

Mentoring and Coaching Programs to Improve Performance Management

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ABSTRACT

This scientific article wants to continue the study in the field of human resources by using existing variables and literature sources that will be used related to strengthen the findings of existing studies. In this article used graphic techniques are used. Analysts collect the necessary data from additional sources, analyze them, and, if necessary, modify them, additional data is used to collect information for research, books, research papers, articles, university documents, and the web is used to collect supporting data. The problem, intervention and comparison population framework (PICO) for evaluation was used to define study parameters. Coaching, mentoring programs, and performance management have been implemented with articles found from various existing literature, and described in this article, thus adding to three broader variables for other researchers to come. The results of this article provide an opportunity for other researchers to develop and use these three variables to produce other research with methods, objects, and produce a model

INTRODUCTION

Mentoring and training programs can be an effective solution to overcome these challenges and improve performance management within the organization. This program is designed to provide support, coaching, and skill development to individuals or teams in achieving optimal performance. Mentoring involves individualized guidance focused on competency development and leadership reinforcement, while according to (Parsloe & Leedham, 2016) training involves the introduction or development of specific skills relevant to job duties and responsibilities, in this context, previous research has shown that mentoring and training programs have significant potential in improving performance management (Passmore et al., 2012) ; (Lancer et al., 2016); (Aima et al., 2017); (Pusparani et al., 2021), this program can help in clarifying performance expectations, increasing understanding of tasks and responsibilities, strengthening communication and leadership skills, as well as providing constructive feedback to individuals or teams.

In an ever-changing global context, organizations need to ensure that their performance management remains adaptive and responsive to changes as they occur. A good mentoring and training program can assist organizations in developing the competencies and skills necessary to face new challenges, optimize individual or team performance, and achieve long-term success (Clutterbuck, D., & Megginson, D, 2019), contextual factors that can influence the success of mentoring and training programs. These factors can include organizational culture, organizational structure, management support, and stakeholder involvement.

Effective performance management (including poor performance) is primarily seen as part of good management practices. The literature supporting the development of good management policies and practices for managing employee performance is well established and easy for practitioners to understand and use, a comprehensive understanding of these factors will help in designing programs that suit the needs and characteristics of the organization concerned (West & Blackman, 2015);(Student et al., 2021), according to (School et al., 2012);(Indupurnahayu et al., 2021) in the importance of a clear definition of high performance - focus on improving performance, preventing poor performance, and actively managing performance issues.

Coaching and mentoring can be used as methods to help individuals reach their best potential and overcome obstacles that stand in the way of optimal performance. Through coaching and mentoring sessions, individuals can develop skills, identify areas of development, and get guidance to achieve set performance goals (Egan et al., 2013), Training and mentoring are an integral part of training and professional development of employees in the workplace, which specifically aim for significant improvement and high employee competence in the workplace and are usually goal-focused and certain skills; but it can also affect individual characteristics such as self-confidence and social interaction (Al Hilali et al., 2020).

Implicit and explicit learning through experience and interaction can be used through mentoring and coaching. Mentoring is often described as an

indirect and indirect benefit. For example, mentors can provide specific advice on how to navigate the organization and help identify opportunities, while discreetly encouraging and mentoring professional networking. Training, on the other hand, is usually aligned with clear expectations and results. Coaches can help with goal setting and help develop the skills needed for a particular position. Both are clear actions that can quietly drive improvement and growth as new opportunities arise (Hussey & Campbell-Meier, 2021). This scientific article wants to continue the study in the field of human resources by using existing variables and literature sources that will be used related to strengthen the findings of existing studies.

THEORETICAL REVIEW

Coaching

The organization organizes Training Programs according to various needs such as organizational needs and employee development needs. These programs should be aligned with better outcomes to achieve the competencies required by individuals. They should also consider the professional, physical, educational and psychological skills required by employees with performance needs, as well as the responses needed to improve their performance and qualifications. Training can be considered to serve only one purpose for the benefit of the organization, but in practice training also provides employees as individuals with the necessary support to face current or even future challenges (Al Hilali et al., 2020)

Mentoring

The relationship of mentoring with individual recognition and development of opportunities, which can be a long-term process in which objectives may change but are always determined by the accompanied. The concept of mentoring was introduced (Megginson & Clutterbuck, 2006), Mentoring is often appropriate when learners are making changes at critical points in their lives and mentoring can be linked to choice, career and personal development, career and support and personal change in line with research from (Al Hilali et al., 2020);(Rony et al., 2019); (Student et al., 2021);(Zahara Tussoleha Rony, 2021).

Performance Management

Proponents of a humanistic perspective associate high returns with investments in "softer" people in organizational life. By rewarding, trusting, developing, and empowering employees, encouraging collaborative practices, and stakeholder engagement, organizations can achieve high performance. Organizational culture is also emphasized as a key factor in success or failure, in line with research from (Willcoxson, 2000); (Jumawan, 2023); (Zen et al., 2023); (Febrian et al., 2023); (Sawitri et al., 2019) Management performance is influenced by several factors including resilience, human resource competence, employee work motivation and employee work discipline, in line with research from (Susanto, Soehaditama, Febrian, et al., 2023); (Susanto, Sawitri, Ali, et al., 2023); (Susanto, Sawitri, & Suroso, 2023a).

METHODOLOGY

In this article used graphic techniques are used. Analysts collect the necessary data from additional sources, analyze them, and, if necessary, modify them, additional data is used to collect information for research, books, research papers, articles, university documents, and the web is used to collect supporting data. The problem, intervention and comparison population framework (PICO) for evaluation was used to define study parameters. Table 1 provides an overview of the related literature and research limitations. Table 2 describes the use of metrics in research articles and article conclusions.

Table 1. Explanation from PICO

Component	Information
Problem	Employee
Intervention	Human Resources
Comparison	n/a
Outcome	Results of literature in the field of human resources

The second step is to determine the requirements to determine feasibility and quality. In addition to describing the literature review they plan to conduct using a database of current events, employee performance, engagement, and knowledge, the research paper includes a list of research questions they plan to answer. Articles for inclusion in meta-analyses and systematic reviews are selected based on notability criteria. The inclusion and exclusion criteria are: 1) scientific articles written in foreign languages; 2) articles published in English or Indonesian journals are not considered; Published articles are not limited to the year when the number of searches increased; and Figure 1 shows the literature and literature comparison to support the evaluation of the material synthesis process.

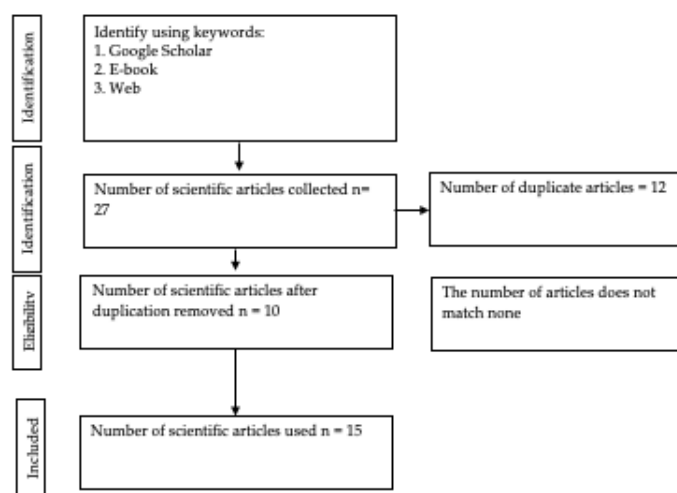


Figure 1. Scientific Article

Table 1. Article Metric

No	Article	Authors	Journal	Publisher	Purpose
1.	Developing High Performance: Performance Management in the Australian Public Service	(School et al., 2012)	CRAWFORD SCHOOL WORKING PAPER WORKING PAPER 12-09 2012	Australian National University	provide a new understanding of high performance management for the public sector
2.	Seven domains for leadership mentoring and executive coaching A reflective paper	(Olson, 2014)	The Danish Journal of Coaching Psychology Volume 3, Edition 1 July 2014	www.coachingpsykologi.org	how coaching and mentoring can be combined and work together as systematic tools for leadership development
3.	THE BENEFITS OF MENTORING AND COACHING IN THE PUBLIC SECTOR	(Ganesh et al., 2015)	Journal of Governance and Regulation / Volume 4, Issue 3, 2015	Virtus Enterpress	Two mentoring and coaching workshops were organized to create awareness and broad understanding of mentoring and coaching as tools for learning and growth
4.	EFFECTS OF COACHING AND MENTORING ON EMPLOYEE PERFORMANCE IN THE UK HOTEL INDUSTRY	(Neupane , 2015)	Int. J. Soc. Sci. Manage. Vol-2, issue-2: 123-138	www.ijssm.org	to examine the impact of training and mentoring on employee performance in the UK hospitality industry. It also examines the extent of employee training and mentoring results; and assess the impact of training and mentoring on overall organizational effectiveness
5.	The Effect of Coaching and Mentoring Programs to Improve Students Competencies: Case	(S. T. et al., 2015)	Universal Journal of Educational Research 3(3): 163-169, 2015	http://www.hrpub.org	to see the impact of Beastud's Ethos training and mentoring program on improving students' skills

Study of Beastudi Etos Scholarship					
6.	The future of performance management beyond appraisals	(Jones, 2016)	STRATEGIC HR REVIEW VOL. 15 NO. 2 2016, pp. 100-102	Emerald Publishing	Organizations that successfully create a culture of sustainable performance management are those that transform performance management from an annual management task to an ongoing, collaborative strategic priority that delivers meaningful business results
7.	Holistic mentoring and coaching to sustain organizational change and innovation	(Hollywod et al., 2016)	Creighton Journal of Interdisciplinary Leadership Vol. 2, No. 1, May 2016, pp. 32 - 46		An integrated and comprehensive mentoring and coaching model is described, consisting of four well-researched theoretical frameworks: strengths-based leadership, emotional intelligence, courageous conversation, and appreciative inquiry
8.	Implication of Mentoring and Coaching to the Self Empowerment of Economical Joint Effort Group	(Permata, 2017)	Asian Social Work Journal, Volume 2, Issue 2, (page 11 - 18), 2017	www.msoci.alwork.com	to describe and analyze the effect of mentoring and training on self-empowerment on KUBE FM
9.	Exploratory Study Examining the Joint Impacts of Mentoring and Managerial Coaching on Organizational Commitment	(Woo, 2017)	Sustainability 2017, 9, 181	MDPI	How training and mentoring are related has not been studied in the literature. Looking at this relationship, the study examines the combined effect of these practices on employees' organizational commitment

10.	When Coaching Meets Mentoring: Impact of Incorporating Coaching into an Existing Mentoring Program at a Community Hospital	(Kakarala et al., 2018)	DOI: 10.7759/cureus.3138	Cureus	Resident coaching is a new way to provide spiritual support and professional development to residents. Eligibility for training in community hospitals is not reported. This curriculum innovation explores the feasibility and impact of incorporating positive psychology training into a community hospital setting
11.	PERCEIVED EFFECT OF COACHING AND MENTORING ON EMPLOYEE JOB PERFORMANCE AMONG ACADEMIC STAFF IN UNIVERSITY OF IBADAN, OYO STATE, NIGERIA	(ADEOG UN et al., 2019)	Journal of Humanities, Social Sciences and Creative Arts	Funaab	evaluate the effect of training and monitoring on employee performance at the University of Ibadan, Oyo State, Nigeria
12.	The Role of Mentoring and Coaching in Managerial Capacity Development	(Altnay et al., 2020)	Postmodern Openings Volume 11, Issue 1, Supl. 1	WoS	Examining the importance of mentoring and coaching applications to strengthen key leadership roles
13.	Coaching and Mentoring. Concepts and Practices in Development of Competencies: A Theoretical Perspective	(Al Hilali et al., 2020)	International Journal of Academic Research in Accounting, Finance and Management Sciences Vol. 10, No.1, January 2020, pp. 41-54	HRMARS	identify some similarities and differences in key issues of training and mentoring, most of which are related to employee self-development, professional growth, or career development

14.	Are you mentoring or coaching? Definitions matter	(Hussey & Campbell -Meier, 2021)	Journal of Librarianship and Information Science		Implicit and explicit learning through experience and interaction can be used through mentoring and coaching
15.	Empirical Development of the Best Practices of Coaching and Mentoring for High Performance of Competency-based Education	(Takei et al., 2022)	International Research in Education 2022, Vol. 10, No. 1	Macrothink Institute	This program is to turn faculty members into effective coaches or mentors

RESULTS

Coaching, mentoring and performance management in the metric table displayed as findings for this article have been described and described, so that answered with these findings will be described where studies from (School et al., 2012) discuss performance management in the existing public sector.

The next study from (Olson, 2014) where mentoring and coaching with leadership in an organization. The next study from (Ganesh et al., 2015) where the results of mentoring and training improved performance and had a positive impact in improving performance at Frontier Hospital in South Africa. The coaching program is very useful for improving management performance and generating engagement with employees, in line with research from (Susanto, Sawitri, & Suroso, 2023b); (Susanto, Sawitri, Ali, et al., 2023), (Susanto et al., 2022).

The next study from (Neupane, 2015) with the findings of training and mentoring is positively correlated with employee performance and both factors have a significant influence on employee performance. Further studies from (S. T. et al., 2015) where the results of research on the training and mentoring program of Beastud's Ethos can improve students' knowledge, skills and attitudes. This significantly increases religious values, but has less impact on IT skills. The next study from (Jones, 2016) where Organizations that successfully create a sustainable performance management culture are organizations that transform performance management from annual management tasks into sustainable, collaborative strategic priorities that deliver meaningful business results.

DISCUSSION

From several existing literature articles and described in this scientific article, coaching and mentoring programs already exist in the results of existing research in various organizations, as well as the existing performance management variables are appropriate. These scientific articles together in one article are used for the purpose of adding literature.

CONCLUSIONS AND RECOMMENDATIONS

Coaching, mentoring programs, and performance management have been implemented with articles found from various existing literature, and described in this article, thus adding to three broader variables for other researchers to come.

The results of this article provide an opportunity for other researchers to develop and use these three variables to produce other research with methods, objects, and produce a model.

FURTHER STUDY

This article adds a treasure to the field of human resources about the variables of coaching, mentoring and performance management.

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