

THE EFFECTIVENESS OF FORMAL MENTORING PROGRAMS INTO  
PERFORMANCE OF EMPLOYEE IN THE SMALL,  
MEDIUM AND ENTERPRISE COMPANY (MANUFACTURING)  
IN KUANTAN

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## ABSTRACT

This study is explored the effectiveness of formal mentoring programme into performance of employee in the Small, Medium and Enterprise manufacturing company (SME) in Kuantan. The objective of this study is to identify roles and responsibilities of mentor, mentee and organisational to improve employee performance, to evaluate the effectiveness of staff mentoring programs into employee performance and to investigate a formal mentoring programs in organization to managing employee performance. Poor performance can be defined as a failure by an employee to achieve and sustain a satisfactory standard in their job with their skill, knowledge and capability. Employer must to implement a suitable program to improve and managing performance of employee such as mentoring program. Employee performance can be affected by mentoring program. To answers the question contained in this study, the methods used is questionnaire. Statistics respondents consist of employee, supervisor and human resources manager. This study used a quantitative research design and instrument of this study. This study is using the Statistical Package for Social Science (SPSS) to analyse data collected. As a sampling, it is used at random. There are 56 individuals responded to the questionnaire items were distributed. The findings from this study indicate that mentoring program is one of the programs that give a positive impact to the employee performance because performance of employee was increased after the employer was implementing the program.

## ABSTRAK

Kajian ini meninjau keberkesanan program mentor yang formal terhadap prestasi pekerja dalam syarikat pembuatan yang dikategorikan sebagai Small, Medium, Enterprise (SME) di Kuantan. Objektif kajian ini adalah untuk mengenal pasti peranan dan tanggungjawab mentor, mentee dan organisasi dalam meningkatkan prestasi pekerja, untuk menilai keberkesanan program mentor ke dalam prestasi pekerja dan menyiasat program mentor di dalam organisasi dalam mengurus prestasi pekerja. Prestasi yang buruk boleh ditakrifkan sebagai kegagalan pekerja untuk mencapai dan mengekalkan satu standard yang memuaskan dalam kerja mereka dengan kemahiran, pengetahuan dan keupayaan mereka. Majikan perlu melaksanakan program yang sesuai untuk meningkatkan prestasi dan mengurus pekerja seperti program mentor. Prestasi kakitangan boleh dipengaruhi oleh program mentor. Untuk menjawab soalan yang terkandung dalam kajian ini, kaedah yang digunakan adalah soal selidik. Statistik responden terdiri daripada pekerja, penyelia dan pengurus sumber manusia. Kajian ini menggunakan reka bentuk penyelidikan kuantitatif dan instrumen. Kajian ini menggunakan Pakej Statistik Untuk Sains Sosial (SPSS) untuk menganalisis data yang dikumpul. Sebagai contoh, ia digunakan secara rawak. Terdapat 56 individu bertindak balas kepada item soal selidik telah diedarkan. Hasil kajian ini menunjukkan bahawa program mentor adalah salah satu program yang memberi kesan positif kepada prestasi pekerja kerana prestasi pekerja telah dapat ditingkatkan selepas majikan melaksanakannya.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 INTRODUCTION TO THE CHAPTER**

This study focuses on the effectiveness of formal mentoring programs in the workplace to employees' performance in Small, Medium and Enterprise manufacturing company (SME) Company at Kuantan, Pahang. The purpose of this chapter is to outline the background along with the rationale for the study, to explain the importance, and prepare questions for the study. It's also containing contextual of study, statement of problem, research question, significant of study, operational definition, structure of the thesis and the last but not least is expected result of the mentoring program into employee performance.

#### **1.2 BACKGROUND OF STUDY**

Small and Medium Industries Development Corporation state that SME can be divide in many sectors such as service, manufacturing, and constructions however in this research, its focuses on manufacturing sector. Manufacturing sector is one of importance sector in Malaysia. According to SMEs Performance (2003), about 18271 or 89.8 per cent registered SME in manufacturing sector. We can conclude that this sector can be effect to Malaysia in the future.

According to the National SME Development Council (NSDC), at the 14th NSDC Meeting in July 2013, the new SME definition was endorsed. Manufacturing sector can be defined as full-time employees is not exceeding 200 workers or sales turnover is not exceeding RM50 million.

Poor performance can be defined as a failure by an employee to achieve and sustain a satisfactory standard in their job with their skill, knowledge and capability. They fail to follow the right of procedure, strategy and policy of the organizational, Mathis and Jackson (2011).

Mentoring program will to influences to the employee performance. If the company implement a successful mentoring program, it will to provide the effective of the employee. During the mentoring program, partnership and employee will learn about the information. They will to share about the information, knowledge of institutional and also the vision with the respect to the any occupation and endeavour.

Mentoring programme increases performance individual and productivity of organizational. According to Murray (2006), relationship of the mentoring means as, “a deliberate pairing between the person that having of a more skilled and with a person that do not having a skill and less of the experience. They must having a goal and will to achieve their goal. It allows for the opportunity that a mentee maybe old than mentor. This program will allow the company for provide and develop the relationship with two persons. One of person has a more experience and another one is less of experience to fulfil the goal and commitment of the organisational or company. Besides that, relationship of the mentoring can help the persons who are people that involve in mentoring program to identify and develop their own talents.

Mentoring have a different of definition, however it's focused on the evidence-based practise and opinions of Human Resources practitioners. According to Clutterbuck (2004), mentoring program is focused more on the talent or attitude, roles and responsibility, the activity and functions of mentoring and less on the attitude. However, this relationship of mentoring is not straight forward on their attitudes behaviour and emotional disposition required.

### 1.3 STATEMENT OF PROBLEM

Poor performance can be defined as a failure by an employee to achieve and sustain a satisfactory standard in their job with their skill, knowledge and capability. They fail to follow the right of procedure, strategy and policy of the organizational, Mathis and Jackson (2011).

According to the Mathis and Jackson (2011), poor employee is one of the reason of failure to achieve business goal. For the example, when the employer does a mistake in selecting the employee, it will give a negative impact to the organisational and put them in insufficient job. It can make a stress and they do not have a skill, ability and k knowledge about their job and misunderstanding when received an instruction from their leader. So, employee must to implement a suitable program to improve and managing performance of employee. One of the sufficient programs is mentoring program.

Mentoring provide an impact to the individual and organisational. Miller (2006), state that the purpose of mentoring is to known a ways to develop and retain attitude of individual which is employee and organisational. This program also do not complex for provide the real value to the business, mentor and the new employee or poor employee as a mentee.

A person that involve as a mentor is very important in mentoring programme because they must to teach and advise new employees. According to Miller (2006), role of the mentor is to guide a new worker in the company with given a support and advise. Mentor also must to teach a new skill, new knowledge so it can increase the level of self-confidence of employee. After the end of mentoring program, a mentor should provide a forum as a medium to the employee for a feedback in the organization.

Miller (2006), state that top management argue the mentoring program is one of the incentive way to new employee especially mentee to understand about their role and responsibility and perspective of the organisation. Besides that, a line of communication

is existence for the employee to voice their opinions, suggestion, and recommendation for each other. This relationship will be one of way to connect people in organisational and also can protect the investment of the new employee and the permanent staff of the organisation.

The end of this study will to conclude about the influence between the mentoring programs with employee performance. The effectiveness of mentoring program will able to produce an employee who has a high value and good attitude after being given the guidance, advice, criticism and instruction by a mentor.

#### **1.4 RESEARCH QUESTIONS**

The research questions of the study are:

- i. What is the roles and responsibility of mentor, mentee and organisational to improve employee performance?
- ii. How do organisations evaluate the effectiveness of staff mentoring programs into employee performance?
- iii. How can organisations improve the effectiveness their mentoring programme in managing poor employee performance?

#### **1.5 RESEARCH OBJECTIVES**

The main objectives of this study are as follow:

- i. To identify roles and responsibilities of mentor, mentee and organisational to improve employee performance,
- ii. To evaluate the effectiveness of staff mentoring programs into employee performance, and
- iii. To investigate a formal mentoring programs in organization to managing employee performance.

## **1.6 SCOPE OF THE THESIS**

The research focuses on the effectiveness of mentoring program and performance of employee. The research was conducted in SME Manufacturing Company around Kuantan, Pahang. This is because Pahang is one the best area and can be the most suitable and strategic area to conduct research which involve SME company due to growth of the industry. Kuantan is the example of famous SME area in Pahang. This area is major state of Pahang. The instrument used is questionnaire. List of questions regarding variables of this study is headed to the person in charge or representative of the society. In this research, the respondents are male or female as a general worker, supervisor or human resources manager.

## **1.7 SIGNIFICANCE OF STUDY**

The significant of the study is to become as a reference for work to organisational in determining the best way to improve organisational and project maturity level by implementing the most effective of mentoring programme. For the reader, it can increase knowledge as material and guidelines to their study. The finding of the study can help the company or organizational that involve in this research to improve the employee performance. Besides that, this thesis also provides the recommendations for the future researcher to continue advance researches in the field. In the thesis also, it's contain the characteristic of successful mentoring programme. So, the company can use the characteristic and criteria to implement the program for managing the poor employee performance.

## **1.8 OPERATIONAL DEFINITION**

According to Small and Medium Industries Development Corporation, SME can be dividing in many sector such as manufacturing, service and construction sectors. For the SME of manufacturing sector, which is full-time employees not exceeding 200 workers or sales turnover not exceeding RM50 million. In this research, it focuses on manufacturing sector.

According to Wright et al. (2007), employee performance means as attitude and behaviour of the individual which are include a combination of skill, talent, ability, knowledge, effort and the result. For the maximise performance of employee, the organisational will provide a performance management. The main purpose of the performance management is to align the staff of organisation to archive an objective and business goals. By creating culture of the performance management, it will provide a competitive advantage to organisation and also make a good business sense.

Mentorship programs are implementing to build formal relationships between employees within an organization in which one employee acquires practical knowledge, skill and experience from another employee. Its can occur through indirect and direct feedback, guidance, support and counselling. Its can help employees for projects, individual group activities, formal presentations and research. According to Parise and Forret (2008), meaning of the mentoring is a combination of the senior and junior. A senior have a more experiences while a junior is less experiences. Role of the senior is to teach and give guidance for the mentee.

Mentor is a person that willing to spend his or her time to providing guidance to another person such as a new employee. Normally, the mentor will become a trusted advisor for employee because the mentee will to tell a personal problem or any problem with their mentor. According to Murray (2002), one mentor for one mentee and each knows what is expected of the other.

Mentee is someone who want to learn something such as skill, knowledge, tips and advice from someone who more knowledge. Murray (2002), state that mentee also can define as a candidate, student, apprentice, trainee and counselee.

## **1.9 EXPECTED RESULT**

After completing this chapter, the objective that been stated can be achieved. The organisational will manage their employee performance during the mentoring programme because many benefits can their get during this programme. The role and responsibilities of mentor or leader must important to handle and manage the employee

performance. This shows that, the mentoring programs is very important to managing the performance of employee and improve productivity of the company.

### **1.10 STRUCTURE OF THE THESIS**

This study consists of five chapters. This chapter is as introductory chapter, the second chapter explores a number of themes in the literature. It begins with an examination of the definition and concept that related to excellence innovation framework. The main objective of the study is to improve employee performance through mentoring programme.

Chapter Three specifically discusses the research methodology adopted for this research. Topics such as research type, population and sampling, instrument and measurement, preliminary studies will be discussed. This chapter also explains the type of data collection and include statistical techniques for data analysis.

Chapter Four provides discussion on data analysis which includes explanation of profiles of respondents and exploratory factor analysis method.

Chapter Five gives a detailed discussion of the key findings presented in Chapters Four. The findings are also discussed in relation to the previous research, as reviewed in Chapter Two. Finally, this chapter concludes this study by restating the research objectives, followed by a summary of the findings and their implications on the employee performances within the organization.

### **1.11 SUMMARY**

This chapter introduced to the background of the issues under investigation which focuses on mentoring programme to managing employee performance. The chapter then proceeded to highlight the gaps in the current literature. Then, the researcher discussed the objectives of the study, research questions and operational definition and expected result. The chapter conclude with the overall organisation of the thesis.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Chapter two comprises of some reading and literature review on employee performance and mentoring program. This chapter consist concept on the mentoring programme, purpose of mentoring, benefit of mentoring, type of mentoring, the mentoring life cycle, role and responsibilities of mentor, mentee, coordinate, and line manager. Next, the chapter is discussing about the role and responsibilities of mentor and mentee. The last but not least, investigates a formal mentoring programme which is effective mentoring programme to managing the employee performance or poor employee.

#### **2.2 EMPLOYEE PERFORMANCE**

Employee's performance is considered by looking at the productivity of the manufacture rate and their attitude. According to Mathis and Jackson (2011), employee performance is assessed by looking at the profitability of the company itself as the quantity of production, output quality, and timeliness of production. Apart from that, it also shows the development of the workers themselves in terms of attendance at work, work efficiency and effectiveness of the work shown was completed. Charity (2001), state that supervisor or the organization will measuring the performance of an employee and stated that their performance means a success, ability and achievement in the completion of a given task.

According to Holloway (1999), performance management is to one way to employer for maximize the performance of employee and align all the staff to achieve an objective and business goal. Nowadays, performance management is very important to the organisational because the top management needed to improve performance of their organizations.

Successful performance system will provide good employee. Campbell (1993), state that an effective of performance system will encourage employee to improve their performance with a good attitude. Employee also can give their opinion to the manager during strengthens relationship with open communication. Employees and employer is joining together and give full participation through a communication and objective agreement.

### **2.3 POOR PERFORMANCE**

Poor performance is defined as a situation which is employee that not meeting the expectation of their position. According to Hanin (2000), poor performance is a failure by an worker to achieve and sustain the level of satisfy within their work. It's including an attitude, behaviour, capability and a skill. However, it can assess with a lot of way. Beilock and DeCaro (2007), state that poor performance doesn't have similarity with the incapability because the result comes from the conduct.

According to Sosik and Godshalk (2000), a lot of organizations are recognizing the significance of supporting employee that involve as a mentee within a training program such as mentoring programs. Stone (2007), state that mentor should perform their role and responsibilities during the mentoring program. The purpose of the Transformational leadership is to ensure and developing an effective attitude for a mentor. The period employee remain with organisation is influenced by relationship between a top management.

On the other hand, by using the mentoring program, the problem of employee will be reduced. According to Ragins et al. (2000), regarding to the efficient jobs should be more count on their ways. The employer is the main of character that can be the perfect ways to show. Performance of employee is like their disciplinary process and attitude. Employer should be more rational tell the employee clearly on what their task. The main junction to put out of this critical problems is the employer should take simple ensure that the employee has their own reasonable chance to shows their real work performance indeed providing appropriate support and assistance include mentoring program.

According to Hanin (2000) had reviewed a few of examples in poor performance. This is as the options for the manager or supervisor in addressing problems of poor performance.

**Table 2.1:** Common Causes of Poor Performance

<b>Common causes of poor performance</b>	
<p><b>Internal factor</b></p> <ul style="list-style-type: none"> <li>• Stress</li> <li>• Personal and family affairs</li> <li>• Health condition</li> </ul>	<p><b>External factor</b></p> <ul style="list-style-type: none"> <li>• Poor initial selection</li> <li>• Inadequate understanding of the role</li> <li>• Lack of induction</li> <li>• Insufficient training</li> <li>• Lack of administration</li> <li>• Physical or mental inability</li> <li>• Relationships at work</li> <li>• Resources problems</li> </ul>
<b>Suggested remedies</b>	
<ul style="list-style-type: none"> <li>• Standard setting</li> <li>• Work shadowing</li> <li>• Coaching or mentoring</li> <li>• Training program</li> <li>• Alternative employment</li> </ul>	

- Supervised practice
- Modification of duties
- Educational program, personal or organizational skills

Source: Hanin, Yuri L 2000

## 2.4 PERFORMANCE APPRAISAL

Performance appraisal is one of method that helps organisation to manage and handle their employee performance to achieve their organisation's objective and goal. It can be defined as a method of review and evaluate employee or individual that work in the organisation. According to the Stone (2007), personal appraisal is a way or system to review and evaluate an individual that potentially valuable for use in numerous human resources functional areas. Example of numerous human resources function areas included human resources planning, recruitment and selection, training and development and career planning.

According to Wright et al. (2007), performance appraisal is component in a performance management system and the common reason of the performance appraisal is to ensure that the all of the employee's current work are evaluated. The performances of employees are evaluated by seen the ability, behaviour, attitude, ability, and their role and responsibility with their job.

Organisation will implement a program to managing the poor performance such as mentoring program to build potential of employee. In this program, they will get more skill, knowledge and more motivation. According to Christine White (2008), common causes of poor performance include internal and external problem can be solved with a mentoring program. The benefits of mentoring for organisation are improved management of the corporate culture, employee motivation, improved communications, succession planning, and staff retention and easier to recruitment and induction.

## 2.5 MENTORING PROGRAMME

Mentoring gives an employee chance to build their potential. According to Spencer and Wales (1999), mentoring is one way to develop the potential of staff for programs that it can promote a professional relationship where the parties have the opportunity to share ideas and views and their view. This program provides a medium for providing constructive and information to support the career development of the mentee such a forum. The establishment of program can give a good effect in fostering career development.

Mentoring is a one programme that provides a relationship between one person which is a leader and the bottom down such as employee. Normally the employee is poor performance and less of experiences. S Mind (1993), state that mentoring is one of the relationships but not just for process or activity but it refer to one professionally person supports and help the another person's career development. Mentoring can be defined through a pairing two people who a more experienced and skilled person with a new employee or experienced one, together agreeing with a goal and develop a specific competencies.

According to M Murray and M Owen (1991), mentoring is a relationship which given a skilled person to share their experiences, skill, knowledge include as their professional and personal skills to grow within a process. This relationship can be defined as a one- one relationship. This relationship between a more experienced and less experienced of employee. It is based to encourage, openness, mutual trust, respect and willingness to share and learn. According to Clutterbuck (2004), relationship that involve two person which is senior and a junior is defined as mentoring. Two type relationships that stated are formal and informal can identified as an importance influence in both professional development.

## 2.6 PURPOSE OF MENTORING

Purpose of mentoring programme is to practice the employee to become a good employee and have a good attitude. According to O Reilly (2001), the purpose of mentoring is more as a human resources practise and strategy for career developmental. Stock and Duncan (2010), state that the goals of the mentoring program are provides a role model for the mentee. Employee which is mentee can look up base their behaviour and attitude and to provide contacts and access to opportunities and to enable personal development.

According to Clutterbuck (2004) , organisation implement the formal training program such as mentoring because a lot of reasons which are to increased self-confidence among the staff and provide more productivity of organisation. However, organisation must link a business goal with a reason for establish this program. The causes of agencies choose to establish are as follow:

- i. Skills Enhancement
- ii. Professional
- iii. Career Development
- iv. Leadership and Management Development
- v. Education Support
- vi. Organizational Development and Culture
- vii. Customer Service
- viii. Staff retention
- ix. Recruitment
- x. Knowledge Management/Knowledge

## 2.7 BENEFIT OF MENTORING

All the journals and article conclude that the training program such as mentoring program was given a positive experience. According to Clutterbuck (2004), as saying 'I have yet to find anyone who is self-sufficient enough not to benefit from a mentor at some point in his or her life'. Hansford et al. (2003), state that many benefit of mentoring to people that involve which are organisation, mentors and mentee.

Hansford et al. (2003) stated that, employee that work as teacher was included the development of teaching strategies and subject knowledge, as well as the opportunity to learn and develop during a sharing idea which is brainstorming, reflection on their learn, guidance, feedback and good criticism. Though mentoring program, both of parties which are mentor and mentee will getting a lot of benefit by having their own career affirmed. Its can enabled both of parties to commit to their profession.

According to Hansford et al. (2003), a lot of beneficial outcomes for mentors to mentee actually for their career development. The primary benefit of mentoring program was mutuality, cooperation, and networking. In some of cases, it's related to the advantage of sharing the ideas and the opportunity to exchange ideas between mentor and mentee. Besides that, providing opportunities for reflection on mentors' practice and professional development is an outcome that related to mentoring. The mentor can be defined as a leader that can help employees which is mentee using their skill, teaching practice and knowledge. They do it for improved the performance of mentee. Mentors referred to satisfaction in their role and responsibility, enjoyment, personal satisfaction, and challenge in their work.

According to Clutterbuck (2004), mentoring program provide career development opportunities to employees that can be linked to objective for the mentor, mentee and organisation. The benefit of mentoring program to the mentor, mentee and organisation are follow: