

## ABSTRAK

PT. Pembangunan Jawa Bali (PJB) menerapkan metode mentoring formal dalam tahapan penerimaan karyawan baru untuk mendapatkan sumber daya yang mampu memenuhi kualifikasi dan kompetensi yang diperlukan oleh perusahaan dengan menugaskan secara formal mentor pendamping untuk membimbing siswa didik (*mentee*) dan menentukan tanggung jawab khusus untuk mentor dengan periode waktu program mentoring *on the job training* (OJT) selama setahun masa kontrak kerja awal bagi rekrutmen baru atau yang dikenal secara internal sebagai Siswa OJT.

Di dalam studi penilaian fungsi mentor dilakukan untuk mendapatkan perspektif evaluasi berimbang dalam melakukan evaluasi program mentoring. Didalam studi ini fungsi mentor dibentuk dari dua dimensi *Ability development support* dan *psychosocial support* yang menjadi fokus perusahaan selanjutnya dilakukan analisa pengaruh hubungan fungsi mentor melalui *psychological contract mentoring*, *affective commitment* dan secara langsung terhadap *performance* mentoring OJT siswa pada Kebutuhan Kompetensi Jabatan (KKJ) Strata 1 (S1) dan Diploma 3 (D3) di PT. PJB.

Populasi responden terdiri dari siswa yang menyelesaikan program mentoring OJT angkatan ke 14 tahun 2017 dan mentor pendampingnya dengan mewakili unit operasi yang ada di PJB. Kerangka konseptual penelitian secara skematis diolah berdasarkan model hubungan *path* dengan pengolahan dan analisis pembahasan digunakan metode *Partial least Square* (PLS) melalui bantuan aplikasi *smartPLS2*.

Hasil penelitian menunjukkan bahwa *Mentor Function* di PJB memberikan penilaian rata-rata yang tinggi pada dimensi pembentuknya yaitu *Ability development support* maupun dimensi *psychosocial support*. Dari hasil *path analysis PLS* menunjukkan bahwa *mentor function* berpengaruh positif dan signifikan terhadap *psychological contract mentoring*, *mentor function* berpengaruh positif dan signifikan terhadap *affective commitment*, *psychological contract mentoring* berpengaruh positif dan signifikan terhadap *affective commitment*, *psychological contract mentoring* berpengaruh positif dan signifikan terhadap *performance on the job mentoring*, *affective commitment* berpengaruh tidak signifikan terhadap *performance on the job mentoring* dan *mentor function* berpengaruh positif dan signifikan secara langsung terhadap *performance on the job mentoring* siswa di PT. Pembangunan Jawa Bali.

Kata kunci :

*Mentoring formal*, *Mentoring on the job training (OJT)*, *Ability development support* dan *Psychosocial support*, *Psychological contract mentoring*, *Affective commitment*, *Performance mentoring*

## ABSTRACT

PT. Pembangkitan Jawa Bali (PJB) applies formal mentoring methods in the recruitment stages of new employees to obtain resources capable of fulfill the qualifications and competencies required by the company with formally assigning mentor to guide mentees and assigning specific responsibilities for mentors with the time period of the on-job training (OJT) mentoring program for a year of initial employment contract for new recruitment or internally known as OJT Students.

This study of the assessment mentor function to obtain a balanced evaluation perspective in evaluating the mentoring program. In this study, mentor function is formed from two dimensions. Ability development support and psychosocial support which the focus of the company then analyzed the effect of mentor function relationship through psychological contract mentoring, affective commitment and directly to the OJT student mentoring performance at Kebutuhan Kompetensi Jabatan (KKJ) Strata 1 (S1) dan Diploma 3 (D3) PT.PJB.

The respondent population consists of students who completed the OJT mentoring program of 14th generation in 2017 and their mentor by representing the existing operating units in PJB. The conceptual framework of the study is schematically processed based on the relationship path model with processing and analysis used of Partial Least Square (PLS) method through smartPLS2 application.

The results showed that the Mentor Function in PJB gave a high average rating on the forming dimension of Ability development support and psychosocial support dimensions. From result of path analysis of PLS indicate that mentor function have positive and significant influence to psychological contract mentoring, mentor function have positive and significant influence to affective commitment, psychological contract mentoring have positive and significant influence to affective commitment, psychological contract mentoring have positive and significant influence on performance on the job mentoring, affective commitment have no significant effect on performance on the job mentoring and mentor function have positive and significant effect directly on performance on the job of student mentoring at PT. PT. Pembangkitan Jawa Bali.

### Keywords:

Formal mentoring, Mentoring on the job training (OJT), Ability development support and Psychosocial support, Psychological contract mentoring, Affective commitment, Mentoring performance