize possible situations and unnecessary hazards that young, inexperienced personnel may encounter.

Missions that İntroduce New Skills: İnclude assuming responsibilities for the young, inexperienced personnel (client) to acquire knowledge and skills, which provide new opportunities that can contribute to their development in career steps.

Developing New Relationships: It is the function of the younger, inexperienced staff (the client) to gain importance in the eyes of those who can take initiative and to sent tasks that can provide future opportunities.

2.1.2 Psycho-social Function (PF)

Psycho-social functions of mentoring contribute to the client's self-confidence, professional identity and, sense of competence [19] on the other hand, psycho-social functions play an important role in increasing the self-confidence of the employee, developing his personality and, fulfilling his job roles effectively. Kram' According to a [26] the psycho-social function includes the role of model, guidance, adoption-approval, and friendship functions. According to Kram [19] these sub-dimensions can be defined as follows;

Being a Role Model: It is the appropriate behavior and value of the experienced employee (mentor) to influence the attitudes of the young and inexperienced staff (client). Here, the employee is tried to gain appropriate values, attitudes and, behaviors. Thus, the individual's social learning skills are developed.

Consultancy: It is to encourage the client and to create the necessary environment so that the young and inexperienced personnel (the client) can freely speak about their fears and concerns. To ensure the acceptance and adoption of the employee within the organization. This function is important for both the mentor and the employee. Because the acceptance of the employee by the mentor plays an active role in the development of the individual's sense of pride and pride. Likewise, positive esteem and appreciation increase the mentor's feelings of satisfaction.

Adoption-Approval: It is to ensure that the staff with more experience (mentor) look at the young and inexperienced staff (the client) with a positive opinion without any condition. is called consulting. Here, it is revealed that the individual reveals himself and his problems within the relationships established with the mentor, shares them with the mentor, and listens to his advice.

Friendship: In the field of work, it is the informal relationship of the experienced staff (mentor) with the younger, inexperienced staff (client). This function refers to the informal relationships of the mentor and the employee in the work environment. All these characteristics define a successful mentoring relationship [20].

2.2 Employee Performance (EP)

Today, the changes experienced with globalization have made it necessary for institutions to keep qualified and committed employees in the organization into their market shares and maintain their existence in a strong competitive environment. Performance is very important for organizations to survive in a competitive environment [27]. Bingöl [28] also defines performance as the level of fulfillment of a job or the behavior of the employee according to the determined conditions. When the literature is examined, it is seen that lately,

performance is not only focused on results but also evaluated as a concept related to the process. In this context, performance can be defined as executing and completing the task effectively [29].

The performance of the employees individually can be expressed as one of the most important performance criteria for organizations. Because the better the individual performance of the employee, the higher the performance of the organization will be [30].

So much so that organizations need employees with high performance in their work to survitoompetitive environment and reach their goals. The high performance of the employee is as important for the organizations as it is for the employees themselves. Because the success of the employees who do their job correctly and properly is a source of pride for those people. In such a case, the employee's performance is even higher. The increasing performance also constitutes the basic condition for many business results such as wages, career, and social reputation, which are important for individuals [31]. Talented, qualified, committed employees are an important resource for organizations and provide an important competitive advantage because they cannot be imitated [32]. Organizations have sought to keep qualified employees in the organization for a long time and have examined the elements that affect their performance. Many factors affect employee performance. These are the suitability of the employee for the job, the working environment of the employee, the meaningfulness of the job for the employee, the management style in the workplace, the attitude of the manager towards the employee and other employees, cooperation between employees and managers, internal communication, opportunities offered to the employee, motivation of the employee, mentoring, coaching, job satisfaction and stress in the workplace are some of these factors [33]. Employee performance and organizational performance are closely related, and if the employee performance is high, the organizational performance will increase in parallel and it will provide a competitive advantage [34].

3. GENERATION OF HYPOTHESIS

3.1 The Relationship Between Mentoring And Employee Performance

Mentoring is known as professional relationships in business. An experienced person called a mentor helps a less experienced person called a mentee for professional development. It can also be defined as vocational learning and knowledge transfer [35]. To support the solution of problems with an integrated approach, to provide opportunities, and to be effective in decision making [24]. the relationship between mentor and mentee is a long-term relationship [35]. Mentoring is studied in a wide variety of dimensions. In their study, Aslan, Dinçer, and Akçamete (2020) divided mentoring into three dimensions: the learning-teaching process, the communication process, and the professional development process [16]. Traditional mentoring is hierarchical. A mentor is an expert with knowledge and power, while a mentee is a novice student. In addition, mentoring has an important role in raising the morale of employees, supporting their career development, and increasing organizational efficiency [13]. As the economy develops and the labor market becomes more competitive, companies gain an advantage in attracting, developing, and retaining the best talent. Mentoring [36] is seen as a low-cost tool to make the most of in-house experiences and develop workforce potential [37].

For the mentoring process to be effective and efficient, the people who will serve as mentors must know the duties and responsibilities of their mentoring duties very well and convey this successfully. A mentor is an important factor in the development of a profession and the transfer of knowledge to future generations [38]. Mentoring is a learning model and leadership style that occurs when a learning partnership is established by making use of talent and experience, putting information at the service of another person to improve his/her knowledge.

Mentoring, which is thought to have a key role in professional health care education, includes teaching styles, reflection techniques, legal and ethical problems [39]. When the literature is examined, it is seen that mentoring programs are very beneficial, not only does the mentee gain in this relationship, but also the mentor. While contributing to the mentee's psychological, social and academic development, he also has the opportunity to test and update his knowledge and experience; With the success of the mentee, he strengthens his commitment to the institution and his institutional position, and he takes great pleasure from it [40]. For a successful mentoring practice; It is important for both parties to strive for mutual benefit, to maintain an environment of confidentiality for the establishment of an atmosphere of trust among the participants, honesty, feedback, mutual listening of the parties to each other, to create joint projects, to lead the mentor as a role model, and to conduct the relationship process flexibly for the healthy functioning of the process [41].

Both the mentee, the mentor, and the institution benefit from this long-term relationship. Sağlam

Aslan and Şahinoğlu [15] in their study with teachers revealed that the mentoring training is given to the teachers positively affects the academic success of their students. Mentoring is a useful practice for organizations and increases the employee's commitment to the institution and reduces the turnover rate. Fox [42] found that the rate of turnover among nurses When we saw that the turnover rate increased to 31%, the rate became 0% with the mentoring applications. Later, this application was spread to other units and the turnover rate decreased every year. The turnover rate was 10. 3% in 2009 found a positive relationship between mentor and distributive justice, and between organizational commitment and career. Ramesh [43] found in his study on hotel employees that coaching and mentoring were highly correlated with employee performance and that both coaching and mentoring increased employee performance. confirmed that mentoring is important. Mittal and Upamannyu [44] found a negative relationship between mentoring and organizational commitment and a positive relationship between mentoring and organizational performance. Mba and Godday [45], found that there is a significant relationship between mentoring and job satisfaction, and it reduces turnover. Ofobruku and Nwakoby [46] on the other hand, found a positive and significant relationship between mentoring and employee performance. Olamakejı and Sowemimo [47], found a low degree of positive correlation between mentoring and its sub-dimensions and employee performance.

Mundia and Iravo [48] wanted to examine the contribution of mentoring program models to employee performance, and 66% of the participants stated that these program models had a positive effect on employee performance, but that they had some difficulties, but they should be developed. Ekici and Önal [41] found that both students and mentors exhibited a willing and enthusiastic attitude; found that mentoring practice supports career and psychosocial development, combines theory and practice, and is effective in choosing a field of expertise.

In today's human resources management, the concept of "career" is gradually increasing its importance. Career management is the most effective way to retain qualified employees, especially in the new way of working and industrial relations, where commitment to the organization has decreased. In nursing education, learning in the clinical setting has an important place in terms of transferring theoretical knowledge to practice. It contributes to the satisfaction and development of experienced nurses along with the development of nurses who have just started their profession. This system of mutual sharing and learning provides a developing, empowering, and nurturing relationship [49], As the mentoring skills of clinical guide nurses increase, their professional attitudes also increase. Dikmen, [8] Erdal and Kodaloğlu [50] found a positive and significant relationship between mentoring and employee performance in their study. Psychosocial functions affected performance positively, but carrier functions do not affect employee performance. In this study, career functions were examined in three sub-dimensions as coaching, protection, developing new skills and relationships. Although psychosocial functions were examined in three dimensions as role modeling, counseling, and adoption -confirmation, in this study they were examined in one dimension as psychosocial functions. Although employee performance is examined in one dimension, this study mined two dimensions as satisfaction and related performance and job-related performance.

Based on the literature, the following hypotheses have been produced.

H1: There is a positive and significant relationship between career function and employee performance.
H1a: There is a positive and significant relationship between coaching and satisfaction-related performance.
H1b: There is a positive and significant relationship between coaching and work-related performance.
H1c: There is a positive and significant relationship between developing new skills and relationships and performance related to satisfaction.
H1d: There is a positive and significant relationship between developing new skills and relationships and work-related performance.
H1e: There is a positive and significant relationship between protection and satisfaction-related performance.
H1f: There is a positive and significant relationship between protection and work-related performance.
H2: There is a positive and significant relationship between psychosocial function and employee performance.
H2a: There is a positive and significant relationship between psychosocial functions and satisfaction-related performance.
H2b: There is a positive and significant relationship between psychosocial functions and work-related performance.

3.2 Creating a Research Model

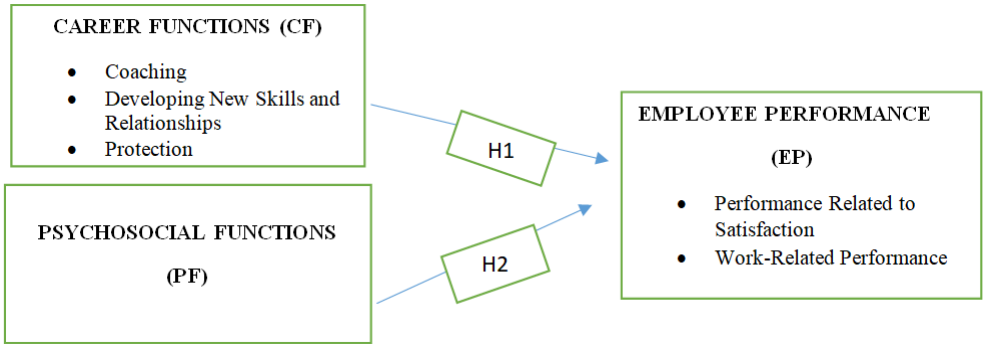

Fig. 1. Research model

4. DATA AND METHODOLOGY

4.1 Purpose and Importance of Research

Purpose of the Research: The health sector is one of the most important sectors of the service sector. It is about protecting, treating, and improving human health. Nurses who are new to the institution or change departments participate in the mentoring practices given by the institution to easily adapt to the institution and the job, to contribute to their career development, and to feel good psychosocially. In the provision of health care services, which is an important unit of the service sector, it is planned to reveal the relationship between the performance of mentoring practices that facilitate the adaptation of nurses to work and workplace, ensure their career and psychosocial development, and to be a role model for other businesses.

Importance of Research: Globalization, advances in technology, information, age and, easy access to information highlight the concept of a "career" in human resources management. It is important to meet the psychosocial needs of the employees as well as the physical needs. In health services, it is very important to transfer theoretical knowledge into practice. Mentoring practice as a bridge in transferring the theoretical knowledge of new nurses to practice, reveals talents and shapes the planning of human resources. In health services, nurses provide uninterrupted service in shifts and are the ones who know the patient best, determine the need for care, and can direct other health professionals.

4.2 Research Method and Research Scales

It was filled with a face-to-face questionnaire method with 352 nurses working in various hospitals in Istanbul in Turkey. The research questionnaire consists of three parts. In the first part, questions measuring demographic information prepared by the author, and in the second part, a questionnaire prepared by Neo [18] and adapted into Turkish by İbrahimoğlu, Uğurlu, and Kızıloğlu [51] was used to measure career and psychosocial functions. Career functions consist of 15 questions and psychosocial functions consist of 14 questions. The questions were prepared as a 5-point Likert scale. In the third part, the employee performance scale consisting of 7 questions and used by Erdoğan [52] prepared by Kirkman and Rosen [53], was used. The questions were prepared on a 5-point Likert scale.

4.3 Findings and Discussions

This section contains the findings and evaluations of the study. Descriptive statistics and factor analysis are shown in Table 1.

As seen in Table 1, the majority of the participants are 79,0 % female and 21,0 %, male. The rate of married people is 20,7% and singles are 79,3%. The hospital where nurseries work was a university hospital with 62. 2%, a foundation / private hospital with,34. 1% and a state hospital with 3. 7%. The education levels of the participants are undergraduate with a maximum of 43. 7% and a graduate degree with a minimum of 7. 7%. The age range is 20-35 and the majority is between 79. 0% and 26-30.

Cronbach's Alpha was used to measure the reliability of the research scales. Cronbach's Alpha value is 0.7 in social sciences [54]. As seen in Table 2, Cronbach's Alpha value of all scales and scale sum is quiet.

The Kaiser-Meyer-Olkin (KMO) test was used to measure the validity of the scales. The limit value for sample adequacy is 0,7 [55]. Table 3 As can be seen, the Kaiser-Meyer-Olkin value of all scales is quite high. Bartlett's Test of Sphericity was used for significance. The value should be sig. It should be <0.05 [56]. All sig. values are 0.000.

Table 1. Demographic characterrticipants

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	278	79,0	79,0	79,0
	Male	74	21,0	21,0	100,0
	Total	352	100,0	100,0	
Condition	Married	73	20,7	20,7	20,7
	Single	279	79,3	79,3	100,0
	Total	352	100,0	100,0	
Working hospital	Foundation/ Private Hospital	120	34,1	34,1	34,1
	University Hospital	219	62,2	62,2	96,3
	Public Hospital	13	3,7	3,7	100,0
	Total	352	100,0	100,0	
Educational Status	High School	141	40,1	40,1	40,1
	Associate Degree	31	8,8	8,8	License
	License	153	43,5	43,5istic	92,3
	Graduate	27	7,7	7,4	100,0
	Total	352	100,0	100,0	
Age range	20-25	50	14,2	14,2	14,2
	26-30	278	79,0	79,0	93,2
	31-35	24	6,9	6,9	100,0
	Total	352	100,0	100,0	

Table 2. Reliability values of research scales

Scale	Cronbach's Alpha	N of Items
Career Functions Scale+	,957	15
Psychosocial Functions Scale	,970	14
Employee Performance	,865	7
Total	,977	36

Tablo 3. Kaiser-Meyer-Olkin (KMO) and bartlett's test

Career Functions	**Kaiser-Meyer-olkin measure of sampling adequacy.**		**,949**
	Bartlett's Test of Sphericity	Approx. Chi-Square	4597,236
		Df	105
		Sig.	,000
Psychosocial Functions	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,966
	Bartlett's Test of Sphericity	Approx. Chi-Square	5106,520
		Df	91
		Sig.	,000
Employee Performance	Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,844
	Bartlett's Test of Sphericity	Approx. Chi-Square	1199,157
		Df	21
		Sig.	.000
Total	Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,968
	Bartlett's Test of Sphericity	Approx. Chi-Square	12013,856
		Df	630
		Sig.	,000

Exploratory factor analysis was performed to test the validity of the variables and scales that passed the KMO and Barlett sphericity test.

Although career functions are examined in four sub-dimensions as coaching, protection, assigning new skills, and developing new relationships, as can be

seen in Table 3, in this study, coaching was examined in three sub-dimensions as protection, new skills, and developing relationships. Although psychosocial functions are examined in three dimensions as role modeling, counseling and adoption_approval, in this study they are examined in one dimension as psychosocial functions. Although employee performance is examined in one dimension, this study is examined in two dimensions as satisfaction and related performance and job-related performance.

Table 4. Exploratory factor analysis

	Coaching	**Developing New Skills and Relationships**	**Protection**	**Psychosocial Functions**	**Performance Related to Satisfaction**	**Work-Related Performance**
CF 4	,920					
CF 5	,893					
CF 3	,756					
CF 2	,693					
CF 1	,639					
CF 6	,581					
CF 15		,965				
CF 13		,781				
CF 14		,737				
CF 12		,685				
CF 11		,536				
CF 10		,399				
CF 7			,935			
CF 8			,851			
CF 9			,580			
PS 22				,879		
PS 21				,879		
PS 23				,876		
PS 24				,872		
PS 26				,869		
PS 18				,865		
PS 19				,864		
PS 28				,858		
PS 27				,851		
PS 20				,851		
PS 17				,847		
PS 25				,837		
PS 29				,812		
PS 16				,762		
EP 6					,803	
EP 2					,792	
EP 4					,773	
EP 5					,738	
EP 7					,700	
EP 1						,905
EP 3						,845

Extraction Method: Principal Component Analysis
Rotation Method: Oblimin with Kaiser Normalization

Table 5. Correlation analysis

Scale	Correlations	Career Functions	Coaching	Developing New Skills and Relationships	Protection	Psychosocial Functions	Performance Related to Satisfaction	Work-Related Performance	Employee Performance
Career Functıons	Pearson Correlation	1							
	Sig(2-tailed)								
	N	352							
Coaching	Pearson Correlation	,927**	1						
	Sig. (2-tailed)	,000							
	N	352	352						
Developing New Skills and Relationships	Pearson Correlation	,923**	,740**	1					
	Sig. (2-tailed)	,000	,000						
	N	352	352	352					
Protection	Pearson Correlation	,895**	,800**	,749**	1				
	Sig. (2-tailed)	,000	,000	,000					
	N	352	352	352	352				
Psychosocial Functions	Pearson Correlation	,894**	,786**	,856**	,818**	1			
	Sig. (2-tailed)	,000	,000	,000	,000				
	N	352	352	352	352	352			
Performance Related to Satisfaction	Pearson Correlation	,462**	,422**	,437**	,405**	,454**	1		
	Sig. (2-tailed)	,000	,000	,000	,000	,000			
	N	352	352	352	352	352	352		
Work-Related Performance	Pearson Correlation	,587**	,504**	,594**	,496**	,607**	,596**	1	
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000		
	N	352	352	352	352	352	352	352	
Employee Performance	Pearson Correlation	,563**	,502**	,549**	,486**	,566**	,945**	,826**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	
	N	352	352	352	352	352	352	352	352

***. Correlation is significant at the 0.01 level (2-tailed)*

Correlation analysis was used to reveal the relationships between the dependent variable and the independent variables. As can be seen in Table 5, a moderate positive correlation was observed between career function and employee performance as Pearson Correlation =, 563 and sigma =,000. Since Pearson Correlation =, 422 and sigma =,000 between coaching and satisfaction-related performance, a weak positive correlation was observed. Since Pearson Correlation = .504 and sigma = .000 between coaching and work-related performance, a moderate positive correlation was observed. There was a weak positive correlation between Developing new skills and relationships and performance related to satisfaction as Pearson Correlation =, 437 and sigma =,000. Since Pearson Correlation =, 594 and sigma =,000, a moderate positive correlation was observed between developing new skills and relationships and work-related performance. Since Pearson Correlation =, 405 and sigma =,000, a weak positive correlation was observed between protection and performance related to satisfaction. Since Pearson Correlation =, 496 and sigma =,000 between protection and work-related performance, a weak positive correlation was observed. As Pearson Correlation = 566 and sigma = .000, a moderate positive correlation was observed between psychosocial functions and employee performance. Since Pearson Correlation =, 454 and sigma =,000, a weak positive correlation was observed between psychosocial functions and performance related to satisfaction. Since Pearson Correlation =, 607 and sigma = .000, a moderate positive correlation was observed between psychosocial functions and work-related performance. Hypotheses, H1, H1a, H1b, H1c, H1d, H1e, H2, H2a, H2b were accepted.

Regression analysis was performed to determine to what extent the independent variables affected the dependent variable. As seen in Tablo.6, the sub-dimensions of independent variable career functions and sub-dimensions of psychosocial functions do not affect the performance related to satisfaction, which is the sub-dimension of dependent variable employee performance (sigma >.05). The disclosure rate of the model is 21.4%.

Table 6. Regression analysis (Performance related to satisfaction)

Model		**Sum of squares**	**df**	**Mean square**	**F**	**Sig.**
1	**Regression**	29,641	4	7,410	24,861	,000[b]
	Residual	103,428	347	,298		
	Total	133,069	351			
		R	**R Square**	**Adjusted R Square**	**Std. The error of the estimate**	
		,472[a]	,223	,214	,54595	
		B	**Std. Error**	**Beta**	**t**	**sig**
	(Constant)	2,951	,149		19,762	,000
	Coaching	,103	,064	,140	1,617	,107
	Developing New Skills and Relationships	,096	,064	,141	1,498	,135
	Protection	,009	,059	,014	,156	,876
	Psychosocial Functions	,147	,076	,212	1,941	,053

a. Dependent Variable: Performance Related to Satisfaction

b. Predictors: (Constant): Coaching, Developing New Skills and Relationships, Protection, Psychosocial Functions

Table 7. Regression analysis (Work-related performance)

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	109,311	4	27,328	55,680	,000[b]
	Residual	170,307	347	,491		
	Total	279,619	351			
		R	**R Square**	**Adjusted R Square**	**Std. The error of the estimate**	
		,625[a]	,391	,384	,70057	
		B	**Std. Error**	**Beta**	**t**	**sig**
	(Constant)	1,530	,192		7,984	,000
	Coaching	,049	,082	,046	,597	,551

Model		Sum of Squares	df	Mean Square	F	Sig.
	Developing New Skills and Relationships	,277	,082	,279	3,364	,001
	Protection	-,060	,076	-,065	-,795	,427
	Psychosocial Functions	,386	,097	,385	3,978	,000

a. Dependent Variable: Work-Related Performance

b. Predictors: (Constant): Coaching, Developing New Skills and Relationships, Protection, Psychosocial Functions

As can be seen in Table 7, developing new skills and relationships, which are the sub-dimensions of the career function, affect the work-related performance positively and weakly (sigma =0.001 and Beta,279) and psychosocial functions weakly affect the work-related performance (sigma =0.000 and Beta, 385). . The disclosure rate of the model is 34.8%. The disclosure rate of the model is 38.4%.

5. CONCLUSION

In a globalizing world, as the economy improves and the labor market becomes more competitive, companies are launching mentoring practices to attract, develop and retain the best talent. Mentoring is seen as a low-cost tool for making the most of in-house experiences and developing workforce potential.

Health services are all services provided to prevent diseases increase the health status of the society, and provide diagnosis, treatment, and rehabilitation of diseases. Nurses play an active role in providing health services and increasing business performance. Nursing has wide application areas. Nurses implement the treatment plan, evaluate the status of the treatment, notify the team members when there is a malfunction, give the patient a physical examination, follow the patient, intervene in emergencies, and plan the patient's medical care. The care-providing role has shaped the historical image of nursing. Nurses have been allowed to work independently with various arrangements made at the education level. Healthcare businesses are labor-intensive service businesses and the turnover rate of nurses in healthcare institutions is quite high. In the absence of nurses, adequate health care cannot be provided, the number of available beds is reduced or the service is closed. This negatively affects the business.

Nurses who are new to the job or who have changed their departments within the institution may have many mistakes due to inexperience. Errors in health care are difficult to recover and can result in fatal results. Therefore, mentoring practices are mandatory by the institution. When the goals of the institutions coincide with the employees, the individual performance of the employees increases, while the performance of the enterprise increases. Businesses should be effective in increasing the careers of their employees and support them in various ways. Psychosocial functions are important in terms of being effective and productive in both the business and social life of individuals. As seen in this study, there is a significant positive relationship between career and psychosocial functions and employee performance. To increase this level of relationship, institutions should empower employees by placing more value on them. Mentoring plays an active role in putting knowledge and skills into practice.

Career functions and psychosocial functions did not affect satisfaction-related performance. However, developing new skills and psychosocial functions has a weak and positive effect on work-related performance. The reason for this is that the mentoring programs are not planned well enough and their content is not good. Wrong mentor selection can cause negative results. These programs and mentors should be well-chosen, equipped, knowledgeable, experienced, convey the objectives of the institution well, and provide good communication with the environment. The aims of the institution In this way, nurses will feel good psychosocially, they will be easy to get used to the institution and the job, they will stay in the institution for a long time, and they will develop themselves in the institution as they develop.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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