

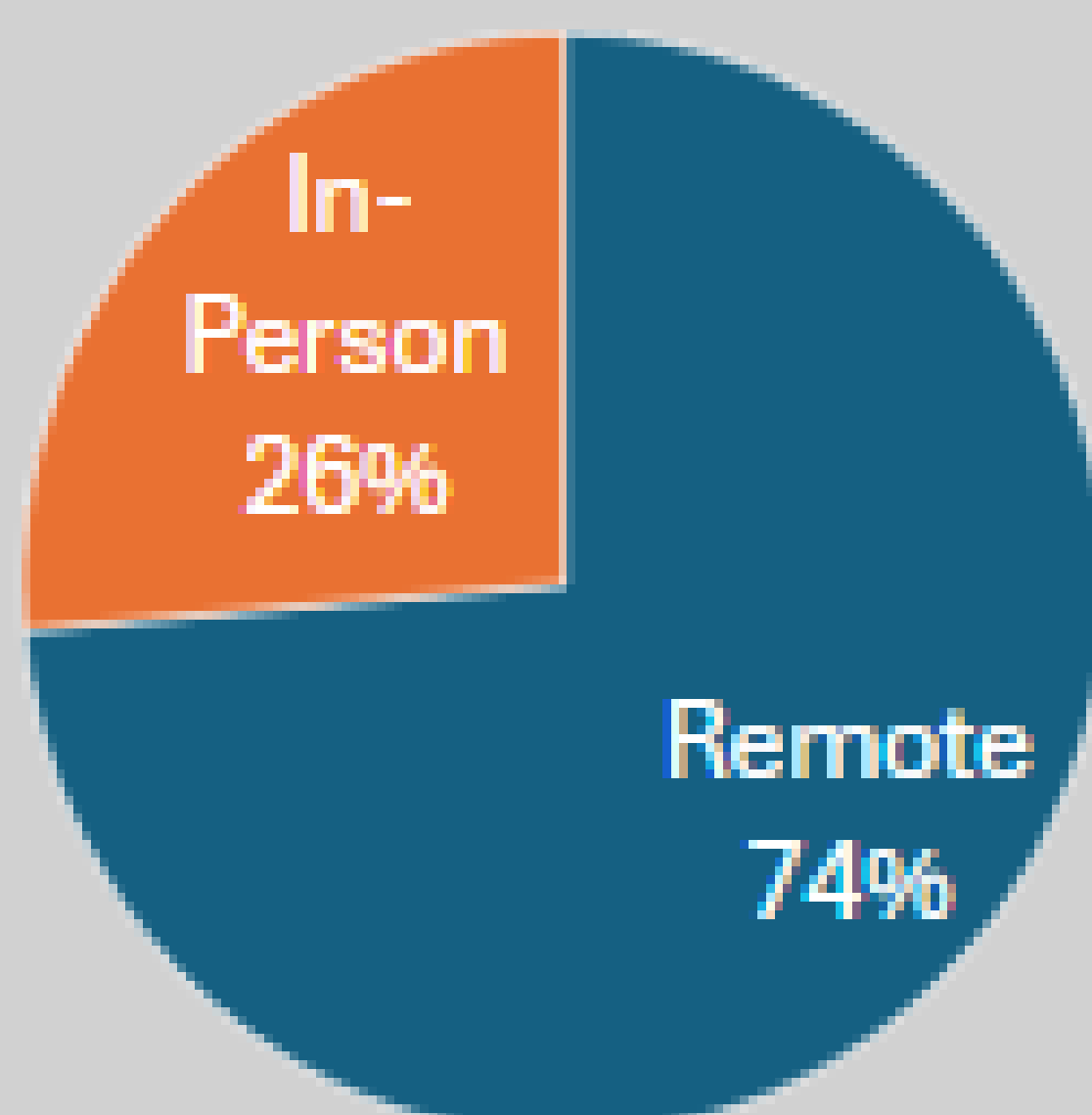
➤ Introduction

- Workplace mentoring relationships can be key in support early-career employees' learning and career advancement (Kram, 1985).
- Receiving mentoring support is related to career-related benefits such as greater job satisfaction, performance, and organizational commitment (Allen et al., 2014).
- The extent to which a protégé trusts and identifies with their mentor may facilitate their receiving the benefits of mentoring support.
- However, limited research has been conducted on mentoring in hybrid and remote work environments.
- **Purpose:** Examine the relations between the extent of remote work and career-related outcomes, as well as test whether these relationships are mediated by trust and identification with one's mentor.

➤ Method

- **Participants & Procedure**
 - 3 waves, 1 month lagged surveys
 - Eligibility: Early-career employees, 32+ hrs/wk, at least 16 hrs/wk remotely, have a mentor in their organization
 - Final N = 114 Participants at all 3 waves
 - Demographics: 73.68% female, 62% White, Avg. 32 years old, 52% had at least a Bachelor's degree
- **Analysis**
 - Path analysis (lavaan package in R), bootstrapped 95% CIs

Percent Remote Work
M=41.62 hrs/week



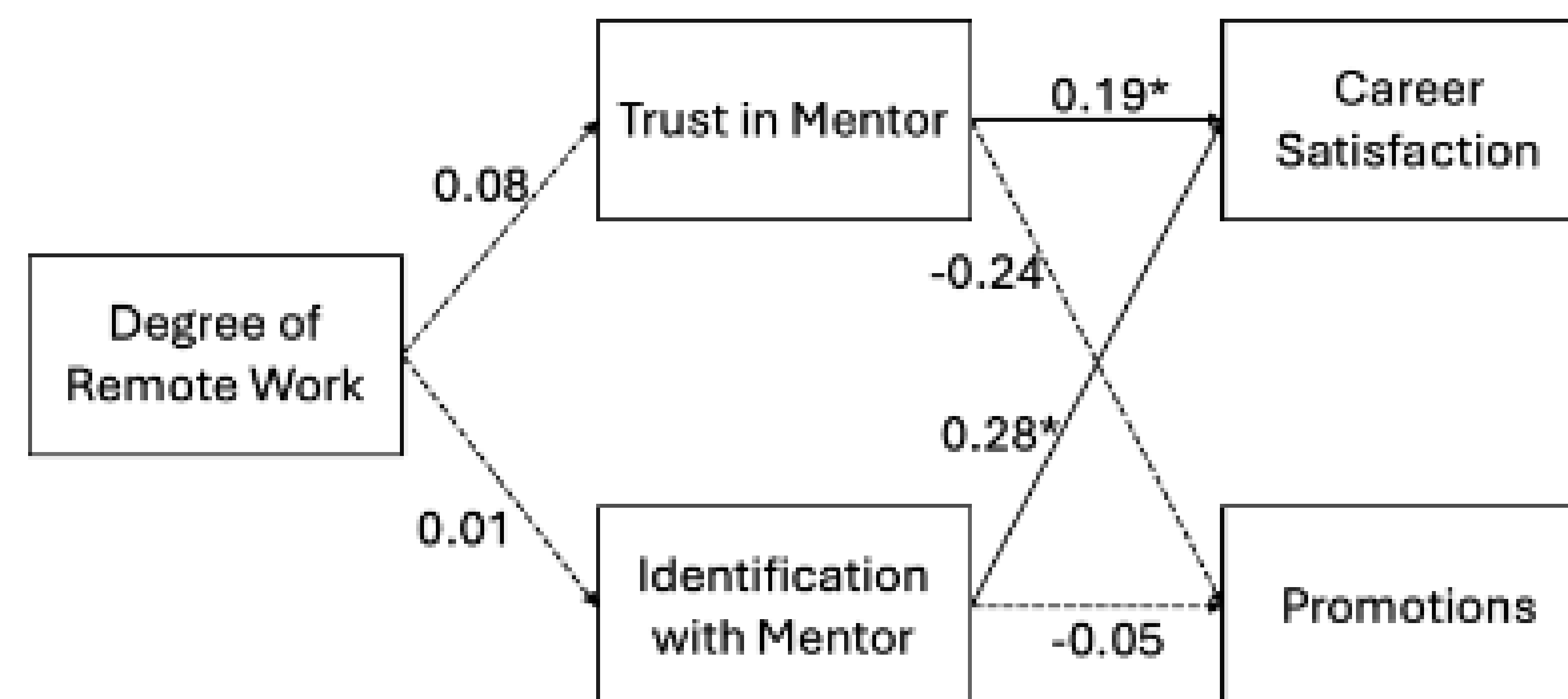
Working from home, climbing the ladder: The importance of quality mentorships for remote and hybrid workers

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Early career proteges can develop **trust and identification** with their mentor **regardless** of their **hybrid/remote work arrangement**

Trust and Identification with a mentor are helpful in facilitating protégé **career satisfaction**



➤ Results

- **Model Fit:**
 - $X(2) = 1.46, p = 0.48$
 - CFI = 1, TLI = 1.07
 - RMSEA = 0, SRMR = 0.028
- No support for direct relationships between degree of remote work and career satisfaction/promotions
- Degree of remote work did not show significant associations with trust nor identification
- Trust and identification related positively to career satisfaction
- No significant relations between mediators and number of promotions

➤ Discussion

- Having trust in one's mentor and identifying with them related positively to protégés' career satisfaction, but did not show strong associations with promotions.
- Associations may become more apparent with promotions if examined over a longer career span.
- Degree of remote work did not relate to protégés' trust and identification with their mentor
- Our study provides preliminary evidence that protégés can still develop strong relationships with their mentors regardless of their physical work arrangements.



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