

# Onboarding training, mentorship alliance and psychological capital: Basis for employment success framework

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## Abstract

In the context of increasing global economic competition, employee onboarding, mentoring alliances, and psychological capital have become crucial factors influencing employment success. This study focused on employees from five private enterprises in Beijing, aiming to examine how onboarding training, mentorship alliances, and psychological capital contribute to employment success and to build a comprehensive guiding framework. Using a descriptive quantitative design, data were collected through structured questionnaires covering training practices, mentorship dynamics, and psychological traits, and analyzed using descriptive statistics and regression analysis. The study found that employees generally held positive attitudes toward onboarding training, with an overall mean score of 3.29, although training on company culture and values (mean = 3.28) showed room for improvement. Mentorship alliances were also positively evaluated (mean = 3.28), with role modeling scoring highest at 3.31, suggesting its significant influence on professional identity formation. Regarding psychological capital, employees reported relatively high levels (mean = 3.31), especially in hope (mean = 3.35), indicating confidence in future career growth, while resilience and optimism (mean = 3.28) suggested some areas needing support. Statistical analysis revealed significant yet weak positive correlations among onboarding practices, mentorship alliances, and psychological capital (all  $p < 0.001$ ), with the highest correlation being between mentorship support and self-efficacy ( $\rho = 0.305$ ). Based on these findings, the study proposed a practical employment success framework involving specific focus areas, objectives, strategies, implementers, and expected outcomes, aiming to improve employees' integration, motivation, and job performance.

**Keywords:** onboarding training, mentorship alliance, psychological capital, employment success

## **Onboarding training, mentorship alliance and psychological capital: Basis for employment success framework**

### **1. Introduction**

With the continuous development of the global economy and the increasingly fierce competition among enterprises, the employment success of employees becomes particularly important. Onboarding, mentoring alliances and psychological capital are factors that play a key role in employee careers. These factors directly influence employee career development, satisfaction, and performance. Therefore, this study aimed to explore the impact of orientation, mentoring alliances, and psychological capital on the employment success of corporate employees and to develop a comprehensive framework to better understand the relationships among these factors.

Onboarding training is an important starting point for employees to integrate into the enterprise. It provides the skills and knowledge needed by new employees to help them better adapt to the work environment and improve their performance. Wim et al. (2000) Research said that education and training improve the employability of workers to engage in other tasks within the enterprise, and reduce the need for leaders to help them when they encounter small problems. Studies have shown that formal job training effectively improves the employability. Mentor and apprentice alliance is a way of knowledge inheritance. Through cooperative learning with experienced employees, new employees can accumulate experience more quickly and improve their professional ability. Luo et al. (2021) research pointed out that effective onboarding training and good mentoring relationship can improve the work adaptability of employees, so that employees can understand and master the job knowledge and work more quickly, so as to achieve employee employment success. Psychological capital is a general term for individual traits such as emotion, confidence, self-efficacy, and social skills, which are crucial for career development and success. Jung et al. (2015) study pointed out that psychological capital has a significant impact on employees' employment success. Emotional stability helps to cope with job stress and frustration and increase career satisfaction. Confidence and self-efficacy gratitude to encourage employees to act actively, pursue career goals, and show greater motivation and creativity at work. Social skills help build professional relationships and effective teamwork to improve career opportunities. Therefore, it is important to study how these three factors associate and how they affect the employment success of employees. Different enterprises may have different cultures and institutions, so the corporate context of the study is also important. In this study, employees of enterprise A will be selected as survey subjects to have A deeper understanding of the enterprise and link the research results with the actual situation of the enterprise to provide practical suggestions.

In the modern workplace environment, the rapid integration and continuous development of employees have a decisive impact on the competitiveness of enterprises. With the increasing demand of enterprises for human resources, traditional onboarding training, mentoring relationship management and neglect of employees' psychological state can no longer meet the development needs of modern enterprises (Jiang, 2023). Therefore, this study aims to explore how onboarding, mentoring alliances, and psychological capital together affect employee employment success in order to provide a more comprehensive and systematic understanding of the framework. Through this kind of research, companies can more effectively design human resource strategies that optimize employee performance and career satisfaction, ultimately driving the overall success and sustainable development of the organization.

Signal theory was originally used to explain the problem of information asymmetry in economics, mainly describing how to transmit hidden information through signals (Shi, 2023). In this study, signal theory is used to analyze how onboarding, mentoring alliances, and psychological capital serve as effective signals to convey information about organizational culture, expectations, and behavioral norms to new employees. These signals help employees adjust their behavior and expectations, thus better adapting to the work environment and

improving their employment success. By understanding the transmission and reception processes of these signals, this study aims to reveal how these factors work together to influence the career path and development of employees.

The practical value of this study is reflected in that it provides a scientific framework for enterprises to understand and implement effective onboarding programs, establish productive mentoring relationships and cultivate employees' psychological capital more systematically. This not only helps to improve the work efficiency and satisfaction of employees, but also enhances the career commitment and loyalty of employees, thereby reducing the brain drain and enhancing the overall competitiveness and market adaptability of enterprises. The main beneficiaries of this study include human resource managers, business leaders and all business employees. Human resource managers and business leaders can use the results of this study to optimize onboarding procedures, strengthen the efficiency of mentoring systems, and enhance employee psychological capital strategies to create a more positive and productive work environment. Employees benefit from more targeted and supportive training, effective mentoring relationships, and enhanced psychological capital, which directly increase their job satisfaction and career growth opportunities. In this way, the study helps companies build a more holistic approach to employee development and management that contributes to the overall well-being of employees and the long-term success of the company.

**Objectives of the Study** - This study aims to establish a framework grounded in orientation, mentoring alliances, and psychological capital to explain how these factors contribute to the employment success of corporate employees. Specifically, it seeks to determine the onboarding training practices provided to employees in terms of job knowledge, compliance, and culture and values. It also intends to describe the mentorship alliance with emphasis on work guidance, support and assistance, and the role of mentors as models. In addition, the study aims to assess the psychological capital of employees by examining their levels of self-efficacy, hope, resilience, and optimism. Furthermore, it seeks to test the significant relationships among onboarding training practices, mentorship alliance, and psychological capital, and ultimately to develop a comprehensive framework that can serve as a basis for promoting holistic employment success.

## 2. Methods

**Research Design** - This study used a descriptive study design to fully and accurately interpret the findings. The primary goal of a descriptive research approach is to describe or portray the characteristics, nature, and relationships of events, phenomena, populations, or objects, rather than attempting to interpret or alter them. Pratama et al. (2022) states that descriptive studies help researchers to have a more comprehensive understanding of the characteristics and manifestations of specific phenomena or events. By providing detailed information, it helps the researchers to establish an in-depth understanding of the research field. Through descriptive studies, researchers can identify problems and trends in the research field, further propose hypotheses and design more targeted studies. In this study, enterprises in Beijing, China, were taken as an example to collect relevant information from their employees by providing and issuing questionnaires, so as to provide data support for the research. This research questionnaire will learn about employees' work needs and resources from three aspects: induction training, mentoring alliance and psychological capital. Then it will learn about employees' employment success from the aspects of career development, job satisfaction and job performance. Finally, regression analysis will be used to explore the relationship between induction training, mentoring alliance and psychological capital and employment success. Thus the employment success model is established.

**Participants of the Study** - In this study, employees of 5 different private enterprises in Beijing, China were investigated. The total number of employees of these five companies is 11,523, and according to Slovin sampling criteria, the number of people who are expected to participate in this survey is 387. This study will use purposeful sampling to send questionnaires to these 387 people through online platforms and collect the questionnaire filling results. Then, the questionnaire data will be collected and sorted, and descriptive analysis and regression analysis will be conducted to explore an effective employment success model. Specific

participants are as follows:

**Table 1**  
*Participants of Study*

Firm	Headcount	Sample size	Sampling proportion
China Beijing Xinfangsheng e-commerce Co., LTD	1332	45	3.38%
Beijing Micro dream network technology Co., LTD	1076	36	3.35%
Beijing Long Logistics Co., LTD	3033	102	3.36%
Beijing Shiba Cultural Brokerage Co., LTD	3673	123	3.35%
Beijing New oxygen Technology Co., LTD	2409	81	3.36%
Total	11523	387	3.36%

**Instruments of the Study** - This study from the entry training, mentoring alliance, psychological capital of the employee work needs and resources, and from the career development, job satisfaction, job performance to understand the employee's employment success, set the relevant questionnaire questions, and through the way of questionnaire to understand different factors. According to Umar et al. (2022), this study chose to understand the enterprise orientation training from four aspects: job knowledge, compliance, culture and connection. According to Ayşe et al. (2019), this study understands the mentoring alliance of enterprise employees from four aspects: sharing, guidance, assistance and example. According to the Luthans et al. (2019), this study understands the psychological capital of enterprise employees from four aspects of self-efficacy, hope, resilience and optimism.

**Data Gathering Procedure** - This study is mainly divided into the third step of the investigation study. The first step is to consult the relevant literature through the domestic and foreign paper websites, classify the relevant literature and data, and form effective literature research results. According to existing literature research results and the questionnaire used questionnaire, combined with the topics of researchers, the questionnaire was compiled to investigate the orientation training, mentoring alliance, psychological capital and employment status of employees. The second step is to obtain approval from five companies in Beijing, China. Then, the researcher used Question star software to make a questionnaire. After informing the participants of the function and content of the survey and obtaining their consent, the researcher sent questionnaires online to employees of 5 enterprises in Beijing, China, and collected the questionnaire results. In this study, 5-point Likert scale was used to quantify independent variables and dependent variables, and the quantified results were statistically analyzed. The main part is to analyze the reliability and validity of the questionnaire, judge the compatibility of the questionnaire and the correlation between variables, and then modify the questionnaire. The data collection process will last for two weeks, during which a reminder email will be sent to increase the recovery rate of the questionnaire. After all questionnaires are collected, the researcher will clean and organize the data preliminarily to ensure the completeness and accuracy of the data. The third step is to conduct descriptive statistical analysis and regression analysis on the collected data to further explore the impact of induction training, mentoring alliance and psychological capital on employment success. According to the results of questionnaire survey and data analysis, this paper probes into the existing problems in the aspects of enterprise training, guidance and employment, and puts forward a perfect employment success model.

**Data Analysis** - Weighted mean and rank were used to determine the onboarding training practices in terms of job knowledge, compliance, and culture and values; to describe the mentorship alliance in view of work guidance, support and assistance and role model; and to assess the psychological capital of employees in terms of self-efficacy, hope, resilience and optimism. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

**Ethical Considerations** - Ethical considerations are crucial when conducting questionnaire research, especially when it comes to the relationship between onboarding, mentoring alliances, and psychological capital on employment success. This study will receive an ethical license from the LPU institutional Ethics Review

Committee (IERC). Here are some of the key ethical considerations of this research to ensure the ethics and legitimacy of the research:

- **Permission and informed consent:** Before conducting the questionnaire, the investigator will ensure that explicit consent from the participants is obtained to understand that their participation is voluntary and that they have the right to refuse to participate or withdraw from the study at any time.
- **Privacy and data security:** The investigator will take steps to protect the privacy of the participants. This includes ensuring the anonymity and confidentiality of the data to prevent unauthorized access or leakage.
- **Ethics in storing and processing data:** The investigator will properly manage and protect the data collected, including secure storage of data accessible only by the research team, and will also follow applicable data protection regulations.
- **Ethical considerations are essential to protecting participants and ensuring the legitimacy of research.** The investigator will always adhere to the ethical guidelines to ensure that the process of the study is respectful, safe and responsible, thus ensuring that the results of the study are credible, useful and beneficial.

### 3. Results and discussion

**Table 2**

*Summary Table on Onboarding Training Practices*

Key Result Areas	Composite Mean	VI	Rank
Job Knowledge	3.29	Agree	1.5
Compliance	3.29	Agree	1.5
Culture and Values	3.28	Agree	3
Grand Composite Mean	3.29	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

The Grand Composite Mean in Table 2 is 3.29 and is within the "consent" range of 2.50 to 3.49. This indicated that employees were generally positive about orientation practices, believing that training effectively supported their orientation process in key areas of work knowledge, compliance, and culture and values. Although the score did not reach the level of "strongly consent", it still shows employee recognition of the quality of the induction training. This result provides a solid foundation for the company to further optimize the orientation training, which helps to improve the adaptability and organizational identity of employees. The employees evaluation of working knowledge in terms of entry training was 3.29, which belonged to the scope of "consent" and was tied for the first place. This suggests that employees generally recognize the effectiveness of training in helping them acquire the necessary work knowledge, understand job responsibilities and improve skills. The high score reflects the role of training in supporting employees to work quickly and reducing uncertainty in the novice period. The company may provide detailed job description, skills training and practical guidance in the training to enable employees to take on work tasks more confidently.

Employees assessment of entry training was also 3.29, ranking joint for first. This shows the effectiveness of employee accreditation training in helping them understand and comply with company policies, regulations, and ethical guidelines. The training may cover compliance policies, ethical codes of conduct and reporting mechanisms, enhancing the compliance awareness and responsibility of employees. High scores indicate that companies value compliance education in training and help reduce legal and reputation risks. Employees evaluation of entry training in terms of culture and values was 3.28, slightly lower than the first two items, and they ranked third. Although still in the "consent" range, slightly lower scores may reflect higher employee expectations for training in delivering corporate culture and values. Training may be inadequate in helping employees understand the company's core values, mission, and cultural norms. Employees may need more opportunities to participate in cultural experience activities, communicate with leadership or understand the

company's history and vision to enhance organizational identity.

Based on the above analysis, the staff gave a positive overall evaluation of the entry training in the three key areas, with a comprehensive average value of 3.29, which is in the range of "consent". Work knowledge and compliance are tied for first place, showing that employees find training most effective in these areas. The slightly lower ranking of culture and values suggests that there is room for improvement in this area.

Zhang (2020) found that well-targeted induction training can significantly improve employees' performance in terms of work knowledge and compliance. Specifically, the customized design of the training content enables employees to acquire the professional knowledge and skills required for their positions more quickly, while enhancing their understanding and compliance with company policies and compliance requirements through interactive training methods such as case studies and role playing. This is in line with the results of this study that employees highly recognize the onboarding training in terms of work knowledge and compliance, indicating that customized training can effectively meet the needs of employees in different key areas and improve the overall training effect. In addition, the study also points out that regular evaluation and feedback mechanisms are key to ensuring continuous optimization and adaptability of training content, which is consistent with the conclusion of the study that companies should further optimize training content. Zhao (2019) found that systematic cultural transmission strategies can significantly enhance employees' organizational identity and sense of belonging. Specifically, training modules that include the company's history, core values and mission statement enable employees to understand and identify with the company's culture and values at an early stage of employment, so that they can integrate into the team faster and show a high level of motivation. However, the study also found that if the cultural delivery content is too general or lacks practical application guidance, employees' understanding and recognition of corporate culture will be reduced. This is in contrast to the results in this study that employees have higher expectations and slightly lower ratings for induction training in terms of culture and values, suggesting that enterprises should pay attention to the depth and specificity of content when delivering culture.

**Table 3**  
*Summary Table on Mentorship Alliance*

Key Result Areas	Composite Mean	VI	Rank
Work Guidance	3.25	Agree	3
Support and Assistance	3.29	Agree	2
Role Model	3.31	Agree	1
Grand Composite Mean	3.28	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

The Grand Composite Mean in Table 3 is 3.28 and is within the "consent" range from 2.50 to 3.49. This suggests that employees generally have a positive attitude towards their practice in key areas such as work guidance, support and assistance, and role models. They generally believe that the company's mentor program plays an important role in promoting career development, providing necessary support and setting career examples. Although the score did not reach the level of "strong consent", it still showed employee recognition of the quality of the alliance. This result provides a solid foundation for the company to further optimize the teacher and friends program, and helps to improve employees job satisfaction and organizational identity. The employees evaluation of "Role Model" is 3.31, which belongs to the scope of "consent" and ranks first. This indicates the importance of mentors as role models in career development and professional behavior. They believe that the leadership style, professional ability and professional ethics have a positive impact on them and can motivate them to improve their professional quality. High scores reflect the effectiveness of mentors in shaping employee career pathways and work attitudes. The company may have focused on the role model in the selection and training of the mentors to ensure that the mentors can set an example and set a good professional model for the students.

The employees evaluation of "Support and Assistance" was 3.29, which is in the "consent" range and ranked second. This shows the role of mentors in providing continuous support and assistance to promoting professional

development. They felt that the tutor gave the necessary guidance in their work to help them solve problems and meet challenges. The high scores indicate the company's success in building a supportive culture and providing resources, with mentors able to meet the needs of employees in their career development. This support helps to improve employees job satisfaction and organizational sense of belonging. The employees evaluation of "Work Guidance" is 3.25, which is located in the "consent" range, ranking the third. Despite slightly lower scores, staff recognized preceptor contributions in providing job guidance, explaining responsibilities and improving skills. They believed that the guidance of the mentor helped them to adapt to the work environment faster and improve their work efficiency. The lower scores may reflect room for improvement in this area, such as strengthening communication between mentors and trainees and providing more specific guidance and feedback. The company can further improve the effectiveness of work guidance by optimizing the mentor training and guidance mechanism.

Nargess et al. (2022) found that mentors not only provide guidance on technical work issues, but also provide continuous help to students in career planning, emotional support and personal development. This echoes the findings in this study that employees highly recognize mentors for providing guidance and Support beyond technical issues in terms of "Support and Assistance." The full support of a mentor can significantly increase employees' career satisfaction and organizational loyalty, helping them better cope with the challenges and uncertainties of their work. This shows that the wide range of support that is encouraged by mentors in the mentorship program helps to meet the diverse needs of employees on a professional and personal level, promoting their professional growth and organizational identity. Williams et al. (2019) found that the leadership style, professional competence and professional ethics demonstrated by mentors have a significant impact on trainees' professional attitudes and behavior patterns. Specifically, by observing and imitating the behavior of mentors, employees improve their own leadership and professional literacy, and enhance their enthusiasm and self-efficacy for career development. This is consistent with the results in this study that employees give high marks to the Role Model of mentors in leadership and professional methods, indicating that mentors play an important role in shaping the career path and work attitude of trainees. However, the study also found that the effectiveness of mentoring relationships can be compromised if mentors lack consistency and transparency in conveying values and standards of professional conduct. This is in contrast to the result of the low score of "consistency between mentors and company values" in this study, suggesting that companies should ensure consistency and transparency of mentors' professional ethics and codes of conduct in mentoring programs to enhance employees' trust and satisfaction with the mentoring alliance.

Based on the above analysis, the overall evaluation of the three key areas is positive, with a comprehensive average of 3.28, which is in the range of "consent". Among them, "Role Model" ranked first, showing that the mentor was most effective in setting professional models and motivating employees; "Support and Assistance" ranked second, indicating that the mentor was recognized in providing continuous support and assistance; and "Work Guidance" ranked third, indicating that there is room for improvement in this field.

**Table 4**  
*Summary Table on Psychological Capital of Employees*

Key Result Areas	Composite Mean	VI	Rank
Self-efficacy	3.30	Agree	2
Hope	3.35	Agree	1
Resilience and Optimism	3.28	Agree	3
Grand Composite Mean	3.31	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Grand Composite Mean in Table 4 is 3.31, located within the "consent" range of 2.50 to 3.49. This shows employees are generally positive about their own psychological capital, especially in terms of self-efficacy, hope, resilience and optimism. They generally see themselves as having the ability and confidence to meet job challenges, being hopeful for future career development, and being able to remain resilient and optimistic in the face of difficulties. Although the score did not reach the level of "strongly agree", it still showed the recognition of their own psychological capital. This provides solid foundation for the company to further enhance the

psychological capital of its employees, and helps to improve their work performance and organizational efficiency.

Employees evaluation of the Hope dimension of psychological capital is 3.35, which is in the range of "consent", and ranks first. This shows that employees are generally hopeful and confident about their future career development and success. They believe in good career opportunities within the company and are optimistic about achieving their career goals. The high scores reflect its excellence in providing career development opportunities and support to its employees. Employees feel the importance they attaches to their career growth and provide the necessary resources, training and development paths. Employees assessment of the Self-efficacy dimension was 3.30, ranking in the "consent" range, ranking second. This shows that employees generally recognize their ability and confidence that they are competent for work tasks, learn new skills, and adapt to changes in the work environment. This result indicates that employees have high self-efficacy and willingness to take responsibility and challenges. Companies may help employees build a sense of confidence and ability through orientation, mentoring alliances, and ongoing support. Employees assessment of the Resilience and Optimism dimension was 3.28, still in the "consent" range, ranking third. Employees perceived themselves as resilient and able to be optimistic and positive about job challenges, but scored slightly lower compared to the first two dimensions. The lower scores reflect room for improvement in coping with setbacks and accessing support resources. Employees may need more strategies and tools to enhance resilience as well as a clearer understanding of the available support resources.

Avolio (2019) found that employees with higher psychological capital can show stronger adaptability and self-confidence when facing challenges, thus improving work engagement and performance. Especially in the "hope" dimension, research shows that employees' optimistic expectations and confidence in the future directly affect their work performance. Consistent with the high score of the "hope" dimension in this study (3.35), employees' positive attitude towards career development and confidence in the future can significantly improve employees' work motivation and organizational loyalty. The findings support the study's conclusion that employees are generally confident about their future career development. Seligman et al. (2020) found that while employees generally demonstrate strong resilience and optimism, they may still feel insecure or lack adequate support when dealing with persistent stress and complex problems. Especially with low scores in the "resilience and optimism" dimension, employees often have a poor understanding of available resources and support systems, which in turn affects their ability to respond to challenges. Similar to the low score in the "resilience and optimism" dimension in this study (3.28), the study also notes that while employees maintain a positive mindset, the lack of adequate support and specific coping strategies may limit their ability to actually cope with difficulties. The study suggests that the low score in this study reflects that employees may lack adequate coping tools and resource support when facing challenges, suggesting that companies should strengthen the publicity and training of resources.

Based on the above analysis, employees evaluation of their own psychological capital is generally positive, with an Grand Composite Mean of 3.31, which is in the scope of "consent". Hope ranked first, showing employees confidence and expectations for future career development; Self-efficacy ranked second, indicating that employees recognize their ability and confidence, and Resilience and Optimism ranked third, suggesting there is room for improvement in this area.

Table 5 presents the relationship between onboarding training practices and mentorship alliance. Work Guidance ( $\rho = 0.276$ ), Support and Assistance ( $\rho = 0.292$ ), and Role Model ( $\rho = 0.295$ ) all have highly significant positive weak relationships with job knowledge. This suggests that mentorship in these areas plays a crucial role in enhancing employees understanding of their job. As the core part of the mentoring alliance, work guidance can effectively improve employees' understanding of work content. Through the specific work guidance provided by experienced mentors, new employees can quickly master key skills and knowledge in the work, thereby shortening the adaptation period and improving work efficiency. Support and help reflect the practical support provided by the mentor in the work, especially when the new employee meets challenges, the

timely help of the mentor can help enhance the confidence and work ability of the employee. Role modeling is another important factor in the mentoring alliance. Through the behavior demonstration of the mentor, employees can not only learn working skills, but also learn from the mentor's working attitude, communication style and problem-solving ability (Lin et. al.,2021).

**Table 5**  
*Relationship Between Onboarding Training Practices and Mentorship Alliance*

Variables	rho	p-value	Interpretation
<b>Job Knowledge</b>			
Work Guidance	0.276	<.001	Highly Significant
Support and Assistance	0.292	<.001	Highly Significant
Role Model	0.295	<.001	Highly Significant
<b>Compliance</b>			
Work Guidance	0.291	<.001	Highly Significant
Support and Assistance	0.225	<.001	Highly Significant
Role Model	0.305	<.001	Highly Significant
<b>Culture and Values</b>			
Work Guidance	0.324	<.001	Highly Significant
Support and Assistance	0.336	<.001	Highly Significant
Role Model	0.339	<.001	Highly Significant

. Correlation is significant at the 0.01 level

Work Guidance (rho = 0.291), Support and Assistance (rho = 0.225), and Role Model (rho = 0.305) are also highly significant. Compliance shows a positive but relatively weak correlation with these mentorship factors, suggesting that while mentorship plays a role in helping employees adhere to rules and procedures, its influence in this area is not as strong as in other aspects. Nonetheless, effective mentorship still contributes to fostering compliance in the workplace. Although the role of mentoring alliances in promoting employee compliance is weaker, it still plays a role in promoting compliance. This means that while mentors teach job skills, they also have an impact on how employees adhere to company rules, procedures, and so on. This finding is consistent with the view in relevant literature that a good mentor system helps employees regulate their own behavior at work, reduce violations, and improve overall work efficiency (Peng, 2017).

Work Guidance (rho = 0.324), Support and Assistance (rho = 0.336), and Role Model (rho = 0.339) show weak positive correlations with culture and values, but highly significant results. These findings suggest that mentorship strongly influences how employees integrate into the organizations culture and values.

Research by Bauer et al. (2019) shows that mentors can significantly improve employees' work knowledge and have a positive impact on compliance by providing guidance, support and assistance. Through role models, mentors help new employees better understand and comply with company rules and regulations, thereby improving their compliance behavior and work performance. In particular, the study noted that mentors do more than just provide guidance on tasks, but also play a crucial role in promoting adherence to company culture and values. The findings of this study are consistent with those of Bauer et al. (2019), particularly with regard to the role of mentors in improving employees' work knowledge and compliance through work guidance, support and assistance, and role models. Both demonstrate that mentoring alliances can be effective in improving employees' work skills and compliance, and while these effects may be weak in some cases, they still play a vital supporting role. Kammeyer et al. (2020) found that mentor's support, guidance and role model play an important role in integrating new employees into organizational culture and identifying with organizational values. In particular, in terms of cultural integration, mentors help new employees better understand and accept the company's culture and values through clear guidance and exemplary behavior, thereby enhancing employees' organizational identity and job satisfaction. This and this study both show that mentors in the mentoring alliance can effectively help employees integrate into the company culture and values through work guidance, support and help, and role models. While the culture and values integration score in this study is low, Kammeyer et. al., (2020) study also points out that although the effect is weak, it still has a significant impact on employees' long-term adaptation and job performance.

Table 6 displays the relationship between onboarding training practices and psychological capital. Self-efficacy ( $\rho=0.284$ ), Hope ( $\rho=0.312$ ), and Resilience and Optimism ( $\rho=0.280$ ) all have highly significant positive weak correlations with job knowledge. This suggests that when employees have more job knowledge due to onboarding practices, they also tend to feel more confident in their abilities (self-efficacy), are more future-oriented and motivated (hope), and are better equipped to overcome challenges and maintain a positive outlook (resilience and optimism).

**Table 6**  
*Relationship Between Onboarding Training Practices and Psychological Capital*

Variables	rho	p-value	Interpretation
<b>Job Knowledge</b>			
Self-efficacy	0.284	<.001	Highly Significant
Hope	0.312	<.001	Highly Significant
Resilience and Optimism	0.280	<.001	Highly Significant
<b>Compliance</b>			
Self-efficacy	0.195	<.001	Highly Significant
Hope	0.346	<.001	Highly Significant
Resilience and Optimism	0.319	<.001	Highly Significant
<b>Culture and Values</b>			
Self-efficacy	0.292	<.001	Highly Significant
Hope	0.253	<.001	Highly Significant
Resilience and Optimism	0.282	<.001	Highly Significant

. Correlation is significant at the 0.01 level

Self-efficacy ( $\rho = 0.195$ ), Hope ( $\rho = 0.346$ ), and Resilience and Optimism ( $\rho = 0.319$ ) are all highly significant in relation to compliance, although the correlation with self-efficacy is somewhat weaker compared to hope and resilience/optimism. This indicates that onboarding practices that foster hope and resilience help employees adhere to organizational rules and procedures. While self-efficacy has a weaker correlation, it still plays a role in influencing compliance. Self-efficacy ( $\rho = 0.292$ ), Hope ( $\rho = 0.253$ ), and Resilience and Optimism ( $\rho = 0.282$ ) all show highly significant positive weak correlations with culture and values. These results suggest that when employees understand and align with the company's culture and values, they also experience greater self-confidence, maintain hopeful attitudes, and are resilient and optimistic about their roles within the organization.

Alzyoud et al. (2020) showed that on-boarding training can significantly improve employees' sense of self-efficacy and sense of hope, and thus enhance their psychological capital level. Especially when provided with appropriate work guidance and support, employees' self-confidence and optimistic outlook on the future are significantly increased, enhancing employees' work engagement and organizational commitment. Especially the positive relationship between induction training and psychological capital of employees. Both studies indicate that induction training not only improves employees' work knowledge, but also significantly improves their self-efficacy, hope and resilience, thereby enhancing employees' psychological capital. In particular, onboarding plays a central role in raising employees' hopes and self-efficacy. Maertz et al. (2021) summarized the impact of induction training on employee attitudes and behaviors through a meta-analysis. The study found that good onboarding practices can not only enhance employees' working knowledge and skills, but also effectively help employees integrate into the company culture and values. In particular, through the combination of work guidance, social support and role models, employees' identification with organizational culture is strengthened, thus enhancing employees' work motivation and organizational commitment. The results of this study are consistent with the findings of Maertz et al. (2021), especially with regard to the impact of induction training on employee cultural integration. Both suggest that helping employees understand and identify with the company culture through onboarding training is an effective way to enhance employees' psychological capital (such as self-efficacy, hope and resilience). In addition, the study highlights the importance of job coaching and role modeling in enhancing employees' cultural identity and job performance.

Table 7 shows the relationship between mentorship alliance and psychological capital. Self-efficacy ( $\rho =$

0.235), Hope ( $\rho = 0.276$ ), and Resilience and Optimism ( $\rho = 0.310$ ) all have highly significant positive weak correlations with work guidance. This indicates that mentorship through work guidance is strongly associated with employees feeling more confident in their abilities (self-efficacy), optimistic and goal-oriented (hope), and able to bounce back from setbacks with a positive attitude (resilience and optimism). The strongest correlation here is with resilience and optimism ( $\rho = 0.310$ ), suggesting that work guidance especially helps employees build mental toughness and a positive outlook in the workplace.

**Table 7**  
*Relationship Between Mentorship Alliance and Psychological Capital*

Variables	$\rho$	p-value	Interpretation
<b>Work Guidance</b>			
Self-efficacy	0.235	<.001	Highly Significant
Hope	0.276	<.001	Highly Significant
Resilience and Optimism	0.310	<.001	Highly Significant
<b>Support and Assistance</b>			
Self-efficacy	0.305	<.001	Highly Significant
Hope	0.296	<.001	Highly Significant
Resilience and Optimism	0.290	<.001	Highly Significant
<b>Role Model</b>			
Self-efficacy	0.292	<.001	Highly Significant
Hope	0.238	<.001	Highly Significant
Resilience and Optimism	0.328	<.001	Highly Significant

. Correlation is significant at the 0.01 level

Self-efficacy ( $\rho = 0.305$ ), Hope ( $\rho = 0.296$ ), and Resilience and Optimism ( $\rho = 0.290$ ) all have highly significant positive weak correlations with support and assistance from mentors. This shows that when employees receive support and assistance, they experience greater confidence, motivation, and resilience. The strongest correlation is with self-efficacy ( $\rho = 0.305$ ), implying that mentorship through support primarily boosts employees belief in their ability to perform well at their jobs. Self-efficacy ( $\rho=0.292$ ), Hope ( $\rho=0.238$ ), and Resilience and Optimism ( $\rho=0.328$ ) are highly significant in relation to mentorship through role modeling but have relatively weak correlations. Mentors serving as role models strongly influence employees resilience and optimism ( $\rho=0.328$ ), meaning that having a strong role model helps employees maintain a positive mindset and recover from difficulties. The positive weak correlation with self-efficacy ( $\rho=0.292$ ) also suggests that when mentors serve as role models, employees develop more confidence in their abilities.

Baker et al. (2020) found that the support provided by mentors plays a crucial role in enhancing employees' sense of self-efficacy. Especially at the beginning of their career, mentor support helps build confidence and raises their confidence and expectations for their career development. At the same time, mentor support also had a positive impact on employees' work motivation and resilience, helping them maintain an optimistic attitude and efficient work performance in the face of challenges. Baker et al. (2020) research is highly consistent with the findings of this study, particularly with regard to the relationship between mentor support and self-efficacy, hope, and resilience. Both studies show that mentor support can significantly improve employees' self-efficacy and positively affect employees' psychological capital, especially hope and resilience. In the dimension of mentor support, the results of this study further verified the role of mentors in helping employees enhance psychological capital. Hughes et al. (2021) found that mentor's behavior and attitude have a significant impact on employees' self-efficacy and psychological resilience. In particular, the positive attitude, problem-solving ability and adaptive behavior demonstrated by the mentor can help employees build confidence and maintain a positive mindset in the face of challenges at work. The role model role of the mentor helps employees to enhance psychological resilience, especially in the face of difficulties, to be more optimistic about the future. Hughes et al. (2021) research further supports the findings of this study on the impact of mentor role modeling on employee psychological capital. Both showed that mentors, as positive role models, can significantly enhance employees' self-efficacy, hope, resilience and optimism. The data results in this study are consistent with the research of Hughes et. al., (2021) especially in terms of the influence of mentor as a role model on the psychological

resilience of employees, and verify the positive role of mentor demonstration behavior.

Based on in-depth research in three key areas of entry training, mentoring alliance and psychological capital, this study devised a framework to promote overall employment success. The framework starts from the six dimensions of focus, goals, measures, executor, execution time and expected effect, and systematically explains how to support their career development and continued success of the organization by optimizing orientation, strengthening mentoring relationships and improving their psychological capital. This framework aims to provide operational guidance solutions, help new employees quickly integrate into the organizational culture, improve work performance and satisfaction, and ultimately achieve a win-win situation between employees and the enterprise.

**Table 8**  
*Employment Success Framework*

Focus on the field	Target	Measure	Executor	E-time	Expected effect
Job knowledge	Provide new employees with the necessary work knowledge to ensure the effective performance of their duties.	Provide comprehensive job training courses Clearly explain tasks and responsibilities Provide training materials that cover job requirements Provide opportunities for questions and clarification	HR & Department Manager	Induction phase (previous weeks)	Employees understand their roles and responsibilities Employees are confident in performing their work tasks
Compliance	Ensure that new employees are aware of company policies and compliance requirements.	Training on company policies, procedures and compliance issues Provide compliance resources and support systems Emphasize the importance of ethical behavior	HR & Legal / Compliance Department	Entry stage	Employees understand the compliance policy Reduces compliance risk Employees have confidence in reporting compliance issues
Culture and values	Help new employees integrate into corporate culture and deliver corporate values.	Communicate the company's core values and mission Organize activities to help employees understand the company culture Provide opportunities to interact with colleagues	HR & Department Manager & Team Leader	Entry stage	Employees understand and identify with the company culture Improve organizational identity Improve teamwork and collaboration
Work guidance	Provide continuous work guidance to the employees.	Match tutors and mentees according to expertise Clearly communicate the mentor's role and expectations Students are encouraged to actively seek the help of mentors	Department Manager & Experienced Staff (mentor)	Continue, starting with the induction stage	Employees receive effective guidance Improve work performance Promote professional growth
Support and Assistance	Provide continuous support and assistance to employees.	Mentors provide support that goes beyond technical issues Establish open channels of communication Provide resources to solve work difficulties	Mentor & Human Resources Department	Continued	Employees feel supported Improve job satisfaction Reduce staff turnover
Role Model	Provide role models to employees to motivate and guide their career development.	Mentors reflect company values and professional conduct Mentors share experiences and career paths Learn from your mentor's leadership style and professional approach	supervisor	Continued	Employees are motivated Improve leadership Enhance work motivation

**Onboarding training, mentorship alliance and psychological capital: Basis for employment success framework**

Self efficacy	Enhance employees confidence and ability to successfully complete tasks.	Provides opportunities to learn and master new skills Boost your confidence with positive feedback Support employees to adapt to the new environment	Manager & mentor	Continued	Boost your self-confidence Improve work performance Improve adaptability
Hope	Develop employees with a sense of hope for future career opportunities.	Communicate career paths and opportunities Provides resources and support to achieve your career goals Inspire optimism about the challenges and opportunities of the role	HR Department & Manager	Continued	Improve your motivation Enhance career planning Increase organizational commitment
Resilience and Optimism	Establish employee resilience and optimism.	Train strategies to overcome setbacks Provides resources for support during the challenge Encourage positive attitudes and ways of thinking	Manager & HR Department	Continued	Employees handle stress effectively Reduces burnout and stress Create a positive work environment

**4. Conclusions and recommendations**

Based on the above study findings, the study is summarized: Employees generally have a positive attitude towards the company's orientation training practice, especially in terms of working knowledge and compliance, but there is still room for improvement in the field of culture and values. Induction training plays an important role in helping employees acquire the necessary work knowledge and understand the company's compliance policies, helping new employees quickly adapt to job needs and improve work efficiency. However, the training effect is relatively inadequate in the transmission of corporate culture and values. This may lead to a lack of understanding of the company's mission, vision and core values, affecting the sense of organizational identity and belonging. Employees generally hold a positive attitude towards the company's teacher and friends alliance, mentors are the most effective in setting up professional models and motivating employees, followed by support and help, and there is room for improvement in work guidance. As role models, mentors have had a positive impact on their career development, and employees benefit greatly from their leadership and professional approach. However, staff rated slightly less about work guidance, possibly due to inadequate mentor support in imparting specific job skills and practical problem solving. Employees generally have positive evaluations of their own psychological capital, especially the "hope" dimension with the highest score, followed by "self-efficacy", and slightly lower "resilience and optimism". This shows that employees are confident in their future career development and success, recognize the resources and support provided by the company, and are willing to contribute to the company. However, employees relatively weak confidence in addressing setbacks and access to support resources may affect their ability to face challenges. There is a significant positive relationship between orientation practice, mentoring alliance and employee psychological capital. Although the correlation is a weak positive correlation, the results show that good induction training and effective mentoring alliance can significantly improve employee psychological capital, including confidence, hope, and adaptability. This means that by optimizing orientation and mentoring alliances, companies can enhance the psychological capital of employees, and thus improve their job performance and organizational commitment. Based on the findings, this study designed a framework to promote overall employment success and detailed how to optimize the practice of orientation, student alliance, and psychological capital. The framework provides operational guidance scheme for enterprises from six dimensions: focus field, goal, measures, executor, execution time and expected effect. By optimizing induction training, companies can help new employees quickly integrate into organizational culture, define job responsibilities and enhance confidence. Strengthening the alliance can provide continuous work guidance and support to promote the professional growth and organizational identity of employees. Enhance the psychological capital of employees, enhance their ability to cope with challenges and work motivation. The implementation of this framework will help to improve the work performance and satisfaction of employees, achieve a win-win situation between employees and the enterprise, and enhance the

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competitiveness and sustainable development ability of the organization.

Based on the above findings, the following five research recommendations are made to further enhance the career development of employees and the continued success of the organization. The human resources department and the training department should enrich the training materials and deeply elaborate on the company's core values, mission and vision. Through case analysis, interactive activities and cultural experiences, new employees can have a deeper understanding of the company culture, enhance their organizational identity, and promote their rapid integration into the team. Tutors need to clarify their responsibilities, not only serve as an example in professional methods and leadership, but also actively participate in the daily work guidance of students. By providing substantial job advice and skills training, help employees improve professional competence and job performance and enhance the effectiveness of mentoring relationships. Training departments can develop courses to meet work challenges, and mental health teams can provide counseling and support services. Through these measures, we can help employees to enhance their psychological resilience, maintain a positive attitude, and better cope with the difficulties at work. The human resources department needs to make overall planning, combine the three organically, and design a comprehensive staff development plan. Department managers and mentors should actively participate, pay attention to the psychological needs of employees, provide all-round support, promote their self-efficacy, hope and adaptability, and enhance organizational cohesion. The senior management team and human resources department can make clear career development plans and convey clear promotion channels and growth opportunities to employees. Through regular career development discussion, provide training and development resources, stimulate their work motivation, enhance their commitment and sense of belonging to the company, and achieve a win-win situation between employees and the enterprise.

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