



# Employee Development : Analysis Mentoring and Assesment Method

Juniawan M Putra\*<sup>1</sup>, Siti Annisa Wahdiniawati<sup>2</sup>, Desi Kristanti<sup>3</sup>, Agus Dharmanto<sup>4</sup>, M. Yusuf K<sup>5</sup>

Corresponding authors : Juniawan M Putra

Email : juniawanmp@gmail.com

<sup>1</sup>Universitas Mercu Buana, Jakarta, Indonesia, <sup>2</sup>Universitas Dian Nusantara, Jakarta, Indonesia, <sup>3</sup>Universitas Kadiri, Kediri, Jawa Timur, Indonesia, <sup>4</sup>Universitas Bhayangkara Jakarta Raya, Jakarta Indonesia, <sup>5</sup>Universitas Gajayana Malang, Jawa Timur, Indonesia

## ARTICLE INFO

Employee Development,  
Mentoring, Assesment

## ABSTRACT

This article explores enhancing employee capabilities through effective mentoring and assessment methods, aiming to foster better development practices. Using qualitative analysis of relevant literature, it underscores mentoring's pivotal role in moderating managerial effectiveness and employee engagement. Work engagement is vital for job well-being and organizational success. Assessment aligns with organizational categories. Recommendations include utilizing these insights for future research and fostering stronger management-employee relationships. Concrete steps like open communication, recognizing achievements, and supporting career goals are crucial for improving work engagement.

## 1. INTRODUCTION

Employee development in an organization is a key factor for achieving long-term success. Employee development is not just about providing training or courses, but also includes various strategies and programs designed to improve employees' skills, knowledge, and motivation to reach their full potential. There are several approaches that can be used in the development of employees in organizations. The first is through training programs and workshops (Vnou\vcková et al., 2015). This program is specifically designed to improve employees' technical skills and soft skills, such as communication, leadership, and time management skills (Ritter et al., 2018). In addition, internal or external mentors and coaches can also provide direct coaching to employees to help them overcome challenges in the workplace (Barrett, 2018).

Another approach is through educational opportunities (Kim & Byon, 2022). Organizations can provide support for employees' further education, such as scholarships or educational incentives, so that employees can enhance their qualifications and understanding in specific areas relevant to their jobs (Bilderback & Miller, 2023). In addition, job rotation and training across departments are also effective strategies in employee development (Cherotich et al., 2021). By providing employees with opportunities to broaden their horizons and skills through experience in different parts of the organization, they can become more flexible, adaptive, and contribute more effectively in different areas (Olivero, 2014).

The main problem that is often faced in the implementation of mentoring methods is the gap between expectations and reality (Harding, 2012). Although mentoring is considered one of the effective ways to develop employees, there are often difficulties in another problem that often arises is the lack of adequate support and resources on the part of management (Ohlson & Buenaño, 2018; Tripathy & Satapathy, 2020). Without strong support from senior management, mentoring programs tend to lose momentum and sustainability in the long run (Benschop et al., 2015).

Management involvement in facilitating connections between mentors and mentees, providing training for mentors, and regularly monitoring and evaluating the program are key factors in the success of mentoring programs (Kumar, 2016). Mentors and mentees are compatible with each other, as well as in ensuring commitment and quality of interaction between the two. This can result in mentoring programs becoming ineffective or even stalled halfway (Xiao et al., 2022). In employee development, analysis of mentoring and assessment methods is an important aspect to understand the challenges and opportunities faced by organizations (Emelo, 2011). Through this approach, organizations can identify successes, failures, as well as areas of improvement in their employee development programs. One of the main problems often faced in the implementation of mentoring methods is the gap between expectations and reality (Steffen-Fluhr et al., 2012). Although mentoring is considered one of the effective ways to develop employees, there are often difficulties in matching mentors and mentees who are a good match with each other, as well as in ensuring commitment and quality of interaction between the two. This can result in the mentoring program becoming ineffective or even stalled halfway.

In addition, another problem that often arises is the lack of adequate support and resources from the management (Zein et al., 2021). Without strong support from senior management, mentoring programs tend to lose momentum and sustainability in the long run (Benschop et al., 2015). Management involvement in facilitating connections between mentors and mentees, providing training for mentors, and regularly monitoring and evaluating programs are key factors in the success of mentoring programs (Sheri et al., 2019). On the other hand, in terms of assessment methods, one of the problems that often arises is the tendency to rely on inadequate or less objective assessment methods (Norcini & McKinley, 2007). In addition, the lack of employee involvement in the assessment process can also reduce the validity and accuracy of the assessment results (Gopalakrishnan & Garg, 2021).

The main purpose of this paper is to provide readers with a deep understanding of how organizations can improve employee capabilities through the effective use of mentoring and assessment methods, and to encourage efforts that lead to improvements in employee development practices in the workplace.

## **2. LITERATURE REVIEW**

### **Employee Development**

Employee development involves improving employee skills, skills, and abilities through diverse approaches such as training, coaching, mentoring, and career mapping. It plays an important role in improving employee performance, engagement, and retention within the company. Research shows the importance of employee development programs (EDPs) in business. These programs help build a positive culture, improve relationships between employees and managers, and improve organizational performance (Dimas Septian Abdya Raysi & Nugroho Dwi Priyohadi, 2023).

Studies have shown that investing in employee development can reduce turnover intent by improving internal commitment and perceptions of employability. Furthermore, in family businesses, employee development practices have a direct positive effect on company performance (Utrilla et al., 2022).

## Mentoring

Mentoring is a professional relationship in which experienced individuals (mentors) provide guidance, support, and advice to less experienced people (mentees) to help them develop skills, knowledge, and achieve their goals. It involves sharing expertise, knowledge, and networking to facilitate the mentee's personal and professional growth. Various studies emphasize the importance of mentoring in various fields. For example, critical care mentoring programs outline key steps and suggestions for effective mentoring approaches (De Rosa et al., 2023).

## Assesment Method

An appraisal method is a systematic procedure or technique used to measure and analyze the performance, ability, or potential of an individual, team, or organization. In the context of employee development, assessment methods may include surveys, interviews, observations, and tests designed to assess competencies, strengths, weaknesses, and other relevant characteristics. For example, in the case of the Surabaya City Fire and Rescue Department, descriptive case study and quantitative methodologies with multiple linear regression analysis using SPSS 26 software were used to assess the impact of employee development and work motivation on employee performance (Kurniawati & Waloyo, 2022).

Assessment methods play an important role in identifying areas where employees need further development, setting appropriate goals, and monitoring progress over time. They also provide valuable insights into the effectiveness of employee development programs and can inform decisions about resource allocation and strategic direction. Overall, assessment methods serve as a tool to measure and understand the current state of an organization's human capital, helping to drive improved performance and productivity (Karaxha, 2019).

## 3. RESEARCH METHODS

This article uses qualitative methods by reviewing literature from various existing journals related to the topics in this scientific article. The findings in the literature of selected articles are then described by providing an assumption as a result in this article.

The methodology of qualitative literature review involves the analysis of various textual sources to understand and integrate the knowledge gained about the research problem. This approach allows researchers to identify trends, debates, hypotheses, findings, and knowledge gaps related to interesting research topics already present in the literature.

Research references can be used to strengthen arguments and draw conclusions in new research. They provide an empirical and theoretical foundation for the statements made by researchers. By examining previous research, researchers can identify gaps in the literature that can be addressed with new research efforts. It helps in assessing their relevance and uniqueness in contributing to a particular area of knowledge. In this context, relevant research is related to the application of corporate finance and transparent cash flow.

**Table 1. Literature Article**

Nu	Author, Year, Title	Method	Relevance	Finding
1.	(Gilika et al., 2014) Mentorship in Botswana: Effects and Benefit on Employee	Qualitative with theoretical review	Employee Development, Mentorship	Benefits of mentoring for mentors and mentees, as well as mentor-mentee matching as critical elements of mentoring identified

Development				
2.	(Madan & Srivastava, 2017)	Quantitative	Mentoring, employee engagement relationship	Mentoring moderates the relationship between managerial effectiveness and employee engagement. Work engagement is an important measure of job well-being for both employees and organizations.
	Investigating the role of mentoring in managerial effectiveness-employee engagement relationship: an empirical study of Indian private sector bank managers			
3.	(Sidiropoulos et al., 2018)	Quantitative	Mentoring, Career Development	There is a difference between the frequency of mentor-mentee communication and the feelings of uncertainty felt by employees regarding their career development, and there is no relationship between the benefits of a non-dependent working relationship and the mentoring institution.
	An Analysis of Mentoring's Effect on Career Development			
4.	(Karaxha, 2019)	Quantitative	Performance, Assessment Methods	Provide added value in the field of applying methods of performance measurement, control, and employee motivation and contribute to encouraging companies in Kosovo to Implementing New Performance Evaluation Methods.
	Performance Assessment Methods of Managers in Kosovo Businesses			
5.	(Regen et al., 2020)	Qualitative with theoretical review	Employee Development	Employee development affects employee performance, work behavior, and work motivation; Work behavior affects employee performance; Work motivation affects employee performance; Employee development influences employee performance through work behavior and work motivation; Work motivation affects employee performance through work
	Employee development model and an assessment on the perspectives of work behavior, motivation, and			

	performance		behavior
6.	(Utrilla et al., 2022)  Advance employee development to increase performance of the family business	Qualitative with theoretical review	Employee Development  Employee development affects employee performance, work behavior, and work motivation; Work behavior affects employee performance; Work motivation affects employee performance; Employee development influences employee performance through work behavior and work motivation; Work motivation affects employee performance through work behavior.
7.	(Kaluku et al., 2021)  Development of government employee performance measurement models: Using Analytical Network Process and Simple Additive Weighting methods	Quantitative	Development, employee performance measurement, Network Process and Simple Additive Weighting methods  The use of the ANP-SAW method resulted in a good performance calculation, with employee 5 getting the highest score of 0.9526, while employee 2 getting the lowest score of 0.7753. With assessments made by the community and Using appropriate decision-making methods, leaders in government can dengan mudah menilai kinerja their employees, not only from work achievements but also based on community assessments.
8.	(Lee & Dong-yub, 2020)  The Effects of Mentoring Functions on New Employee's Job Satisfaction and Turnover Intention	Quantitative	Mentoring Functions, Employee's Job Satisfaction, Turnover Intention  Three mentoring functions consisting of career development, psychosocial, and role models, only career development functions have a significant influence. As the career development function increases, new employees' job satisfaction also increases while the intention to change jobs decreases. This data provides the basis for training new employees in a rapidly changing business sector.
9.	(Hallo & Obuba, 2021)  Assessment of Career Development on Employee	Quantitative	Career Development, Employee Performance  Most employees strongly agree that there are training and mentoring programs for career development (M=4.50, SD=1,229). However, there are mixed reactions to the existence of established career path planning tailored to personal goals and interests in organizations where most employees remain

Performance in Private Health Sector in Isiolo County		neutral (M=3.36, SD=1.215).	
10.	(Kim & Byon, 2022)	Quantitative	Development and assessment
Fitness switching costs scale (FSCS): development and assessment of higher-order reflective-formative scale			Provide support for the reliability and validity of FSCS consisting of a third-level formative construct (i.e. switching costs) with four second-level formative constructs (i.e. procedural costs, relationship costs, financial costs, and convenience costs) and 11 first-level reflective constructs (i.e. adjustment to a new gym, lack of other fitness centers of interest, information retrieval costs, loss of connection with the Fitness Center, Loss hubungan dengan employees, loss of relationships with other consumers, disconnection costs, loss of pricing benefits, loss of location benefits, loss of service hour benefits, and loss of equipment availability benefits)

Source :Data Researcher, 2024

#### 4. ANALYSIS AND DISCUSSION

Based on the literature described above related to the topics in this article, the article literature is all found to be in accordance with the topics expected in the last 10 years. According to the results of research from (Gilika et al., 2014) related to the variables of Employee Development, Mentorship where the results state the benefits of mentoring and mentees are successfully identified in an organization. The results of other studies with the method used are quantitative with the variables used are Mentoring, employee engagement relationship, stating mentoring moderates the relationship between managerial effectiveness and employee engagement. Work engagement is an important measure of job well-being for both employees and organizations (Madan & Srivastava, 2017).

According to the results of research from (Sidiropoulos et al., 2018) stated that there is a difference between the frequency of mentor-mentee communication and the feeling of uncertainty felt by employees regarding their career development, and there is no relationship between the benefits of non-dependent work relationships and mentoring institutions. Influencing employee performance, work behavior, and work motivation; Work behavior affects employee performance; Work motivation affects employee performance; Employee development influences employee performance through work behavior and work motivation; Work motivation affects employee performance through work behavior.

Furthermore, according to (Karaxha, 2019) stated that it provides added value in the field of application of performance measurement, control, and employee motivation methods and contributes to encouraging companies in Kosovo to apply new performance evaluation methods, the methods used are quantitative.



Employee development affects employee performance, work behavior, and work motivation; Work behavior affects employee performance; Work motivation affects employee performance; Employee development influences employee performance through work behavior and work motivation; Work motivation affects employee performance through work behavior (Kaluku et al., 2021).

## DISCUSSION

Of the several results selected with the research methods used are quantitative and qualitative with variables in accordance with this article, the perspective in this article is that employee development is needed by every organization with various models and in all countries, besides that employee development is related to the assessment method used in the organization.

In addition, the implementation of mentoring in the organization from the findings of the results of the existing review literature is already valid and present in some research results, this all makes in this study strengthen the results of the article literature found.

## 5. CONCLUSION AND SUGGESTION

Mentoring plays an important role in moderating the relationship between managerial effectiveness and employee engagement, but work engagement is a very important indicator of job well-being for both employees, both employees and organizations. Assessment is carried out in the organization carried out in accordance with existing organizational categories.

The recommendation from the results of this article is that these results can make a real contribution with perspective and can be used for researchers in the future. In addition, concrete steps need to be taken to strengthen the relationship between management and employees, so that work engagement can continue to be improved through open communication, recognition of achievements, and support in achieving career goals.

## 6. REFERENCE

- Barrett, B. G. (2018). A Coaching Skills and Strategies Managers Utilize for Employee Improvement and Retention. *Proceedings INNODOCT/18. International Conference on Innovation, Documentation and Education*. <https://api.semanticscholar.org/CorpusID:182455986>
- Benschop, Y., Holgersson, C., van den Brink, M., & Wahl, A. (2015). *Future Challenges for Practices of Diversity Management in Organizations*. <https://api.semanticscholar.org/CorpusID:155804468>
- Bilderback, S. L., & Miller, G. J. (2023). Importance of employee development programs in business. *Journal of Management Development*. <https://api.semanticscholar.org/CorpusID:259642394>
- Cherotich, S., Rop, D. W., & Bett, D. A. (2021). The Relationship between Job Rotation and Employee Performance in Level-Four Hospitals within the South-Rift region in Kenya. *International Journal of Scientific and Research Publications (IJSRP)*. <https://api.semanticscholar.org/CorpusID:237603400>
- De Rosa, S., Battaglini, D., Bennett, V., Rodriguez-Ruiz, E., Zaher, A. M. S., Galarza, L., Schaller, S. J., & ESICM, N. C. of the. (2023). Key steps and suggestions for a promising approach to a critical care mentoring program. *Journal of Anesthesia, Analgesia and Critical Care*, 3(1), 30.
- Dimas Septian Abdy Raysi, D. S. A., & Nugroho Dwi Priyohadi, N. D. P. (2023). *OPTIMALISASI PENERAPAN E-RTG PADA RTG KONVENSIONAL DI TERMINAL PETIKEMAS NILAM*. STIA Manajemen dan Kepelabuhan Barunawati Surabaya.
- Emelo, R. (2011). Group mentoring best practices. *Industrial and Commercial Training*, 43, 221–227.

- <https://api.semanticscholar.org/CorpusID:145560683>
- Gilika, M. M., Gilika, M. K., Kurubag, & Magowe, M. (2014). Mentorship in Botswana: Effects and Benefit on Employee Development. *Asian Journal of Research in Social Sciences and Humanities*, 4, 231–241. <https://api.semanticscholar.org/CorpusID:109751793>
- Gopalakrishnan, M., & Garg, M. K. (2021). The power of subjectivity in competency-based assessment. *Journal of Postgraduate Medicine*, 67(1), 57.
- Hallo, A. H., & Obuba, R. O. (2021). Assessment of Career Development on Employee Performance in Private Health Sector in Isiolo County. *Asian Journal of Economics, Business and Accounting*. <https://api.semanticscholar.org/CorpusID:245866450>
- Harding, C. (2012). *From Alignment to emergent Academic: the Role of Coaching and Mentoring in supporting the Development of Academic Staff in a post-1992 University*. <https://api.semanticscholar.org/CorpusID:147228200>
- Kaluku, M. R. A., Dai, R. M., Pakaya, N., & Padiku, I. R. (2021). Development of government employee performance measurement models: Using Analytical Network Process and Simple Additive Weighting methods. *IOP Conference Series: Materials Science and Engineering*, 1098. <https://api.semanticscholar.org/CorpusID:233783297>
- Karaxha, H. (2019). Performance Assessment Methods of Managers in Kosovo Businesses. *Baltic Journal of Real Estate Economics and Construction Management*, 7, 159–171. <https://api.semanticscholar.org/CorpusID:203606667>
- Kim, K. (Anthony), & Byon, K. K. (2022). Fitness switching costs scale (FSCS): development and assessment of higher-order reflective-formative scale. *European Sport Management Quarterly*, 23, 1951–1969. <https://api.semanticscholar.org/CorpusID:250658421>
- Kumar, M. R. (2016). Study on Impact of Mentoring on Career Development of Employees. *International Journal of Social Science Research*, 1, 154–165. <https://api.semanticscholar.org/CorpusID:169353079>
- Kurniawati, R., & Waloyo, W. (2022). The Impact of Work Motivation and Employee Development on Surabaya City's Fire Fighting and Rescue Department Employee Performance. *IJEBD (International Journal of Entrepreneurship and Business Development)*. <https://api.semanticscholar.org/CorpusID:254810019>
- Lee, E. Y., & Dong-yub, L. (2020). *The Effects of Mentoring Functions on New Employee's Job Satisfaction and Turnover Intention*. <https://api.semanticscholar.org/CorpusID:226575142>
- Madan, P., & Srivastava, S. (2017). Investigating the role of mentoring in managerial effectiveness-employee engagement relationship: an empirical study of Indian private sector bank managers. *European J. of Cross-Cultural Competence and Management*, 4, 146. <https://api.semanticscholar.org/CorpusID:151561607>
- Norcini, J. J., & McKinley, D. W. (2007). Assessment methods in medical education. *Teaching and Teacher Education*, 23(3), 239–250.
- Ohlson, M., & Buenaño, A. L. (2018). *Leadership Mentoring: Best Practices for Creating College and Career Ready Leaders*. <https://api.semanticscholar.org/CorpusID:210588061>
- Olivero, O. A. (2014). *Mentoring Definition—The Mentor Within*. <https://api.semanticscholar.org/CorpusID:152024969>
- Regen, R., Johannes, J., Edward, E., & Yacob, S. (2020). Employee development model and an assessment on the perspectives of work behavior, motivation, and performance. *International Journal of Research In Business and Social Science*, 9, 59–69. <https://api.semanticscholar.org/CorpusID:216273201>
- Ritter, B. A., Small, E. E., Mortimer, J. W., & Doll, J. L. (2018). Designing management curriculum for workplace readiness: Developing students' soft skills. *Journal of Management Education*, 42(1), 80–103.
- Sheri, K., Too, J. Y. J., Chuah, S. E. L., Toh, Y. P., Mason, S., & Radha Krishna, L. K. (2019). A scoping review of mentor training programs in medicine between 1990 and 2017. *Medical Education Online*,



24(1), 1555435.

- Sidiropoulos, G., Ktena, C., & Lalou, P. (2018). *An Analysis of Mentoring's Effect on Career Development*. <https://api.semanticscholar.org/CorpusID:55645163>
- Steffen-Fluhr, N., Collins, R., Passerini, K., Wu, B., Gruzd, A. A., Zhu, M., & Hiltz, R. (2012). *Leveraging Social Network Data to Support Faculty Mentoring: Best Practices from NJIT ADVANCE*. <https://api.semanticscholar.org/CorpusID:18677318>
- Tripathy, S., & Satapathy, S. K. (2020). *Efficacy of Coaching-Mentoring for Communications and Leadership: To Overcome HR Challenges in Mergers and Acquisitions*. <https://api.semanticscholar.org/CorpusID:233275210>
- Utrilla, P. N.-C., Grande-Torrалеja, F. A., Albarracín, A. L. M., & Ortega-Rodríguez, C. (2022). Advance employee development to increase performance of the family business. *Employee Relations: The International Journal*. <https://api.semanticscholar.org/CorpusID:254011036>
- Vnou\vcková, L., Urbancová, H., & Smolová, H. (2015). *APPROACHES TO EMPLOYEE DEVELOPMENT IN CZECH ORGANISATIONS*. <https://api.semanticscholar.org/CorpusID:54684637>
- Xiao, M., Reynolds, K. J., & Friedel, J. N. (2022). Mentoring Program Tips. *Journal of Education Human Resources*. <https://api.semanticscholar.org/CorpusID:253790471>
- Zein, A. L. El, Aldine, R. S., Ahmad, M. Y. A., & Akhras, C. (2021). EFFECT OF SERVANT LEADERSHIP ON ORGANIZATION PRODUCTIVITY: A CASE STUDY DEPICTING THE LEBANESE BANKING SECTOR. *International Journal of Scientific and Management Research*. <https://api.semanticscholar.org/CorpusID:237335766>