Mentorship as a Socialization Tactic in the Sport Industry

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This paper reviews the literature on mentorship and presents an initial framework for research on mentor-protégé relationships within the sport industry. Mentorship is important as a socialization tactic but also serves as an influence in the protégé future career (Hunt and Michael 1983). Critical dimensions of this framework include the context, within which a mentor-protégé relationship exists, the characteristics each partner seeks in the other, the stages of the relationship, and the positive and negative outcomes accruing to the mentor, to the protégé, and to their organization (Hunt and Michael 1983). The mentoring dyads have been defined as developmental relationships of a senior member and a junior member with the purpose of guiding his/her growth and advancement (Kram, 1985: Ragins & Kram, 2007; St-Jean & Mathieu, 2015).

Several studies have found a strong positive correlation between mentoring and protégé’s work-related satisfaction and success (Campbell & Campbell, 2000; Baker, Hocevar, & Johnson, 2003; Janasz, Sullivan and Whiting 2003). Not only this but mentoring also has been established as an organization socialization tactic that develops new members in a profession, and serves in the progression, retention and future mentoring ability of the protégé (Allen & Poteet, 1999).

Kram (1985) also states the characteristics of a mentor and the protégé. The context in which the relationship takes place is important to define. This study concludes with the definition of a mentorship relationship within the sport industry, specifically collegiate athletics. The characteristics of the mentor and the protégé will be different depending on the context in which it takes place. Finally, the dyad would be more effective if the characteristics of the mentor and the protégé are similar in language, culture, values and believes. This study aims to find the correct fit among the members of the sport team.

References


