

## **MENTORING MANAGEMENT MODEL: A THREE-DIMENSIONAL SYNTHESIS FOR EDUCATION AND SOCIAL WELFARE**

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### **Abstract**

The mentoring is a that is essential for education and social welfare. The international literature realizes an intensive development in in the first two decades of the 20th century. This research aims to highlight a systematic review of the most cited articles published in international journals during the period from 1949 to 2021. The design research consists in a mix method, quantitative and qualitative. The sample consists of 1321 scientific articles in business and management field. The results show an intensive growth in 2020 and the results of the review are then synthesized into a theoretical framework. The framework developed here posits mentoring relates to resources, organizational and identity. The United States and UK has the biggest number of publications. Moreover, Furthermore, there are opportunities for growth in production in other countries. Australia, Canada, France, China, and India also present publications. The article presents the ten most productive and cited authors and highlight an analysis of the most relevant keyword, as well as synthesized clusters.

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This work provides a novel, comprehensive framework for future examinations of the connections between mentoring, education, and welfare. and mentoring. It synthesizes the prior work on this topic by integrating findings from the management into a single framework.

**Keywords** – Education, Identity, Mentoring, Management, Social Welfare.

## 1. Introduction

In 2023, studies observe an intensive contribution of mentoring for education, social welfare and focus to understand how mentoring could contribute to well-being and flourishing in people's life. Research on the interconnectedness of mentoring and well-being represents an emerging research field of management and economics to social impact. Understanding that mentoring is an activity that relates and contributes to development of social and emotional aspects as well management. Research in education has established that mentoring and coaching can contribute to well-being of teachers and students to development of professional practice through collaborative learning community and flourishing. With this lens recent studies point out new for investigating mentoring education and social welfare. [1]

However, scientific literature observes the growth of recent works in multiple sciences and in different areas of knowledge. To a clear understanding managers and economists need to articulate diverse works in construction. In this way, this work aims to contribute to orchestration delivering a synthesis to address the need of a strategic point of view to managers. The mission involves mapping and conceptualization of the expanding knowledge in this area. [2]

According to nature administrative, strategic, and organizational vision seek to integrate and communicate different specialties and entrepreneur observe the opportunity to integrate mentoring literature to create strategic relations. For management and economic advancement, in previously work the authors analyses how scientific knowledge could be shared with university stakeholders, as well the ways to share scientific knowledge. And at this work the aim is look with more attention to mentoring, a crucial tool to building relation.

Mentoring was highlighted as a possible way to create trust and relationships between individuals, groups, and organizations. Researchers, teachers, and students who wish to learn new information, could establish a new approach and engagement focusing on mutual balance and wellbeing in management and entrepreneurship competences development. For this, the central objective of this study is to integrate the vision of administrative sciences into the international contribution of mentoring. So, the first study provides bibliometric research that was collected in 2021 that which reveals the significant growth of interest and an analysis based on recent case work.

The term Mentoring has born in English and means "tutoring," "sponsorship," or "protection." In the first years on 80's decade until the end of XX century, seminal articles defined as an instrument, a relationship, or a process, which consists of sharing knowledge from a more experienced individual to a less experienced individual [3] formal or informally [4] and a work relationship that contribute to adult and career growth. Sharing experiences of life, values and reflections, the relationship is created by two main actors: mentor and mentee. [5] Carefully studied by academia in the last twenty years, the new years of century XXI, the term has evolved in scientific literature to establish new relationships between individuals and professional development. [6] In 2021, an studies draw attention to identifying the knowledge sharing process where mentor and mentee shares learning to accelerate the career growth. [7]

It is appropriate to point out that recent studies are opening new avenues of research for a sustainable and equal world for future mentoring, understanding long-term and human quality relations. In 2021, has begun to observe the two perspectives: mentor and mentee. [8]

In a learning environment, where teacher take on the role of mentoring and students the role of mentee, there are way to researchers understand the teacher well-being, measuring quality with psychologists' test profile and perception to measurement of quality relationships. In addition, assessed by other areas using specific instruments as well in management, [9] to analyses involvement in mentoring across functional tools of business and educational [10].

## 2. Materials and methods

To guide new routes for studies by complementing earlier theoretical with an evidence-based analysis of mentoring-related terms and trends research identified in previously studies. [11] This study combines a systematic review with bibliometric analysis, making use of multimethod for analyzing the scientific field. Therefore, a search was carried out in the Web database of science, in July 2021, considering the protocols this combination of a systematic review and bibliometric analysis enables a more reliable review of the literature. [12],

For the first stage of this article, it is necessary to plan the review, carried out in the development of the theoretical framework and the identification of the need to build a review. The second stage refers to conducting the systematic review. Aiming understand how management and education could contribute and explore mentoring, first, the authors conduct and analyze bibliometric research to the mapping and identified international scientific production's evolution over time, the geographic and institutional distribution of mentoring in the world. For a comprehensive view of opportunities, also intend to identify the main scientific journals, authors an, keywords related to the theme. At this stage, there is also the selection of literature that will compose the final sample, seeking investigate its adherence and relationship with the established research problem and objective. [13] Therefore, the inclusion criteria for this review were as follows: i) talk about mentoring in the organizational and management context.

Secondarily, Thus, to conduct this new research, the present study aims to answer the following research questions:

RQ1. What is the temporal evolution of the Mentoring theme in academic literature in Business and Management from 1949 to 2021?

RQ2. What are the main research countries and the most productive Research Institutions of scientific knowledge on the subject?

RQ3. How is the distribution of articles among journals?

RQ4. Who are the most prolific and cited authors and publications, from productivity and citations perspective?

RQ5. What are the most cited and the most recent works most cited?

RQ6. What are the keywords related to mentoring and content indicators of scientific productions?

RQ7. How mentoring literature could be synthesized in a three-dimensional management view?

Finally, the third stage involves the elaboration of the strategic planning reporting and dissemination of results, this stage being the one that generates knowledge for a given area, based on the interpretation of the data obtained. Table 1 presents the Summary of the systematic review process.

**Table 1: Summary of the systematic review process**

<b>Stages of research</b>	<b>Systematic review of Literature (RSL)</b>	<b>Bibliometric Analysis</b>	<b>Research steps: bibliometric indicators of content</b>
Strategic planning and identification of reviews	Identification of existence of articles and planning the revision	Definition of the problem, research objective and data base.  ("Mentoring" or "mentor*") = 68,000. Focusing on "business" and "management and excluding other areas, 1321 results	<b>Objective:</b> analyze current scientific production international, enabling future directions framework for research. <b>Method:</b> RSL and analysis bibliometric

Source: the authors

Keeping in mind the research the research avenues presented by recent literature, we will present the synthesis, which aims to point out the opportunities to investigate mentoring using the lens and functional tools of the business educational sector. For literature advancement researchers could implement direct observational methods to gain deeper insights into how mentoring is conducted and what influences it. As job shadowing, would be possibly understand how mentoring occurs in young mentoring relationships [14].

We are conducting experiments that will be presented in future work. At this work, the authors present the previous results of two approaches that served as basis for the experiments.

As a first step, a comprehensive search of literature published between January 1980 and December 2021 was conducted by the authors. The aim was to study the main publications about “mentoring” to identify the works that could contribute to the opportunity presented above. Following the bibliometric analysis was necessary to identify the evolution along time, geography, main author and keywords relations. For this we use the Web of Science base, excel and Vozviewer software. Using analysis content, was possible to identify three main lines of research, that will be presented in results. In Web of Science the authors select articles and make selection using the filter “article”.

Since mentoring is a multidisciplinary theme, it is possible to find approximately 68,000 scientific papers in the international literature. As presented before, this vast amount of published works results in difficulty retrieving information on the theme the managers, leaders of organizations, and other professionals that need to structure systematic mentoring programs in organizations. With this in mind, we select the works using the filter “business” and “management” and analyses in Web of Science. The results we consolidate in a excel for the reading of main titles in future work. The research design is presented in figure 1.

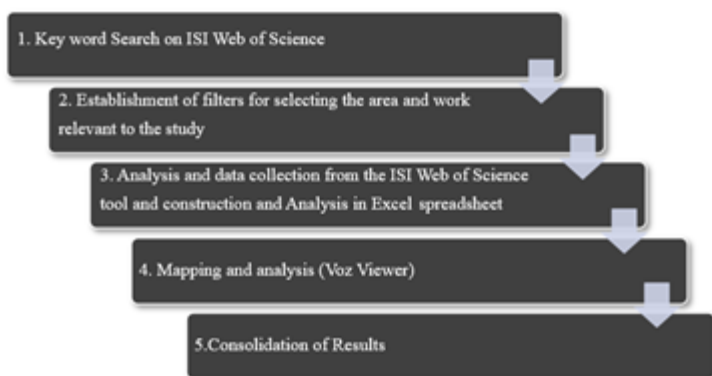


Fig. 1. - Graphical representation of the methodology Source: the authors

For design and analysis use a mix method approach the methods of quantitative and qualitative analysis. The research was designed according to the mixed method, through which, quantitative and qualitative, following the convergent method. This methodology was chosen to elucidate the proposed question.

Quantitative data were obtained through the web of science platform, extracted in a text inputted in Vozviewer and excel. In Vozviewer, the data was analysis using the qualitative approach and in excel, the qualitative exploration of documents. For this, we systematized the data what permit the reading of titles and abstracts. methods, a previously analysis was made for elucidate the main points. The materials systematized in a three view. [15]

### 3. Results

Our first aim was to answer bibliometric questions previously presented at introduction. To answer the questions, we analyzed:

- Evolution over time: number of articles published over time and most cited works.
- Geography of articles: distribution of articles among countries and the most productive institutions
- Journals: distribution of articles among journals.
- Analysis of authorship and publications: productivity and citations.
- Keywords: temporal evolution and recent terms.

Next, will discuss the results obtained in the analysis through the analytical and citation reports of the Web of Science and Vozviewer software and highlight the emerging topics for further research.

#### 3.1 Evolution over time

Mentoring had a significant growth in management literature from 1949 to 2021. The word “Mentoring” and variations as \*ment\*” shows 1321 publications. Since 2002, has been on the rise and after 2015 an expressive growth and flourishing. Totalizing 663 articles published, which correspond to 50.19% of the total of studies produced in the whole period, the mentoring interest is in the maximum point in 2020, with 147 articles,

corresponding to 11.12% of the articles produced and 4725 citations. Figure 2 shows the evolution over time.

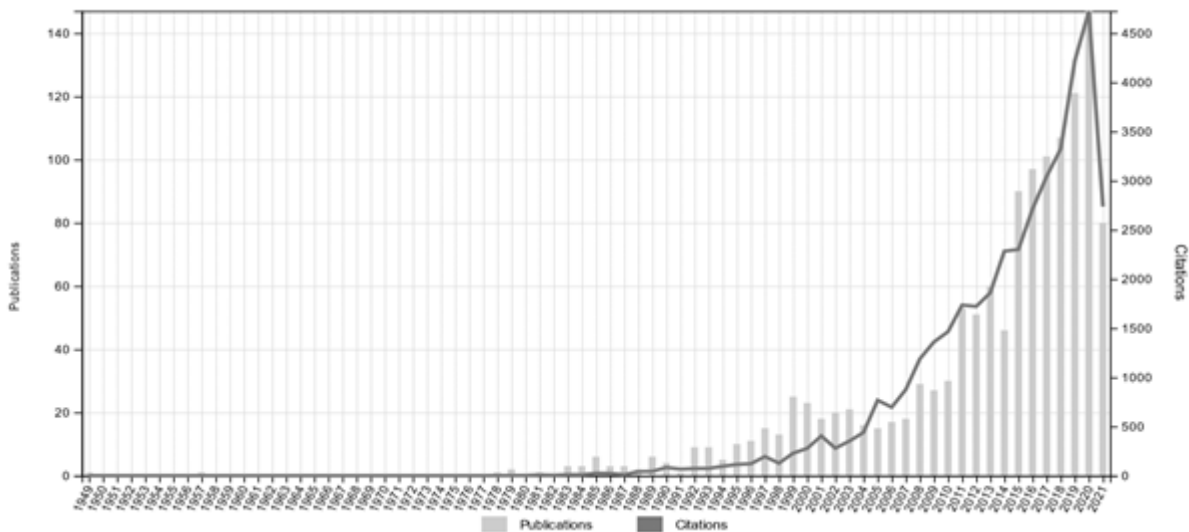


Fig. 2. Evolution from 1949 to 2021 and peak of publications.

Source: Web of Science

Accumulating an expressive number of 27,648 citations in the period from 1949-2021 and H-index 90, Mentoring is a relevant concept with gaps and opportunities to future studies. Figure 3 shows the arrangement of the most cited works overtime and their relationships with the other works. In the 80s and 90s of the twentieth century and in is possible to note an establishment of mentoring process. The first and second article identified presenting a conceptual model identified are from 1979 and 1983. The period between 1983 and 1997 is the first period of growth. The results show the emergence of new lines of research, summarized in the table according to their administrative themes. After the 2000s there was a significant increase. In the 10s of the 21st century, there was an increase in interest from the academic community on the topic. In the 20s, there is the largest number of studies Table 2 shows the ranking of the most cited articles in mentoring in the period of 2017 and 2021.



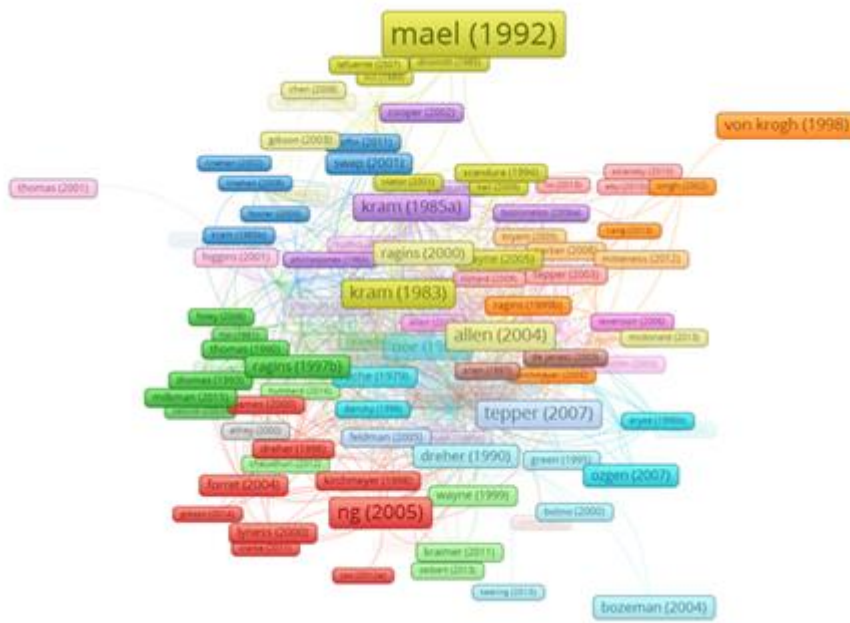


Fig. 3. Mentoring cited articles  
Source: Vozviewer

For analysis, the Table 2 show the main works and category, defined by the authors. Its possible observe eight categories: process of mentoring, career development and success, mentoring issues, entrepreneurship and innovation, operations, and psychological and human relations.

**Table 2: Most cited articles in mentoring per category**

Classification	Citations	Name of Authors	Name Article	Category
1st. 4th. 9th.	2485 793 524	<ul style="list-style-type: none"> <li>● Mael (1992),</li> <li>● Kram (1983),</li> <li>● Noe (1988).</li> </ul>	<ul style="list-style-type: none"> <li>● Alumni and their alma mater: A partial test of the reformulated model of organizational identification.</li> <li>● Phases of the mentor relationship</li> <li>● An investigation of the determinants of successful assigned mentoring relationships</li> </ul>	Process of mentoring
2nd 5th. 6th.	1087 759 667	<ul style="list-style-type: none"> <li>● Ng et al. (2005),</li> <li>● Allen et al. (2004),</li> <li>● Kram and Isabella (1985).</li> </ul>	<ul style="list-style-type: none"> <li>● Predictors of objective and subjective career success.</li> <li>● Career benefits associated with mentoring for protégés: A meta-analysis.</li> <li>● Mentoring alternatives: The role of peer relationships in career development.</li> </ul>	Career development and success
3rd.	819	<ul style="list-style-type: none"> <li>● Tepper and Bennett (2007)</li> </ul>	<ul style="list-style-type: none"> <li>● Abusive supervision in work organizations: Review, synthesis, and research agenda.</li> </ul>	Mentoring issues
7th.	626	<ul style="list-style-type: none"> <li>● Von Krogh (1998)</li> </ul>	<ul style="list-style-type: none"> <li>● Care in knowledge creation.</li> </ul>	Knowledge creation
8th 10th. 14th.	618 482 31	<ul style="list-style-type: none"> <li>● Ragins and Cotton,(1999)</li> <li>● Bozeman and Corley (2020)</li> <li>● Porter and Serra (2020)</li> </ul>	<ul style="list-style-type: none"> <li>● Mentor functions and outcomes: A comparison of men and women in formal and informal mentoring relationships.</li> <li>● Scientists' collaboration strategies: implications for scientific and technical human capital.</li> <li>● Gender Differences in the Choice of Major: The Importance of Female Role Models</li> </ul>	Gender difference
11th 13th. 15th.	38 32 23	<ul style="list-style-type: none"> <li>● Sahasranamam and Nandakumar (2020)</li> <li>● Bacq et al. (2020),</li> <li>● Hallen et al.(2020),</li> </ul>	<ul style="list-style-type: none"> <li>● Individual capital and social entrepreneurship: Role of formal institutions.</li> <li>● The COVID-19 Virtual Idea Blitz: Marshaling social entrepreneurship to rapidly respond to urgent grand challenges.</li> <li>● Do accelerators work? If so, how?</li> </ul>	Entrepreneurship and innovation
13th. 16th.	32 22	<ul style="list-style-type: none"> <li>● Stevic and Brkovic (2020),</li> <li>● Henkel, et al. (2020)</li> </ul>	<ul style="list-style-type: none"> <li>● A novel integrated FUCOM-MARCOS model for evaluation of human resources in a transport company.</li> <li>● Robotic transformative service research: deploying social robots for consumer well-being during COVID-19 and beyond.</li> </ul>	Operation
16th. 17th. 17th.	22 14 14	<ul style="list-style-type: none"> <li>● Graßmann and Schermuly (2020),</li> <li>● Eby and Robertson (2020),</li> <li>● Kosse et al. (2020)</li> </ul>	<ul style="list-style-type: none"> <li>● The relationship between working alliance and client outcomes in coaching: A meta-analysis.</li> <li>● The psychology of workplace mentoring relationships. Annual Review of Organizational Psychology and Organizational Behavior</li> <li>● The formation of prosociality: causal evidence on the role of social environment.</li> </ul>	Psychology and human relations

Source: elaborated by the author

Considering the large number of clusters, for this review, the three most significant clusters in the network will be considered grouping.

- Process of mentoring: studies that focus on strategic mentoring process.
- Career development and success: studies that focus mentoring for career progress.
- Mentoring issues: studies that point out the problems related to mentoring.
- Knowledge creation: the relationship between mentoring and knowledge creation.
- Gender: how mentoring is related to gender questions.
- Entrepreneurship and innovation: how mentoring can be related to new projects.
- Operation: studies that show mentoring related to organization and structural building.
- Psychology and human relations: studies that focus on a human and individual perspective.

The six clusters represent the categorization considering the most cited works, described in Table 2. The grouping considers the central area or theme of studies.

The categorization presented was one base point to the discussion presented and based on a new model proposition considering the view of management.

### 3.2 Geography of articles

The word mentoring is still concentrated in its country of origin. Although there are studies in other countries, the relationship with English-speaking countries as first language and the significant Anglo-Saxon production is evident, with (48.6%) of works produced by the United States of America and (9.4%) in England, the second most productive country is England (9.46%), considering the 1321 articles selected, Australia (7.41%), Canada (5.98%), and China (3.70%). China, France, India, South Africa, Spain and Germany are the countries that has between (1% and 4%). That 3 show the distribution among countries.

**Table 3: geography of mentoring according to country**

Classification	Countries	Total publications	% de produc-tion
1 <sup>st</sup> .	United States	642	48.6%
2 <sup>nd</sup> .	England	125	9.4%
3 <sup>rd</sup> .	Australia	98	7.4%
4 <sup>th</sup> .	Canada	79	5.9%
5 <sup>th</sup> .	China	49	3.7%
6 <sup>th</sup> .	France	43	3.2%
7 <sup>th</sup> .	India	39	2.9%
8 <sup>th</sup> .	South Africa	34	2.5%
9 <sup>th</sup> .	Spain	34	2.5%
10 <sup>th</sup> .	Germany	29	2.1%

Source: Web of Science

As shown in Table 4, out of the 1293 institutions that conduct studies on Mentoring, the ten research institutions that originated the most cited works are in the United States of America. The University of Georgia stands out with 13% of total citations.

### 3.3 Research Institution

In addition, Table 4 shows de concentration of studies in universities of United State of América. It is interesting to note the interest and impact of the topic on North American literature. The universities that originated the most cited studies are in the country.

**Table 4: Research Institutions that originated the most cited works in Mentoring.**

Classification	Institutions	Citations (27.648)	% of total citations
1 <sup>st</sup> .	University Georgia	3665	13%
2 <sup>nd</sup> .	University Wisconsin	1783	6%
3 <sup>rd</sup> .	University State Florida	1583	6%
4 <sup>th</sup> .	Harvard University	1546	6%
5 <sup>th</sup> .	University of Miami	1075	4%
6 <sup>th</sup> .	Pennsylvania State University	1061	4%
7 <sup>th</sup> .	University Missouri	729	3%
8 <sup>th</sup> .	Michigan State University	670	2%
9 <sup>th</sup> .	University of Illinois	658	2%
10 <sup>th</sup> .	Indiana University	643	2%

Source: Web of Science

### 3.4 Journals

The analysis identified a total of 422 journals that published studies addressing or using the word Mentoring. Journal of Nursing Management, Harvard Business Review, and Career Development International, there are the three main publishers. Also, Mentoring is a field studied by specialized literature in business.

(3.2%) career development (2.4%), human resources management (1.5%) and applied psychology (1.3%). In addition, there is a significant publication in journals in the health

sciences (6.2%), considering nursing management (4.3%) and human resources for health (1.9%). Table 5 shows the journals.

**Table 5: journals that publish the most on Mentoring.**

<b>Classifica- tion</b>	<b>Institutions</b>	<b>Citations (27.648)</b>	<b>% of total cita- tions</b>
1	Journal of Nursing Management	58	4.3
2	Harvard Business Review	43	3.2
3	Career Development International	32	2.4
4	International Journal of Human Resource Man- agement	27	2.0
5	Human Resources for Health	26	1.9
6	Journal of Organizational Behavior	23	1.7
7	Human Resource Management	21	1.5
8	Human Relations	20	1.5
9	Human Resource Development Quarterly	20	1.5
10	Journal of Applied Psychology	18	1.3

Source: Web of Science

The Journal of Nursing Management is a bi-monthly journal from United Kingdom. The magazine covers the technologies, fields, and categories related to Leadership and Management in the healthcare field, focusing on advances in nursing. The journal encourages academic debate and critical analysis, aiming at evidence that supports and sheds light on the practice of management, innovation, and leadership in nursing and health. Its impact factor was 2,243 according to Web of Science Group and 76 H index in Google Scholar and 3.285 in Scopus. [16]

Harvard Business Review is a general management magazine published by Harvard Business Publishing, a wholly owned subsidiary of Harvard University, with six publications annually. HBR is published six times a year, and its headquarters are in Brighton, Massachusetts, USA. HBR covers a wide range of topics relevant to multiple industries, management roles, and geographic locations. These include leadership,

negotiation, strategy, operations, marketing, and finance. Its impact factor was 5,7 according to Web of Science Group and 179 H index in Google Scholar and 2.029 in Scopus. [17]

Career Development International is a journal from United Kingdom covering business, management, accounting, and social science research. Its impact factor was 2,32 according to Web of Science Group and 60 H index in Google Scholar and 3.684 in Scopus. It deals with theories and inter-related fields of study with connections to many academic disciplines. Internationally recognized, the journal contributes to the policy developments in the emerging knowledge economies and learning society of the modern world. It is oriented towards covering individual careers, career interventions, government policy and practices, international themes, and issues, contributing to policy development in emerging knowledge economies, and the modern world's learning society. They address theoretical and practical issues at the individual, organizational and social levels. [18]

The next topic will address authorship analysis, thus complementing citation and productivity mapping.

**Table 6: Most cited authors**

<b>Classification</b>	<b>Author</b>	<b>Citations</b>	<b>% of total citations (27.648)</b>	<b>Citations</b>	<b>Links of citation</b>
1 <sup>st</sup> .	Allen	13	0.98	1511	99
2 <sup>nd</sup> .	Eby	11	0.83	2377	93
3 <sup>rd</sup> .	Kram	11	0.83	1686	35
4 <sup>th</sup> .	Ragins	9	0.68	2044	10
5 <sup>th</sup> .	Kwan	8	0.60	116	7
6 <sup>th</sup> .	Bozionelos	7	0.53	228	43
7 <sup>th</sup> .	Dreher	7	0.53	1084	126
8 <sup>th</sup> .	Scandura	7	0.53	774	58
9 <sup>th</sup> .	Ferris	6	0.45	147	15
10 <sup>th</sup> .	Feldman	5	0,37	143	23

11 <sup>th</sup> .	Thomas	5	0,37	1004	24
12 <sup>th</sup> .	Feldman	5	0,37	259	14

Source: elaborated by the author

### 3.4 Bibliographic coupling

Mentoring presents three clusters, and three prominent authors (Mael, Kram and Allen). Subsequently, in the bibliographic coupling analysis, Kram, Ragins, and Ng are the central point to link connections and similarities with articles are Table 7 shows.

**Table 7: Bibliographic coupling**

Classification	Authors	Citations	Links
1	Mael (1992) [19]	2407	216
2	Ng (2005) [20]	1066	1671
3	Tepper (2007) [23]	783	389
4	Allen (2004) [21]	781	329
5	Kram (1983) [3]	750	2099
6	Allen (2000) [6]	661	642
7	Ragins (1999) [4]	612	1821
8	Von Krogh (1998) [5]	608	73
9	Noe (1988) [6]	520	843
10	Bozeman (2004) [22]	472	48

Source: Web of Science

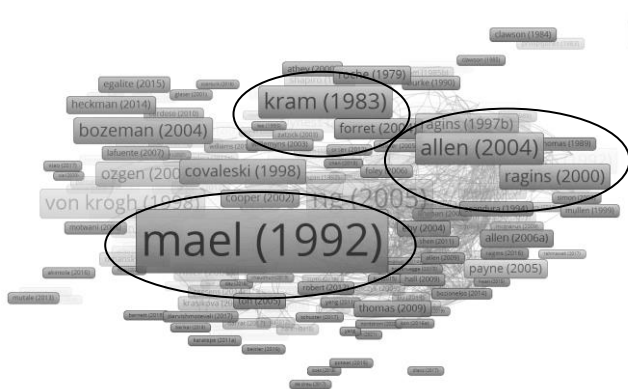


Fig. 4. *Bibliografic coupling clusters*  
Source: Vozviwer

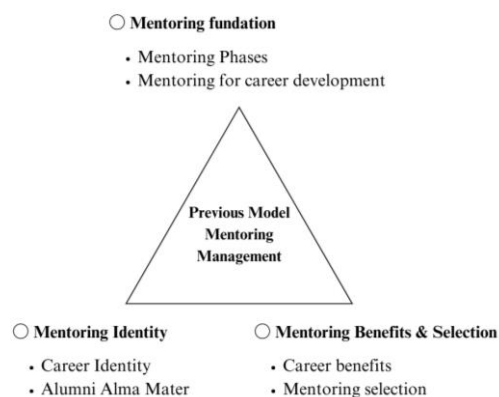


Fig. 5. *Mentoring model foundation literature*  
Source: analysis by authors

Finally, the analysis resulted in a three-dimensional first model considers the three dimensions of management: strategic, human resources and organizational structure. This is the first model developed, considering the findings of bibliometric research. It represents the synthesis of the most cited works. for analysis it is possible to group them into three: “Mentoring foundation, “mentoring identity” and “mentoring benefits and selection”.

### 3.5 Content indicators of scientific productions

For a final analysis, the grouping considers the results of keywords and a construction of three main clusters: green, blue and red. Considering the 1321 selected articles, evolution over time, citations, frequency terms, relevance, previously presented classification, and keywords in Figure 6.



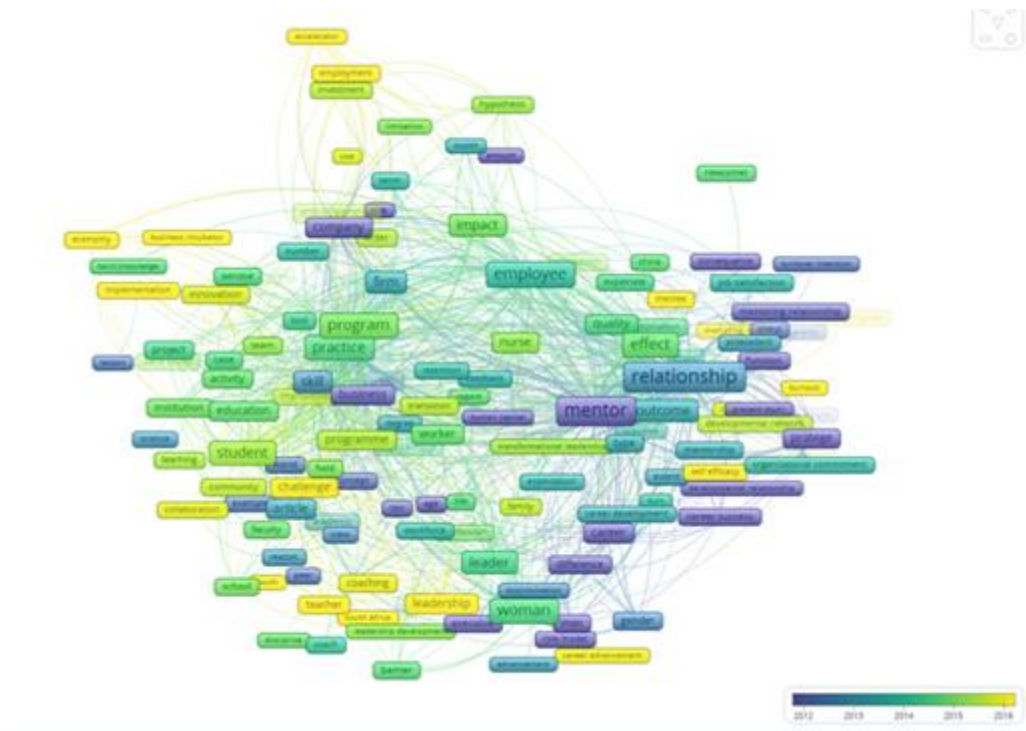


Fig. 6. Use of terms in the evolution of time Source: Vozviwer

Therefore, it is possible to identify the creation of four clusters with research trends. The field is comprehensive and has strong links with various themes focused on the organizational environment, mainly with the people management approach and aspects related to career, leadership, and success. For analysis purposes, considering the large number of relationships, for this session the four most significant clusters will be considered.

The first cluster (purple) was called “mentoring approaches”, as it is associated with studies that involve mentoring approaches to the career, function, and role of mentors. The second cluster, turquoise blue, was called “employability”, as it focuses on topics such as “organizational commitment” and “job satisfaction”. The third cluster, “educational impact”, since the most representative terms involve impact and studies linked to education, programs, practices, and quality.

The fourth cluster was called implementation and innovation, as the most representative terms involve studies of “change”, “acceleration”, “coaching” and “leadership”.

To deepen the analysis, terms and frequencies were observed from the perspective of relevance. In addition to the observed clusters, a fifth pink cluster was called “psychology and identity” as two new terms of some relevance were identified, “Psychosocial support” and “Personality”.

From the five clusters, the analysis of the articles that make up each cluster begins. Analytical categories were created for understanding.

Based on the systematic review, bibliometric research and the results found from the content indicators, a proposed model was developed, with a synthesized approach. The model proposes the presentation of findings from the perspective of managers, who seek to implement mentoring in organizations and integrate specialist areas. For analysis purposes, considering the many terms related to mentoring, three approaches will be considered, in figure 10.

**Table 8: most relevant terms to mentoring.**

Group	Description	Classification term	Terms	Frequency	Relevance
Purple	Mentoring Approaches	Mentoring function	4	38	2.94
		Moderating role	5	34	2.62
Blue tur- quoise	Employability	Employment	2	56	3.77
		Turnover intention	9	49	2.27
		Subordinate	10	36	2.22
Green	Educational Impact	Hypothesis	8	80	2.31
Yellow	Implementation and change	Accelerator	1	47	5.41
		Investment	3	51	3.44
Pink	Psychology and identity	Psychosocial support	6	42	2.48
		Personality	7	46	2.35

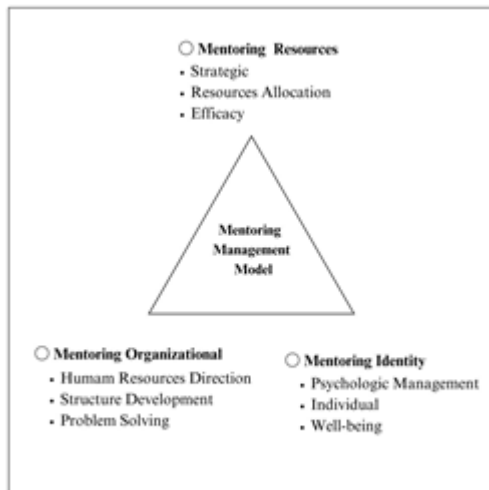


Fig. 7. Synthesized model to mentoring management. Source: analysis by authors

The synthetization is a proposal model of authors that consider the three more prolific areas of contribution in organizations and management literature:

- Mentoring Resources: how mentoring could contribute to business formation and early-stage entrepreneurs and small business.
- Resources allocation: aspects related to mentoring and investment process to acceleration, impact on organizations.
- Efficacy: how mentoring contributes to accelerate early-stage entrepreneurs, startups and small and medium businesses make efficacy decisions.
- Strategic: entrepreneurship strategically from an entrepreneur and innovation studies perspective, studies of how practices of mentoring and teaching students.
- Mentoring Organizational
  - Human Resources Direction: limit the actuation and scope of mentorship function across different purposes of development, levels of expertise, career complexity, industry sectors and type of business, to align purpose of organization, individual purpose and career trajectory.

- Programs: studies focused on cases and implementations of mentoring programs to foster lifelong learning and multiple competencies perspective.
  
- Problem solving different applications in executive mentoring, within the scope of leadership and career advancement, succession processes in family businesses, regarding cultural and societal problems as gender, diversity, and barriers and emergent topics in human resources.
  
- Mentoring Identity
  - Psychologic Management: psychological mentoring interventions and the impact of psychological and societal people issues, personal competences, career impact as well, wellbeing and a tool as feedback in the career journey and employment in organizations.
  
  - Individual development: their aims, relationships, drivers to follow career success and observation from their perspective focus on well-being and flourishing.
  
  - Well-being: relations between knowledge sharing mentoring process in facilitating engagement and promoting quality relations to well-being.

#### **4. Discussion**

It is worth highlighting that the group's analysis in 2021-2022 for the mentoring model considers the participation of authors and mentors in applying a strategic planning approach to students, assisting in mentoring, and consulting small entrepreneurs. The discipline is from the University of São Paulo and consists of a life experience approach with mentors supporting groups of students and serves as a basis for the development of educational management programs. In future works, the methodology and experiments will be presented. According to the previously results in the literature review, there are some relationships to highlight in mentoring, management and well-being that can serve as a basis and discussion for new disciplines, programs, and experiences.

#### 4.1 Mentoring management, education, and social welfare

Considering the positive and negative aspects of mentoring relationships, it is possible to outline some future directions considering Mentoring management, well-being, education, and social well-being. These guidelines address the gaps found in this review. First, the antecedents of mentoring in entrepreneurial education are low, this step being fundamental for a better understanding.

of how mentoring could relate to the construct and improvement of new business and management. Considering the corpus of this review, it was possible to discover that mentoring is related to career and success issues, as well as employability, satisfaction, and commitment of employees. Thus, the first proposal for research is the investigation of relationship aspects and specific circumstances of the entrepreneurial environment, both in the private and public spheres. [24]

Second, it was to understand the relational and intimate nature established by mentors and mentees. As it is a relational process, involving the construct that focuses mainly on English-speaking countries, the study demonstrates the opportunity to explore different perspectives, as well as investigations in countries where other languages and cultures predominate. Comparative studies, aiming to identify how the term can be constructed and different cultural approaches, can offer insights and characteristics of how mentoring develops in different countries and specific circumstances. [25] [26]

Third, a significant number of studies have sought to identify associations of mentoring with acceleration, change and innovation. However, still in its infancy, few advances have been made to verify mentoring studies for quality of life, well-being, as well as the application of different techniques and models from psychology to better understand how the psychological dimension and personality and individuality are constructed. In this condition, we suggest studies that aim to identify possible effects of mentoring on the psychological construction of the individual and mental health organizations. [27]

Fourth, studies pointing to the impact were identified, but there are still opportunities to observe the social implications and sustainability of programs and projects. We suggest,

for future directions, that this is a line for social well-being. There is also for small an education and teachers learning. [28]

## **5. Conclusion**

Finally, considering a significant range of studies in the education area and sector, it is also suggested to carry out studies with specific techniques and tools from other areas of knowledge, such as administration, health, and arts, as well aiming to integrate nuances from different human, exact and biological areas.

Considering the positive and negative aspects of mentoring relationships it is possible it is possible to weave some future directions in the light of Mentoring management, well-being, education, and social welfare. These conclusions are to a direction for future studies.

The mentoring relationship is responsible for creating a bond of intimacy between professionals driven to seek to build their identity and shape their dreams. Through personal and questioning reflections, mentor and mentee share self-awareness, self-knowledge, and knowledge to strategically plan their personal lives and professional careers.

Furthermore, together mentee and mentor can effectively develop their skills and abilities, aimed at realizing their planned future dreams. The mentoring relationship is responsible for creating a bond of intimacy between experienced adults who have already walked the journey.

This article aimed to analyze the panorama of international scientific production on mentoring in management, with the proposal of an analytical model and research agenda. The scientific community's great interest in the construct can be seen, as it integrates several areas of knowledge.

Considerable evolution in this field was noted in the first two decades of the 21st century, with a large volume of work in 2020.

Despite the great interest in the topic, it is concentrated in predominantly English-speaking countries. Furthermore, our results highlight opportunities for studies considering the cultural plurality of other countries.

Promoting more effective strategic paths and psychological views on the aspects involved puts on the agenda the change in understanding of the construct, which pays attention to relationships that sometimes occur informally and spontaneously. Through this review we consider that mentoring is studied from the strategic view of resources, organizations and psychological.

In practical terms, the research seeks to contribute to managers, to diagnose mentoring and scientific literature. It can contribute to generating insights and developing specific projects focusing on social problems. Furthermore, it contributes to professionals' career development, employability, and satisfaction.

Regarding the limitations of this article, the use of a single database. However, we suggest analyzes on other bases and formats, such as books, events, teaching materials.

The proposals presented in this article consider technical, human, and circumstantial aspects in the relationship between mentors and mentees. Another viable proposal is to consider psycho-social variables, as this is a significant variable that would investigate how relationships are established and maintained over the long term.

Furthermore, a final reflection is proposed. Kram mentions that it is possible to establish an intimate relationship with more experienced professionals. Finally, how is it possible to create an intimate relationship with your own lived experiences?

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