



The Affect of Mentoring, Management Support and Training and Development on the Employees' Job Performance

Rusli Bin Nurdin

School of Business and Economics, Universiti Malaysia Sabah, Malaysia

Awangku Hassanah Bahar Pengiran Bagul

School of Business and Economics, Universiti Malaysia Sabah, Malaysia

Datu Razali Datu Eranza

School of Business and Economics, Universiti Malaysia Sabah, Malaysia

Abstract:

This study analyzes the employment job performance by examining the relationship on mentoring, management support and training and development in State Federal Development Office of Sabah. Issues such as the complexity of the staffs from the different demographic and transformation of ICT systems give added insights to this study. The methodology for this study is using quantitative approach. The findings of this study reveal that mentoring, management support and training and development have significant positive relationship with job performance. This study recommends that human resource management in all over Sabah Development Office (SDO) in Malaysia should implement such practices in order to formulating and implementing strategies of employees' job performance at the workplace.

Keywords: Job Performance, Mentoring, Management Support, Training and Development

1. Introduction

Malaysia Super Corridor (MSC) is Malaysia's initiative for the global information and communication technology (ICT) industry. Hence, the Electronic Government (E-Government) initiative was launched in Malaysia in the year of 1997 by the former Malaysian Prime Minister, Tun Dr Mahathir Mohamad as one of the seven flagships of the Multimedia Super Corridor (MSC) initiative (Rosalind Kaur, 2006). In the Electronic Government system there are included Multipurpose Card, Smart School, Telehealth, Research and Development Clusters, E-Business and Technopreneur Development. On the top of that, Sabah Development Office (SDO) under Implementation and Coordination Unit (ICU) and Prime Minister Department are responsible to sort the changes and improvement (Kaur, R. 2006) in order to improve the government's efficiency and effectiveness especially in system delivery and quickly respond to the needs of the public. Issues such as the complexity of the staffs from the different demographic and transformation of ICT systems has become the threats of for public sector regarding of the job performance among their staff. Due to this reason, it is important to understand how the human resource development system in specific mentoring, training and development as well as managing support can affected the employee's job performance. The aim of this study is to analyze the employment job performance by examining the relationship on mentoring, management support and training and development in State Federal Development Office of Sabah. Issues such as the complexity of the staffs from the different demographic and transformation of ICT systems give attempted to fill the gap by researching to understand and examine the mentoring, training and development and management support in how the way to affect the employee's job performance.

2. Literature Review

Employee performance consists of two dimensions which are task performance (or technical job performance) and contextual performance (or interpersonal job performance) (Yiing and Kamarul, 2009). Task performance is the behavior associated with maintaining and servicing an organization's technical core and on other hand; contextual performance is a function of one's

interpersonal skill knowledge that supports the broader social environment in which the technical core must function. Besides that, according to Chen and Silverthorne (2008), there are three types of ways to measure performance. First type is the measure of output rates, amount of sales over a given period of time, the production of a group of employees reporting to manager, and so on. The second type of measure of performance involves ratings of individuals by someone other than the person whose performance is being considered and the third type of performance measures is self-appraisal and self-ratings. For the purposes of this study, job performance is defined in terms of business performance (business operational) as well as employee outcomes (Venkatraman and Ramanujam, 1986) that related to performance appraisal as a formal documented system for the periodic review of an individual's performance (Wilson and Western, 2000).

On the other hand, according to Poulsen (2006), there is a different definition of mentoring between USA and UK where in USA mentoring model assumes that the mentor have more seniority and power than the mentee but UK model is that the mentor has relevant experience which is valuable to the mentee and that the mentee takes responsibility for his/her own learning. Besides that, mentoring is defined as a supportive relationship between youth or young or protégé and someone who will offer support, guidance and concrete assistance as the younger partner goes through a difficult period, takes on important tasks or corrects and earlier problems (Gay, 1994). In addition, mentoring is an attempt to transfer experience and expertise from experience individuals in an organization to the less experience and can be used as a kind of fast track support scheme where one senior manager oversees the activity and performance of a junior colleague who is earmark for rapid progression (Gregson, 1994). For the purpose of this study, Mentoring refers to a personal developmental relationship in which a more experienced or more knowledgeable person helps a less experienced or less knowledgeable person.

Next, management support on the job performance which is empowerment and trust was discussed. According to Ivancevich and *et. al* (2008), empowerment defined as encouraging and /or assisting individual and groups to make decision that affect their work environment. Besides that, according to Lashley (1999), employee empowerment has been hailed as a management technique which can be applied universally across all organizations as a means of dealing with the needs of modern global business and across all industrial sectors. Yahya (2003) found that, empowerment defined is concerned with giving employees more authority and discretion in the task and context related issues. For the purpose of this study, empowerment regarded as power which to be exercised in three dimensions which by using various resources to influence the outcome of decision-making processes, in the second dimension, by controlling access to those processes, and, in the third dimension, through hegemonic processes, which means the legitimization of power through cultural and normative assumptions (Tjosvold and Sun, 2006).

Trust can be defined as belief that those on whom we depend will meet our expectation of them (Martin, 2002). There is inspiring trust in the leader and what the one person is trying to achieve and that leader trusting on the subordinate in order the accomplish what they needs (Charlton, 2000). Besides that, according to Joseph and Winston (2005), found that there are several additional factors are associated with a culture of trust in an organization, including the depth and quality of interpersonal relationships, clarity of roles and responsibilities, frequency, timeliness, and forthrightness of communication, competence to get the job done, clarity of shared purpose, direction and vision and honoring promises and commitments. For the purpose of this study, trust is regarded as the degree to which trust exists can determine much of an organization's character, influencing factors such as organizational structure, control mechanisms, job design, communication, job satisfaction, commitment and organizational citizenship behavior.

On the other hand, Subramaniam, T. (2008) found training defined as activities of teaching and learning which is being promoted and implemented by an organization to enhance the technical development, attitude change and to add value to the existing knowledge of the officers within an organization. Besides, according to Gunasegaran (2006), training and development is planned, continuous effort by management to improve employee competence level and organizational performance. For the purpose of this study, training and development encompasses three main activities which are training, education, and development.

3. Methodology

Quantitative approach which was simple random sampling was used in order to achieve the objectives of this paper. Hypotheses were developed based the objectives of this paper to examine the relationship between mentoring, management support and training and development and job performance in State Federal Development Office of Sabah. The study was carried out among employees from all six section which included Management and Finance, Poverty Eradication, Special, Technical, Monitoring and Evaluation as well as IT Section, from driver until the upper management in Sabah Federal Development Office, Implementation and Coordination Unit, Prime Minister Department. The total population of employees' Sabah Federal Development Office was 130. The sample size of this study was 97 employees' Sabah Federal Development Office.

A self – administered with close ended questionnaire was developed and distributed randomly to employees in Management and Finance, Poverty Eradication, Special, Technical, Monitoring and Evaluation as well as IT Section, from driver until the upper management in Sabah Federal Development Office. It was developed into three sections which is demographic section, mentoring section, training and development section, management support section and lastly is job performance section. All items except demographic section were measured using a Likert-type response scale ranging from strongly disagree (1) to strongly agree (5).

In this study, the hypotheses are designed to examine the significant relationship between mentoring, management support, training and development and job performance which as below in the table 1.

No	Hypothesis
H1	There is a significant relationship between mentoring and job performance.
H2	There is a significant relationship between management support and job performance.
H3	There is a significant relationships between training and development and job performance.

Table 1: Hypotheses

4. Results

A total of 100 questionnaires were distributed and 97 were successfully collected and useful which brought a response rate of 97 percent. On the other hand, the results of this study found that independent variables which mentoring, management support and training and development and dependent variable which job performance have a good reliability on Cronbach's Alpha in between 0.94 range and 0.97 range. It indicates that this variables were considered to be good and acceptable (Sekaran, 2003).

In addition, the Pearson correlation results showed mentoring, management support and training and development has correlated with job performance which it was found to be significant at 5% whereby p-value is 0.000 ($r=0.634$), 0.000 ($r=0.5777$) and 0.000 ($r=0.607$) respectively. The results indicated that mentoring, management support and training and development significantly related with job performance among the SDO employees.

Furthermore, in the hypotheses testing, the results had showed that hypothesis 1, 2 and 3 was accepted. This means that hypothesis 1, 2 and 3 had the significant p value which less than 0.05. It shows that hypothesis 1, 2 and 3 had the significant relationship between mentoring, management support and training and development and job performance. Therefore, these results suggest that when there is an enhancement on mentoring, management support and training and development, employee's job performance will increase.

5. Discussion

In this section, the discussion was covering the relationship between mentoring, management support and training development with job performance. The results of this study reveal that mentoring does affect the employees' job performance. In other word, there is a significant relationship between mentoring and job performance. This study is consistent with previous scholars that mentoring is an attempt to transfer experience and expertise from experience individuals in an organization to the less experience and can be used as a kind of fast track support scheme where one senior manager oversees the activity and performance of a junior colleague who is earmark for rapid progression (Gregson, 1994). The mentoring can be used to improve the employees' performance (Triple Creek, 2007). The employees who get the mentoring are more effective in doing their job than for those did not get the mentoring (Hansford and Ehrich, 2006), mentoring as an effective means for enhancing work outcomes and career development (Niehoff, 2006). Therefore, in this study, it was clear to show that employees' job performance were highly increase when there is an enhancement on mentoring towards the employees.

On the other hand, the results of this study also reveal that management support (trust and empowerment does affect the employees' job performance. In other word, there is a significant relationship between management support and job performance. This study is consistent with Martin (2002) and Ledford and *et. al* (2008) when they revealed the mistrust by the employee will be existed and will be affected their performance. It is also accordance with Green and Macandrew (1999), the empowerment given by the top management can be contributed to the employees' productivity (performance).

Lastly, the results of this study also reveal that training and development does affect the employees' job performance. In other word, there is a significant relationship between training and development and job performance. These findings support the studies by previous study done by Gunasegaran (2006), training and development is planned, continuous effort by management to improve employee competence level and organizational performance. Thus, in the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings.

6. Implications

This study revealed that mentoring, management support and training development are significantly related to the employees' job performance. The findings for this study can be used in Implementation and Coordination Unit (ICU), Prime Minister Department as a guideline and benchmark to improve their all branches entirely in Malaysia. On the other hand, the findings are very informative in explaining and solving some problems pertaining of human resource aspects of organization towards the employees' job performance among the employees in SDO Sabah. The study has given an in depth understanding on the relationship between mentoring, management support and training development with job performance of the employees. From the result obtained, this study suggest that the management in SDO should consider some factors that have been identified to be the predictors of job performance and can be incorporate them in any employees' development program to improve employees' performance in the workplace. Lastly, consideration on the factors, predictors and influence of job performance may help in reduction of human resource issues among employees in the organization especially regarding the mentoring, management support and training and development issues. The findings of this study will be great help to provide an understanding to management of SDO in designing policies and strategies for the future.

7. Conclusion

The overall aim of this study was to analyze the employment job performance by examining the relationship on mentoring, management support and training and development in State Federal Development Office of Sabah. The findings of this study revealed that mentoring, management support and training development had the significant relationship with job performance. Therefore, this study suggest that it should be extended for the benefit human resource management practices in all over SDO entirely in Malaysia in order to formulating and implementing strategies of employees' job performance at the workplace.

8. References

1. Charlton, G. 2000. Human habits of highly effective organization. Van Schaik, Pretoria.
2. Chen, J.C. and Silverthorne, C. 2008. The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, Emerald Group Publishing Limited. 29(7):572-582.
- development?. *Journal of European Industrial Training*. MCB University Press. 24/7:384-390.
- development?. *Journal of European Industrial Training*. MCB University Press. 24/7:384-390.
3. Gay, B. 1994. What is Mentoring?. *Education and Training*, MCB University Press. 36 (5): 4-7.
4. Green, N.D and John Macandrew, J. 1999. Re-empowering theempowered- the ultimate challenge?. *Personnel Review*, MCB University Press. 28 (3): 258-278.
5. Hansford, B. and Ehrich, L.C. 2006. The principalship: how significant is mentoring?. *Journal of Educational Administration*. Emerald Group Publishing Limited. 44(1):36-52.
6. Ivancevich. J.M., Konopaske. R., Matteson M.T. 2008. *Organizational Behavior and Managemen*. (8th edition). Singapore: McGraw Hill International.
7. Joseph, E.E and Winston, B.E. 2005. A correlation of servant leadership, leader trust, and organizational trust. *Leadership & Organization Development Journal*, Emerald Group Publishing Limited. 26(1):6-22.
8. Kaur, R. 2006. *Malaysian e-Government Implementation Framework* . Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Masters of Computer Science
9. Lashley, C. 1999. Employee empowerment in services: a framework for analysis. *Personnel Review*, MCB University Press. 28(3):169-191.
10. Ledford, C. 2008. Employee trust and performance: insights for management. *Society For Human Resource Management (SHRM)*
11. Martins, N. 2002. A Model for managing trust. *Internatioanl journal of Manpower*. Emerald Group Publishing Limited. 23(8):754-769,
12. Niehoff, B.P. 2006. Personality predictors of participation as a mentor. *Career Development International*, Emerald Group Publishing Limited. 11(4):321-333.
13. Poulsen, K.M. 2006. Implementing successful mentoring programs: career definition vs mentoring approach. *Industrial And Commercial Training*. Emerald Group Publishing Limited. 38(5):251-258.
14. Sekaran, U. and Bougie, R. 2010. *Research Methods For Business* (5th edition) Great Britain, Wiley.
15. Subramaniam, T. 2008. *Human Resource Practices and on the Job Training Effect on Employee Performance*. MHCM. Universiy Of Malaysia Sabah.
16. Tjosvold, D. and Sun, H. 2006. Effects of power concepts and employee performance on managers' empowering. *Leadership & Organization Development Journal*, Emerald Group Publishing Limited. 27(3):217-234.
17. Wilson, J.P and Western, S. 2000. Performance appraisal: an obstacle to training and
18. Wilson, J.P and Western, S. 2000. Performance appraisal: an obstacle to training and
19. Yahya, M. 2003. The antecedents of customer-contact employees' empowerment. *Employee Relations*, Emerald Group Publishing Limited. 26(1):72-93.
20. Yiing, L.H. and Kamarul Z.A. 2009. The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*. Emerald Group Publishing Limited . 30(1):53-86