Index

Academic research, 49–50, 55
Akij Group, 181–183
A. K. Khan Group, 178–179
Antecedents, 50
Anwar Group, 176–177
Balanced Score Card and Quality Management, 154
Bangladesh. See also Paternalistic mentoring, 170
family firms, 173, 186–190
institutional mentoring, 171
paternalistic mentoring, 171
private sector, 172
resources, 173
tobacco, 181
Bangladesh Export Import Company (BEXIMCO) Group, 183–184
Barriers, mentoring
accounting profession, 114
business expansion, 116
country culture, 116
educational qualifications, 114–115
employee turnover, 115–116
family responsibilities, 115
firm culture, 115
work, definition, 115
Boards of Intermediate and Secondary Education (BISEs), 217
Career mentoring, 45, 128, 135, 136, 142
China–Pakistan Economic Corridor (CPEC), 215
Chittagong Chamber of Commerce and Industry (CCCI), 178
Coaching
cross-cultural, 196, 208
executives and individuals, 196
India, 196–203
intercultural, 203–207
Conceptual model, 55–58
Confirmatory factor analysis (CFA), 95, 136
Cross-cultural coaching, 196, 208
Cross-cultural conflict resolution, 205–206
Cultural quotient (CQ), 203–204
Culture, 127, 128, 140
intelligence, 203–204
metacognition, 204
Descriptive statistics, 95–97
Digital renewal, 155, 166
Diversification, 176
Drinking norms
alcohol misuse, 91–92, 95
alcohol use, 90
conformity drinking motives, 92, 95
control variables, 95
moral disengagement, 92–95
practical implications, 100–101
procedures, 94
research, 101–102
sample, 94
social cognitive theory, 90
theoretical implications, 99–100
theoretical model, 89
Family firms, 172
apprenticeship, 190
developmental complexity, 188–189
entrepreneurial approach, 186–187
family feuds, 187
female successors, 189
formal and informal mentoring, 187–188
Joint Stock Commission
Bangladesh, 176
main/traditional mentor, 190
mentoring, 173, 188
paternalistic mentoring, 186
power inequality, 186
Stock Exchange, 176
succession planning, 187
successors, 186
traditional vs. modern mentoring, 189
Family-owned accounting practices, 121
Federation of Bangladesh Chambers of Commerce and Industry (FBCCI), 178
Femininity, 12
Formal mentoring, 69
Globalization, 208
Hierarchical regression analysis, 136, 138
Higher Education Commission (HEC), 217
High power distance, 171, 172, 186, 190
Human resource management (HRM), 1, 11
cultural values, 11
femininity, 12–13
individualism-collectivism, 11–12
masculinity, 12–13
power distance index, 13–14
reforms, 46–47
uncertainty avoidance index, 12
Hypothesis testing, 97–99, 136–138
Indian socio-cultural context, 151–152
Indonesia
communication, 34
continuous competency development, 32
formalization, 30
gift giving, 35
high power distance context, 26, 28–29
mentoring effectiveness, 34
organizations. See Organizations performance criteria, 31
power distance, 35
qualitative research, 29
semi-structured interviews, 30
shadowing process, 30
social exchange theory, 27–28
social networks, 32
telephone interviewing, 29
training, 34
Ineffective mentoring relationships
darker side, 10
definitions, 8–9
dysfunctional mentoring relationships, 7, 10
mentoring outcomes, 7, 10
mentor intent, 10
negative mentoring relationships, 7, 10
range of experiences, 10
relationship termination, 10
Informal mentoring, 44–46, 69, 170, 171
employees, 187–188
family members, 188
Integrity perceptions, 78
Intercultural coaching
cross-cultural conflict resolution, 205–206
cultural intelligence, 203–204
cultural metacognition, 204
cultural quotient (CQ), 203–204
intercultural competence, 204
intercultural sensitivity, 204–205
Intercultural competence, 204
Intercultural conflict resolution, 205
Intercultural sensitivity, 12, 204–205
International Coach Federation, 196
Intrinsic satisfaction, 78
Japan
academic research, 49–50, 55
antecedents, 50
career-related mentoring, 45
conceptual model, 55–58
current mentoring situation, 47–49
developmental network, 54–55
human resource management reforms, 46–47
informal mentoring, 44–46
Japanese-style human resource management (HRM), 44
mentoring consequences, 50–53
on-the job training (OJT), 45
oyabun–kobun mentoring, 45–46
sempai–kohai mentoring, 45–46
theory and practice, 58–59
work–family issues, 53–54
Joint Stock Commission Bangladesh, 176

Key performance indicators (KPIs), 34, 37
Knowledge sharing, 11–12, 165

Leader–member communication, 12, 129–130, 132
budi bicara configurations, 134, 139
contextual issues, 134
leader–member exchange (LMX), 142
social and relational norms, 139
Leader–member exchange (LMX), 128, 132, 140, 150
Leadership development methods, 37, 72
Learning-by-doing projects, 161
Lucas Battery Company, 185

Malaysia
 cultural values, 128
supervisor career mentoring, 128
workplace, 128–130

Masculine cultures, 170
Mentoring
benefits, 212
career functions, 5
communication, 34
definition, 4–6
drinking norms. See Drinking norms
effectiveness, 34
formal and informal, 215
gift giving, 35
history and process, 211
human development, 213
human resource management (HRM), 1, 11
ineffective mentoring relationships. See Ineffective mentoring relationships
power distance, 35
practice, 2–4
psycho-social functions, 5
relational mentoring, 6
training, 34
workplace mentoring relationships, 5
youth, 219–224
Mentoring Needs Assessment (MNA), 219
Moral disengagement, 92–95

National Database and Registration Authority (NADRA), 217
National Internship Program (NIP), 213, 216–219
Negative mentoring experiences (NMEs), 215
Norms. See also Drinking norms
budi bicara, 133
cultural, 129, 133
individual and social behaviour, 129
Malaysian workplace, 130
social and relational, 139
Nurturing process, 79
On-the-job training (OJT), 45, 67, 69, 79

Opportunities
- family business, 114
- financial support, 113–114
- flexible work, 113
- gender balance, 113

Organizations, 35–36
- benefits, 68–69
- case studies, 73–75
- continuous competency development, 32
- culture, 31
- culture model components, 73
- definition, 68
- factors influencing, 70–72
- formalization, 30
- formal mentoring, 69
- informal mentoring, 69
- leadership development methods, 72
- performance criteria, 31
- research methodology, 73
- rewards, 70
- roles, 69–70
- shadowing process, 30
- social networks, 32

Oyabun–kobun mentoring, 45–46

Pakistan
- education and occupational choices, 212–213
- talent management, 215–216

Paternalistic mentoring
- Akij Group, 181–183
- Anwar Group, 176–177
- Bangladesh, 171–172
- Bangladesh Export Import Company (BEXIMCO) Group, 183–184
- Rahimafrooz Group, 184–185
- Square Group, 179–180

Peer-to-peer mentoring, 14

Power distance, 37

Prime Minister’s Youth Training Scheme (PMYTS), 216

Rahimafrooz Group, 184–185

Relational norm congruence, 128

Research methodology, 73

Reverse mentoring
- definition, 150
- experience, 158–161
- GMO, 153–154
- initiative, 155–163
- knowledge sharing, 165
- outcomes, 158
- process, 157–158
- running the initiative, 161–163
- skill development, 165

Sempai–kohai mentoring, 45–46

Shared relational norms, 134

Skill development, 36, 165

Small and medium-sized enterprises (SMEs), 108

Small-sized accounting firms, 121

Social exchange theory, 13, 37

Square Group, 179–180

Strategy Manager, 157, 163

Superior–subordinate relationship, 36

Supervisor Career Mentoring, 136

Supervisor–protégé relationships, 130

Supervisory mentoring, 130–131

Talent management, 215–216

Thailand
- case studies, 73–75

Tolerance index, 136

Training Needs Assessment (TNA), 219

Truth-default theory, 13

Variance inflation factor (VIF), 136
Vertical Roller Mill (VRM) technology, 182

Western-based education system, 128

Workplace mentoring relationships, 214
  formal relationships, 6
  informal relationships, 6
  leader–member communication, 141
  Malaysian, 128–130, 142
  mentoring, 131–135, 215
  outcomes, 128

social learning, 6
time, 6
types, 5
unique relationship, 5

Youth
  appraising, 223
  development programmes, 216
  engaging, 221–222
  ensuing, 223–224
  performing, 222–223
  planning, 219–221
  reflecting, 224