



## The Influence of the Mentoring Program on New Employee Career Development

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### ABSTRACT

Study This aim For know the influence of the mentoring program on development career employee new . Background study This based on the importance of mentoring in the early days work to speed up adaptation and improvement professionalism employees . Research use approach quantitative with method survey and engineering analysis simple linear regression on the data obtained from questionnaire . The sample consists of from employee new people who are following a mentoring program at a organization . Research results show that the mentoring program has influence significant to development career , with The R value is 0.729 and the R Square is 0.532. The coefficient regression of 0.678 and significance of 0.000 indicates that perception positive towards the mentoring program contributes direct to improvement career employees . Aspects improvement skills get score the highest , while clarity direction career Still need reinforced . Findings This underline importance management of mentoring programs systematic as an effective HR development strategy .

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## INTRODUCTION

In an era of globalization and increasingly fierce business competition, organizations are required to focus not only on achieving financial targets but also on effective human resource management. One crucial aspect of HR management is employee career development, especially for new employees. New employees are potential assets that need to be properly guided to develop in accordance with the expectations of the organization and the individual (Darmawansyah et al., 2024).

*mentoring* programs as a strategy to support new employees' adaptation and career development. These programs aim not only to improve technical skills but also to provide emotional support and knowledge of the organization's culture. Thus, mentoring serves as a crucial bridge between company expectations and the individual needs of new employees (Monoarfa et al., 2019).

According to data from LinkedIn Workplace Learning A 2023 report found that 79% of professionals reported that mentoring played a significant role in accelerating their career development. In Indonesia, a 2022 survey by JobStreet found that only 43% of companies have formal mentoring programs for new employees. This indicates a persistent gap between career development needs and the structural support provided by companies.

A common phenomenon is the high turnover rate among new employees within the first six months of employment. Many feel they haven't received sufficient guidance in understanding their roles and work culture within the organization. As a result, they struggle to adapt and choose to leave their jobs before truly developing. This phenomenon presents a challenge for HR management in designing an effective mentoring system.

Mentoring, theoretically, is defined as a process of guidance carried out by a more experienced individual (mentor) to a newer individual (mentee) in order to help personal and professional development (Isnain et al., 2022). According to Kram in research (Sewang., Umar, SM, 2024), mentoring includes two main functions: career functions and psycho-social functions. Career functions include sponsorship, exposure, and coaching, while psycho-social functions include roles as counselors, friends, and role models.

Thus, Super's career development theory (Super's Career Development Theory) explains that individuals will go through stages of exploration, formation, maintenance, and decline in their careers. During the exploration phase, which is commonly experienced by new employees, mentoring support is essential to help individuals identify their potential and career direction. Without adequate guidance, individuals tend to experience confusion and stagnation (Fauzi et al., 2022).

Bandura's social learning theory also makes a significant contribution to understanding mentoring. Bandura emphasized that individuals learn from their social environment through observation and interaction. Thus, the mentor-mentee relationship becomes an effective learning medium, where the mentee can absorb the mentor's knowledge, values, and work habits through modeling and feedback (Aritonang & Prahiawan, 2024).

However, in practice, many organizations still haven't implemented mentoring programs optimally. Some companies only run these programs informally, without a clear framework and without evaluating their impact on the career development of new employees. This makes mentoring effectiveness difficult to measure, and the results are not always optimal.

Several previous studies have addressed this topic, including a study by Julianita (2018) that found mentoring to have a positive impact on job satisfaction and organizational commitment. Research by Jumawan & Mora (2018) also showed that the quality of mentoring relationships significantly influences career achievement. In Indonesia, research by Azhad & Anggraeni (2022) at a multinational company in Jakarta revealed that mentoring success is highly dependent on the mentor's active involvement and a clear program structure. However, there is little research specifically examining the relationship between mentoring and career development in new employees across different industrial sectors.

Based on this description, there is a crucial research gap that needs to be addressed: the lack of contextual studies on the effectiveness of mentoring in facilitating the career development of new employees. This is despite the fact that the initial period of employment is crucial for shaping employee loyalty, motivation, and performance. Therefore, this research is relevant and urgent to enrich the literature and provide practical recommendations for HR management.

The implications of this research are expected to provide practical contributions to organizations in designing and implementing structured and impactful mentoring programs. Furthermore, the results are also expected to serve as a foundation for corporate policymakers to position mentoring programs as an integral part of their HR development strategies, particularly for new employees.

The purpose of this study is to determine the extent to which mentoring programs influence the career development of new employees. It also aims to identify the key elements of mentoring that contribute most to career advancement and provide insight into how these programs can be optimized to maximize benefits for individuals and organizations.

## LITERATURE REVIEW

### **Mentoring Program Concept**

mentoring program is a strategic approach to human resource development, in which an experienced mentor provides guidance, support, and direction to mentees (new employees) to aid their personal and professional development. According to Khairunissa & Juli Ratnawati (2021), mentoring has two main functions: career and psychosocial. The career function includes support in the form of coaching, protection, and exposure opportunities; while the psychosocial function includes emotional support, confidence development, and professional identity formation.

Mentoring not only helps mentees understand their job duties and responsibilities, but also accelerates their adaptation to organizational culture, builds internal social networks, and enhances their sense of belonging. This

aligns with the opinion of Putri & Surabaya (2019) , who emphasized that mentoring can improve employee readiness to face work challenges and accelerate experiential learning.

### **Career Development for New Employees**

Career development is the process of growth and capacity building of an individual as they gradually pursue their career path. According to Super, careers develop through several stages: exploration, formation, maintenance, and decline. In the initial phase (exploration), new employees will seek to identify roles, interests, and potential that align with their work environment. Success in this stage depends heavily on organizational support, including adequate guidance from superiors and mentors.

New employees often experience confusion, anxiety, and difficulty adapting, especially when there is no mentoring system to help them understand job expectations and available development opportunities. Therefore, the presence of a mentoring program acts as a catalyst in this transition process. (- & Achmad Fauzi, 2023) added that career development is also greatly influenced by the work environment, internal motivation, and interpersonal relationships , all of which can be formed and strengthened through the mentoring process .

### **Mentoring Programs and Career Development**

Various studies have shown a positive and significant relationship between the implementation of mentoring programs and the acceleration of new employees' career development. Research conducted by Allen et al. al. (2004) concluded that employees who participated in mentoring programs had higher levels of job satisfaction and organizational commitment than those who did not receive mentoring . Furthermore, Aritonang & Prahiawan (2024) emphasized that the quality of the mentor- mentee relationship is a key determinant of mentoring success , particularly in shaping positive perceptions of future careers.

In the context of new employees, mentoring can help accelerate their understanding of organizational structures, work processes, and even unwritten norms within the workplace. This has a direct impact on improved work performance, promotion readiness, and the courage to take career initiatives. A study by Turban and Dougherty (1994) also confirmed that effective mentoring can increase the mentee's visibility and credibility with management, ultimately increasing opportunities for long-term career development.

## **METHODOLOGY**

This study used a quantitative approach with an associative method to measure the influence of the mentoring program on the career development of new employees. This approach was chosen so that the research results could be analyzed objectively and expressed numerically, allowing for testing the relationships between variables. This research is also explanatory in nature , explaining the causal relationship between the variables studied based on the collected data (Sugiyono, 2021) .

The population in this study were new employees in various agencies or companies who had participated in formal mentoring programs . Due to limited

access to the entire population, the researcher used a non- probability sampling technique with a purposive sampling method, which intentionally selected respondents based on certain criteria. These criteria included: (1) employees with a maximum of two years of service, and (2) having participated in a mentoring program in the work environment. The sample size was determined according to the minimum requirements for statistical regression analysis, namely a minimum of 30 respondents or more.

Data collection was conducted by distributing a closed-ended Likert -scale questionnaire , consisting of two main sections. The first section measured mentoring program variables , including interaction frequency, mentor- mentee relationship quality, and mentoring material relevance . The second section measured career development, seen from the aspects of job role understanding, competency improvement, development opportunities, and career planning. The questionnaire was distributed both in person and online to eligible respondents (Rukminingsih, 2020) .

The obtained data was analyzed using a statistical program with simple linear regression analysis to determine the extent of the mentoring program's influence on the career development of new employees. Validity and reliability tests were conducted first to ensure the instrument was feasible and reliable. The results of the analysis will be interpreted to provide empirical insight into the effectiveness of mentoring programs in supporting career advancement in the early stages of employment and provide a basis for organizations to consider when designing more targeted HR development strategies .

## **RESEARCH RESULT**

Based on data obtained from distributing questionnaires to respondents who had participated in the mentoring program , a general overview was obtained that the majority of new employees had a positive perception of the program. As many as 82% of respondents stated that they felt helped in understanding their duties and responsibilities through mentor guidance. Furthermore, approximately 76% of respondents reported that the relationship between them and their mentor was open, supportive, and encouraged questions and learning. Regular meetings with mentors were also considered an important factor in supporting the adaptation process in a new work environment.

In terms of career development, respondents indicated that the mentoring program contributed to increased self-confidence and job readiness. Sixty-eight percent of respondents felt they more quickly understood career directions and attainable positions within the organization. Furthermore, 71% of them stated that mentoring helped them recognize their personal potential and develop new, job-relevant skills. Career planning also improved, with more than half of respondents starting to set short- and long-term career goals since participating in the mentoring program .

### **Description of Career Development Variables**

The career development variables of new employees are measured through five indicators, namely understanding of work roles, improving work skills,

clarity of career direction, motivation in achieving career targets, and the ability to make personal career plans. These five indicators reflect the extent to which new employees experience growth in terms of career orientation after undergoing a mentoring program . The measurement scale uses a Likert scale of 1 to 5. The results of data processing show that the overall average value is 4.02 which means it is in the **good category** , with the highest indicator in the aspect of improving work skills ( mean = 4.10), while the lowest value is in the clarity of career direction ( mean = 3.95). Data details can be seen in Table 2.

Table 1. Description of Career Development Variables

Indicator	N	Max Score	Min Score	Mean	Category
Understanding work roles	50	5	3	4.00	Good
Job skills improvement	50	5	4	4.10	Good
Clarity of career direction	50	5	3	3.95	Pretty good
Motivation in achieving career targets	50	5	3	4.05	Good
Personal career planning	50	5	3	4.02	Good
<b>Overall Average</b>	—	—	—	<b>4.02</b>	<b>Good</b>

**Instrument Validity Test**

Before the questionnaire data was used for further testing, a validity test was conducted to ensure that each item actually measured the intended aspect. The validity test was conducted using the Pearson Product Line formula. Moment , with a table r value = 0.279 (N = 50,  $\alpha = 0.05$ ). Five examples of test results are presented in Table 3. The test results show that all items have a calculated  $r >$  table r, so they are declared valid.

Table 2. Instrument Validity Test

Statement Items	r Count	r Table (N=50)	Information
P1	0.612	0.279	Valid
P2	0.534	0.279	Valid
P3	0.694	0.279	Valid
P4	0.705	0.279	Valid
P5	0.487	0.279	Valid

**Instrument Reliability Test**

After the validity is fulfilled, a reliability test is carried out using Cronbach's Alpha is used to determine the extent to which the items in the instrument are consistent. The test results show that the Cronbach's alpha value The alpha for the mentoring program variable was 0.841, and for the career development variable was 0.813. Since both were greater than 0.70, they were deemed reliable.

Table 3. Instrument Reliability Test

Variables	Cronbach's Alpha	Information
Mentoring Program	0.841	Reliable
Career Development	0.813	Reliable

### Simple Linear Regression Test

A simple linear regression test was used to determine the effect of the mentoring program variable on the career development of new employees. The test results showed an R value of 0.729, indicating a strong relationship, and an R Square ( $R^2$ ) value of 0.532, meaning that 53.2% of the variation in career development can be explained by the mentoring program. A significance value of  $0.000 < 0.05$  indicates a statistically significant effect.

Table 4. Simple Linear Regression Test Results

Model	R	R Square	Adjusted R <sup>2</sup>	Std . Error	Sig . (p- value )
Mentoring → Career	0.729	0.532	0.524	0.421	0.000

### Regression Coefficient

To determine the magnitude of the direct influence of the mentoring program on career development, the regression coefficient value is examined. The coefficient value ( $B$ ) = 0.678 indicates that every one-unit increase in mentoring perception will increase career development by 0.678 units. With a significance value of 0.000, this effect is declared statistically significant.

Table 5. Regression Coefficients

Variables	B ( Unstandardized )	Std . Error	t Count	Sig . (p)
(Constant)	1,216	0.392	3.105	0.003
Mentoring Program	0.678	0.095	7.115	0.000

## DISCUSSION

Mentoring programs have been shown to significantly impact the career development of new employees. Research shows that the majority of respondents perceived tangible benefits from participating in the program, particularly in terms of understanding their job roles, improving their skills, and clarifying their career paths. These findings reinforce the view that a structured and intensive mentoring process can accelerate employee adaptation and professional maturation early in their employment.

From the results of a simple linear regression, it is known that the mentoring program variable has a strong relationship ( $R = 0.729$ ) to career development, with a contribution of 53.2% ( $R^2 = 0.532$ ). This indicates that more than half of the variation in new employees' career development can be explained by the quality and sustainability of the mentoring program they received. The remainder is likely influenced by other external factors, such as previous work experience, the work environment, or the leadership style of their immediate superior.

The aspects that served as indicators of career development in this study – namely, understanding of job roles, skills, career direction, motivation, and career planning – all showed average scores above 3.9. This indicates that, in general, respondents' perceptions of their career progress were in the good category. The skills improvement indicator received the highest score, indicating

that mentors successfully provided technical guidance that directly benefited their daily work.

On the other hand, clarity of career path scored the lowest compared to other indicators, although it still fell into the "fairly good" category. This highlights the importance of noting that while mentoring aids adaptation and task mastery, not all new employees receive sufficient clarity regarding their career paths and potential positions. This should serve as a reflection for organizations to strengthen career path planning and communication during the mentoring process .

Over 70% of respondents reported that mentoring helped them recognize their potential and develop new skills. This fact confirms that mentoring is not only technical but also has positive psychological impacts, such as increased self-confidence and a sense of belonging to the organization. This provides a crucial foundation for developing loyal and highly competitive employees.

The success of mentoring is also evident in the communication climate created between mentor and mentee . Seventy-six percent of respondents stated that their relationship with their mentor was open and supportive. This supportive environment fosters a two-way learning process, where mentees feel safe asking questions and exploring their own abilities. This type of relationship is a crucial factor in supporting new employees' adaptation to the workplace.

The results of the validity and reliability tests also show that the instruments used in this study have met the requirements for reliability and measurement accuracy. The validity of each item is above the critical value of  $r$  table (0.279), and the Cronbach's  $\alpha$  value is 0.279. Alpha for both main variables also exceeded the 0.70 threshold, with values of 0.841 for the mentoring program and 0.813 for career development. Therefore, the data obtained are considered suitable for drawing conclusions.

The regression coefficient of 0.678 confirms that any increase in positive perceptions of the mentoring program directly contributes to improved career development. A significance value of 0.000 confirms that this relationship is not simply a coincidence but has high statistical strength. This means that mentoring interventions have great potential to be an effective HR development strategy, particularly during an employee's initial transition period.

Overall, the findings of this study support the literature suggesting that mentoring is a strategic approach to new employee career development. Organizations seeking to accelerate the integration process and improve new employee performance are advised to systematically manage mentoring programs . This serves not only as a means of technical development but also as a vehicle for developing a more focused and meaningful career orientation .

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the research results, it can be concluded that the mentoring program makes a significant contribution to the career development of new employees. Through structured guidance, this program can improve the understanding of work roles, technical skills, as well as individual motivation and career planning. With a coefficient of determination of 53.2%, the mentoring program was proven to explain more than half of the variation in respondents'

career development. This finding is also supported by the high validity and reliability of the instrument, as well as the open communication relationship between mentors and mentees that creates a positive and supportive learning environment.

Nevertheless, the aspect of career clarity remains a concern that organizations need to address. This suggests that in addition to technical guidance, mentoring programs should also focus on delivering clearer and more targeted career path information. Overall, the results of this study support the importance of managing mentoring programs that are not only technical in nature but also capable of shaping career orientation and employee loyalty from the beginning of their employment. Therefore, organizations are advised to make mentoring an integral part of their human resource development strategy .

### ADVANCED RESEARCH

Future research could explore the long-term effects of mentoring programs on employee retention, promotion rates, and overall organizational commitment. A longitudinal study design would help assess how sustained mentoring relationships influence career progression over several years, beyond the early stages of employment. Additionally, comparative studies across different industries or organizational sizes could reveal how contextual factors impact the effectiveness of mentoring in shaping career development and professional growth.

Further studies may also investigate how different mentoring styles – such as peer mentoring, reverse mentoring, or group mentoring – affect specific career outcomes like job satisfaction, career clarity, and motivation. Research could also examine the role of digital mentoring platforms in enhancing accessibility and consistency of support, particularly in remote or hybrid work environments. These insights would be valuable for organizations aiming to design more adaptive and inclusive mentoring strategies as part of their broader human resource development efforts.

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