

AL-QAWIY AL-AMIN: EMPOWERING EXCELLENCE IN WORKPLACE MENTORING

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ABSTRACT

This study delves into the transformative potential of workplace mentoring imbued with the principles of Al-Qawiy Al-Amin—Arabic for 'Strong and Trustworthy.' Drawing inspiration from the mentorship of Prophet Muhammad s.a.w and supported by a comprehensive literature review, the research explores the reciprocal dynamics between mentors and mentees, emphasizing strength (Al-Qawiy) in knowledge, skills, and character, coupled with trustworthiness (Al-Amin) in fostering an environment where mentorship thrives. Through the lens of Islamic teachings and Western perspectives on mentoring, the study navigates the interconnectedness of these values, shaping not only individual career trajectories but also cultivating a cultural shift within organizations. A bibliometric analysis, utilizing the Scopus database, further contributes to the scholarly understanding of workplace mentoring by identifying key papers, themes, and trends. The proposed research aims to offer actionable insights for organizations seeking to create nurturing and supportive environments through effective mentoring programs, thereby empowering excellence in workplace dynamics. In embracing Al-Qawiy Al-Amin values, this study envisions a future where mentorship transcends a mere practice, becoming a transformative force for individual and organizational growth.

Keywords: *Workplace mentoring, formal mentoring, mentorship, workplace learning, mentor*

1.0 INTRODUCTION

A substantial body of literature has extensively explored the various factors that contribute to the establishment and sustenance of a successful mentoring relationship. Numerous articles published in both scholarly journals and business publications underscore the manifold advantages associated with cultivating a mentoring culture within the workplace. Additionally, these articles have elucidated the indispensable attributes that both mentors and protégés must possess to foster a prosperous mentoring relationship.

The establishment of a mutually beneficial mentorship connection exhibits the potential to augment the personal and professional development of both the protégé and the mentor. Simultaneously, it yields substantial benefits for the organization to which they are affiliated. In an article authored by Tan (2019) and published in *Business Today*, the significance of the human touch in keeping employees engaged in their work is emphasized. and a survey conducted on LinkedIn, revealed a noteworthy statistic whereby an overwhelming 94% of employees concurred that they are more inclined to remain with an employer when they received dedicated workforce training and personalized, face-to-face guidance.

This highlights the importance of investing in employee development and providing opportunities for interpersonal interaction and mentorship. Dimmock's (2017) study revealed a compelling finding: a substantial 87% of both mentors and mentees reported experiencing enhanced self-assurance and a sense of empowerment directly resulting from their engagement in mentoring relationships. Dimmock further posits that mentoring programs exert a positive influence on the workplace by increasing employee engagement and allegiance, fostering inter-departmental collaboration, and facilitating the advancement of women and men to positions of leadership. By enhancing communication and fostering camaraderie, mentoring programs harbour the potential to fundamentally reshape a business's organizational culture.

An in-depth case study conducted at Sun Microsystems provides a real-world example of the effectiveness of a mentoring program in a corporate setting (Beheshti, 2019) whereby the evaluation of a mentoring program's effectiveness for employees yielded compelling results. Those who actively participated in the program displayed a notably higher likelihood of advancing in pay grade. Furthermore, it was observed that mentees engaged in the mentoring program were promoted at a rate five times greater than their non-participating counterparts. Additionally, the study delved into employee retention rates, uncovering noteworthy insights. Both mentees and mentors demonstrated significantly higher retention rates in comparison to employees who did not partake in the mentoring program. Specifically, mentees exhibited a retention rate of 72%, while mentors maintained a retention rate of 69%. These findings highlight the pivotal role of mentoring programs in facilitating employee career development and enhancing retention rates within organizational settings. In parallel, Tan's (2022) article, featured in *The Malaysian Reserve*, sheds light on the growing trend among Malaysian businesses. Approximately 85% of Fortune 500 companies have already instituted

mentorship programs, setting a compelling example. These companies implicitly acknowledge the indispensability of mentoring in thriving within the rapidly expanding talent market.

With the importance of workplace mentoring and its prevalence in successful organizations established, attention now shifts to the key figures in this process: the mentor and the mentee. According to a study conducted by Bjursell (2018), the characteristics of the mentor are deemed critically influential in determining the outcome of the mentoring process. The author elucidated that the mentor's attributes can significantly shape the quality of the mentor-mentee relationship, subsequently impacting the learning and development of the mentee. Additionally, Lentz (2007) underscored the value of scrutinizing the personal characteristics of protégés and mentors within mentoring relationships, emphasizing their beneficial impact.

Looking into the Islamic perspective of this vital practice, two characteristics of both mentor and mentee emerge as significant: Al-Qawiy, signifying strength, and Al-Amin, embodying trustworthiness. In Islamic teachings, these attributes hold profound importance, shaping the dynamics of mentorship in a unique and meaningful manner. Therefore, the main aim of this paper is to delve into the profound significance of strength (Al-Qawiy) and trustworthiness (Al-Amin) as guiding pillars, illuminating their roles in shaping the dynamics between mentors and mentees in professional settings. In addition, the adoption of bibliometric analysis serves to provide an examination of the intellectual framework within the realm of workplace mentoring. This analysis facilitates the recognition of pivotal papers, recurring themes, and influential trends that have shaped and continue to influence the development of workplace mentoring.

2.0 LITERATURE REVIEW

2.1 Conception of Workplace Mentoring

From an Islamic standpoint, the foundational principles of a mentoring approach or model should be firmly rooted in two primary sources, namely, al-Quran and Sunnah. It is essential to acknowledge that the guidance contained within both of these sources remains highly applicable across diverse geographical locations, varying time periods, and diverse community demographics. Setiono (2023) expounded on this in his study, highlighting that Al-Quran serves as a comprehensive source of knowledge, encompassing various facets of Aqidah (faith), Syari'ah (law), and Akhlak (ethics). Furthermore, he also underscored the significance of recognizing that Prophet Muhammad, as both a messenger of God and also a paragon of moral values and ethics, not only conveys divine messages but also serves as an exemplar for Muslims to emulate. This assertion is substantiated by a hadith, a saying attributed to the Prophet Muhammad s.a.w, which states:

"I bequeath to you two things, if you adhere steadfastly to both, you will not deviate from the right path, namely the Quran and the Sunnah of the Prophet."

- Narrated by Imam Malik - Muwatta' Malik No: 1661 Dar Ihya Ulum Arabiyyah

In the context of Islam, the concept of mentoring is not unfamiliar, as the Quran has long documented the existence of groups within the context of nations and tribes, along with the relationships and affairs among humanity, all based on the word of Allah:

"O humanity! Indeed, We created you from a male and a female, and made you into peoples and tribes so that you may get to know one another. Surely the most noble of you in the sight of Allah is the most righteous among you. Allah is truly All-Knowing, All-Aware."

- Al-Hujurat:13

According to Ismail et al., (2020), the verse emphasizes the creation of humanity from a male and a female, leading to the formation of diverse peoples and tribes. This diversity, rather than being a source of division, is presented as a means for individuals to know and understand one another. The authors added that the verse underscores a profound message of unity in diversity, with righteousness serving as the ultimate criterion for nobility. In the context of mentoring, this verse serves as a foundational principle. It recognizes the inherent interconnectedness of human beings and the vital importance of nurturing relationships to facilitate mutual understanding and support. Consequently, mentoring becomes a natural extension of this interconnectedness, serving as a conduit through which individuals can assist one another in their personal and professional development.

From the Western perspective, this concept finds support in the definition of workplace mentoring provided by Emeka et al. (2020) whereby workplace mentoring is delineated as the provision of guidance, support, and advice by experienced colleagues or mentors to employees. This guidance aims to assist mentees in achieving their career objectives while concurrently contributing to the overall success of the organization (Nunan et al., 2020 & Ozgen, 2017). As elucidated by Deng & Turner (2023), mentoring is portrayed as a developmental relationship wherein a mentor, possessing extensive expertise, collaborates with a mentee who has limited experience. The focus of this collaborative dynamic is the enhancement of the mentee's skills, knowledge, and abilities, echoing the Quranic notion of diverse

individuals coming together for mutual benefit. Waaland's (2023) perspective further reinforces the Quranic principles by defining mentoring as a process marked by guidance, support, and a developmental relationship. In this paradigm, a senior member extends assistance to a junior professional, contributing to the cultivation of skills and the advancement of their career, subsequently leading to career opportunities (Barak, 2021) and career development (Hu, 2021). These contemporary definitions resonate with the Quranic verse, emphasizing the interconnectedness and mutual support inherent in diverse relationships. They underscore the pivotal role of workplace mentoring not only in individual skill development but also in fostering career advancement and professional success.

2.2 The Impacts of Workplace Mentoring

Workplace mentoring unfolds as a multifaceted catalyst, exerting far-reaching impacts on the well-being and professional development of individuals across diverse occupational spheres. Numerous studies underscore the multitude of positive effects associated with mentoring including performance improvement, enhanced organizational value, and the facilitation of salary grade enhancement, promotions, and elevating retention rates (Sunil, 2022). Furthermore, it contributes to the cultivation of improved resilience, heightened engagement, enhanced performance, and the refinement of professional skills (Roberts et al., 2019). In the realm of healthcare professions, Barak (2021) sheds light on the instrumental role of mentoring in facilitating the transition of students to new healthcare professionals. This transition not only addresses gaps in professional skills but also manifests in heightened job satisfaction, motivation, and self-esteem. Additionally, Li et al. (2021) focus on the emotional and psychological well-being of healthcare workers, highlighting mentoring as a protective shield against stress, while concurrently bolstering motivation and self-esteem.

Beyond individual development, mentoring programs, as identified by Liu et al. (2021), emerge as strategic tools for organizational success. These programs make significant contribution to talent retention, amplify communication channels, foster workplace loyalty, and serve as effective deterrents to staff turnover. Delving into the financial implications, the study conducted by Bjursell and Sädbom (2019) establishes a tangible link between mentoring, employee growth, and tenure, showcasing how this multifaceted approach can significantly curtail turnover and recruiting costs.

Meanwhile, the study conducted by Lin et al. (2020) furnishes compelling evidence supporting the notion that effective mentors wield a positive influence on organizational creativity and productivity, in addition to nurturing personal growth in individuals. Furthermore, mentoring has been associated with a myriad of advantages for those under mentorship, spanning financial incentives, career advancement, overall welfare, and psychological empowerment, and also extends benefits for mentors themselves, including the establishment of a supportive network and personal fulfillment. Lastly, the pivotal role of knowledge transfer from experienced employees to new recruits as underscored by William (2019), emerges as a critical facet of mentoring. This process enhances the bench strength of talent within the company's leadership ranks and fortifies the pillars of effective succession planning. Collectively, these studies present a comprehensive portrait of workplace mentoring as a strategic imperative, with far-reaching impacts on both individuals and organizations.

2.3 The Characteristics of Mentor and Mentee

The characteristics of both mentors and mentees play pivotal roles in shaping the efficacy of mentorship programs, influencing the outcomes and overall success of the mentoring process. Bjursell and Sädbom (2019) underscore the paramount importance of a mentor's characteristics, emphasizing their significant impact on the overall outcome of the mentoring relationship. Deng & Turner (2023), in conjunction with Giacomo et al. (2020), delineate five key categories of mentor characteristics that are integral to achieving successful mentoring outcomes. These categories encompass proficiency in relevant knowledge, unwavering commitment, proactive initiative, strong interpersonal skills, and a pro-social orientation. Furthermore, they expand upon this list to encompass broader attributes such as substantial experience and knowledge in the field, effective communication and interpersonal aptitude, a positive attitude, confidence, confidentiality, and the ability to inspire and empower mentees.

In alignment with the multifaceted role mentors play, Gisbert-Trejo et al. (2019) accentuate additional characteristics that are deemed vital for mentors, including leadership, strategic thinking, integrity, sound judgement, political acumen, and creative thinking skills. Complementing this, their study also delves into the essential factors defining a good mentee, particularly in the context of inter-organizational mentoring. Here, traits such as a strong willingness to learn, high motivation to participate, and unwavering commitment to the program emerge as fundamental attributes. The authors further expound that a good mentee should exhibit proactivity, receptiveness to feedback, a sense of autonomy, and a goal-oriented approach to learning. Li et al. (2021) echo these sentiments, emphasizing the importance of mentees taking initiative, self-monitoring, maintaining a healthy level of good self-esteem, and demonstrating emotional intelligence. Moreover, Gisbert-Trejo et al. (2019) stress the significance of a mentee's willingness to learn and their commitment to maintaining a learning-oriented perspective, reflecting a robust desire to acquire new knowledge and skills.

Collectively, these studies offer a comprehensive framework outlining the characteristics that contribute to the synergy and success of mentor-mentee relationships within diverse organizational contexts. The cultivation of a supportive mentorship culture holds the potential to significantly enhance both individual and organizational achievements. Workplace mentoring programs are of utmost importance in facilitating personal and organizational achievements, thereby serving as a vital component in the attainment of strategic goals.

2.4 Concept of Al-Qawiy (Strong) and Al-Amin (Trustworthiness)

The embodiment of effective mentorship, as elucidated by the previous studies mentioned earlier, aligns closely with the foundational principles encapsulated in the Al-Qawiy (strong) and Al-Amin (trustworthiness) values. Al-Qawiyul Amin, are the Arabic words which were specifically mentioned together in al-Quran, Surah Al-Qasas, verse 26, when Allah SWT narrated that Prophet Musa a.s. who was on a journey had helped two women manage their livestock and that made Prophet Musa a.s. be invited to meet their father. Following that, the two women described Prophet Musa as a strong and trustworthy person to their father to be taken to work as herders of their livestock.

One of the two daughters suggested, "O my dear father! Hire him. A strong (Al-Qawiy), trustworthy (Al-Amin) person is definitely the best to hire."

– Al-Qasas:26

According to Maulana (2021), within the organizational context, the attribute of Al-Qawiy (strong) is perceived as the aptitude and proficiency in fulfilling assigned responsibilities, while Al-Amin (trustworthy) is regarded as embodying reliability and integrity. Maulana quoted that, M. Quraish Shihab, through his book "Interpretation Al-Misbah", provides an understanding of the term Al-Qawiyul Amin, which encompasses strength in multiple domains, including intellectual and spiritual aspects. He further noted that this concept extends beyond mere physical strength, particularly in the context of contemporary globalization, which necessitates individuals to possess skills and abilities relevant to their respective fields. Moreover, the trust under consideration pertains to personal integrity, which necessitates the presence of trust to ensure that one does not perceive what is in their possession as personal belongings, but rather as property entrusted by the giver of the trust and hence, this entrusted property must be safeguarded and, when requested, willingly returned (Maulana, 2021).

Meanwhile, Nasir & Muhammad (2019) describe the term Al-Qawiy or "strong" encapsulates a range of attributes, including physical and health-related capabilities, cognitive abilities for problem-solving and critical thinking, a high level of creativity, wisdom, and the ability to administer justice impartially to individuals regardless of their religious or racial backgrounds. The term Al-Amin, in accordance with research conducted by Nasir & Muhammad (2019), it encompasses the intrinsic attribute of being accountable and trustworthy, while also encompassing all ethical characteristics that can be readily comprehended as the embodiment of integrity. In the context of mentorship, the most desirable attributes pertain to individuals who possess congruent values of integrity and competence.

Within the Western perspective on mentoring, Rohatinsky (2019) underscores the dynamic nature of mentorship, highlighting communication pillars that encompass encouragement, feedback, trust, and mutual learning. This perspective closely aligns with the concept of Al-Qawiy Al-Amin, where the mentor is envisioned not only as a source of knowledge but as a guide who fosters strength and trustworthiness in the mentee. The idea of social exchange, as articulated by Gisbert-Trejo et al. (2020) drawing from Blau's (1964) theory, reinforces the reciprocity inherent in mentorship relationships. In this exchange, tangible and intangible resources are shared, generating future obligations, such as trust and commitment. This concept mirrors the Islamic values of Al-Qawiy Al-Amin, where strength and trust are reciprocal virtues within the mentor-mentee dynamic. The emphasis on honesty, trustworthiness, and active listening, as advocated by Straus et al. (2013), echoes the importance of Al-Amin, the trustworthy aspect of mentorship.

The alignment of mutual goals, respect, trust, and commitment as identified by the participants in Straus et al.'s study, resonates with the principles of Al-Qawiy Al-Amin, emphasizing the symbiotic nature of mentorship within the Western framework. Yirci (2017) outlines specific criteria for selecting mentor teachers, which include extensive experience, strong communication skills, and excellence in their respective fields. Meanwhile, Crumpton (2019) also emphasizes the necessity of teaching and ensuring that mentors have good emotional intelligence skills by exhibiting strong self-awareness in their ability to motivate and influence others.

2.5 The Mentorship of Prophet Muhammad S.A.W

Islamic history provides clear evidence of the presence of a mentoring system, albeit with distinct terminology, as explained by Ismail et al. (2020). One illustrative example that can be linked to the concept of mentoring is the tradition of halaqah (circle), in which a naqib (mentor) assumes the role of disseminating knowledge, facilitating the exchange of ideas, and fostering discussions among the mentees (members). According to historical records, it has been documented that Prophet Muhammad s.a.w participated in *halaqah* sessions alongside his companions. These assemblies functioned

as a platform for dialogue, knowledge exchange, and the propagation of *da'wah* (Islamic teachings). Significantly, a particular assembly of this nature took place at the residence of Al-Arqam bin Abi Al-Arqam.

This perspective is further supported by Beekun (2012), who emphasizes Prophet Muhammad, in his quest to effectively communicate the principles of Islam and cultivate a shared set of virtues among his early followers, deliberately chose to utilize Al Arqam's residence as a venue for conducting comprehensive coaching and mentoring sessions. These sessions were dedicated to instilling virtues, nurturing a sense of brotherhood, promoting awareness of global events, and facilitating spiritual growth. Furthermore, Prophet Muhammad s.a.w employed this methodology to educate his successors, specifically individuals who would subsequently propagate the message following his demise. The author further highlights that Prophet Muhammad s.a.w spent his lifetime teaching and mentoring his followers in the core Islamic virtues and values. During a period characterized by jahiliyyah, or ignorance, Prophet Muhammad s.a.w played a significant role in fostering awareness and understanding of principles related to righteousness, justice, and the concept of halal (lawfulness).

The mentorship paradigm embodied by Prophet Muhammad s.a.w serves as an unparalleled model, illustrating the profound application of Al-Qawiy Al-Amin values. Thani et al. (2020) depict the Prophet's strategic utilization of Mus'ab bin Umayr as an ambassador, teacher, and mentor to the people of Madinah. Through this strategic mentorship, the Prophet not only disseminated knowledge but also cultivated a community grounded in strength and trustworthiness, epitomizing the essence of Al-Qawiy Al-Amin. Grine (2014) delves into the Prophet's individualized care for each companion, providing them with spiritual guidance and coaching. This personalized approach aligns with the Al-Qawiy value of strength, as the Prophet addressed individual needs and nurtured spiritual growth.

The Prophet's encouragement of personal responsibility in spiritual exploration and purification further embodies the Al-Qawiy Al-Amin values, setting a timeless example for self-development. Wahab (2017) emphasizes trustworthiness as a praiseworthy trait of the Prophet. His commitment to truth, honesty, and reliability exemplifies the Al-Amin value, creating a paradigm where trust is the cornerstone of mentorship. Additionally, Salin et al. (2020) highlight the Prophet's commitment to "Amanah" or trust in his role as a messenger of Allah. This aligns with the Al-Amin value, emphasizing the mentor's responsibility to practice justice and integrity in their mentorship role. In essence, the mentorship model demonstrated by Prophet Muhammad s.a.w provides a profound illustration of Al-Qawiy Al-Amin values in action. His strategic, individualized, and trust-based approach to mentorship sets an enduring standard for mentor-mentee relationships grounded in strength, trustworthiness, justice, and integrity.

3.0 METHODOLOGY

Bibliometric methodologies have become integral tools for assessing the evolution of research domains (Ellegaard & Wallin, 2015). The proliferation of bibliometric studies can be attributed to advancements in data accessibility, collection, and processing, which are driven by improvements in data retrieval methodologies, software analyses, and technological enhancements. Zupic and Cater (2015) assert that bibliometric approaches confer two principal advantages: firstly, they enable a comprehensive understanding of the research domains under scrutiny, and secondly, they facilitate more precise quantitative assessments across diverse disciplines. Researchers can employ bibliometric methods to scrutinize a multitude of publications spanning various organizations, nations, and fields (Wallin, 2005). Notably, the utilization of databases such as Scopus has significantly streamlined the process of locating research studies and conducting comprehensive analyses. This methodological evolution underscores the efficacy of bibliometric analyses in enhancing the depth and precision of scholarly investigations.

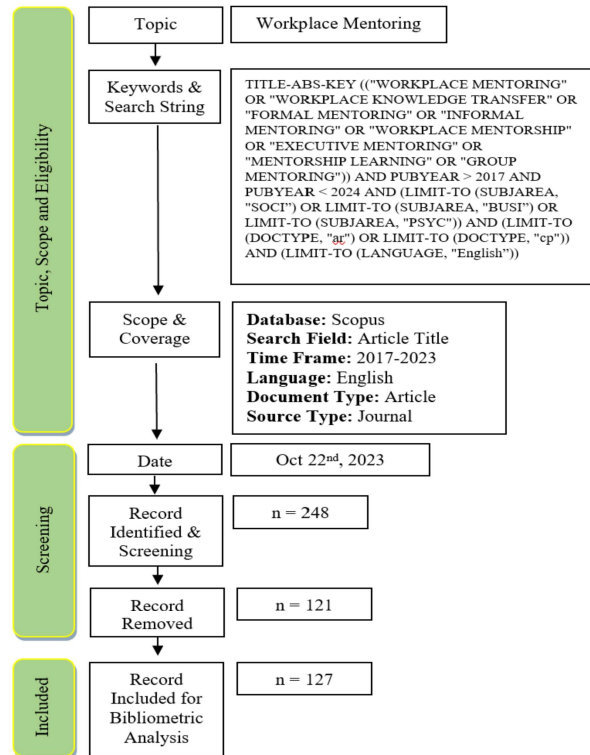


Figure 1: Flow Diagram of the Search Strategy

3.1 Findings

In the examination of workplace mentoring, a comprehensive bibliometric analysis was conducted utilizing the Scopus database with a specified search string and criteria, and employing the Biblioshiny web interface, which is a bibliometric analysis R package. The search was conducted on 22nd October 2023, and it focused on articles published between 2017 and 2023, written in English, and falling within the subject areas of social science, business, or psychology. The search string encompassed keywords related to workplace mentoring, including formal and informal mentoring, workplace knowledge transfer, mentorship learning, executive mentoring, and group mentoring. The screening process identified a total of 248 records. Subsequent to a thorough review, 121 records were excluded, leaving 127 articles for bibliometric analysis. The selected records exclusively comprised articles in the form of journal publications. This methodology ensures a focused investigation into the dynamics and trends surrounding workplace mentoring, providing a basis for insightful scholarly exploration.



Figure 2: Main Information

The academic analysis titled “Workplace Mentoring” based on Biblioshiny data spanning from 2018 to 2023 reveals three noteworthy findings. Firstly, the observed negative annual growth rate of -3.34% suggests a contraction in research output over the specified time frame, prompting the need for further investigation into potential factors contributing to this decline. Secondly, the document average age of 2.64 years indicates a relatively recent body of work, highlighting the dynamism and contemporary relevance of research in empowering excellence through workplace mentoring. Thirdly, the average of 5.272 citations per document underscores the impact and scholarly recognition of the contributions within this domain, emphasizing the significance of empowering excellence in workplace mentoring within the academic discourse. These three key findings, in conjunction with additional data on collaborative dynamics and document types, offer a comprehensive overview of the scholarly landscape, setting the stage for deeper exploration into the trends and dynamics shaping research on this critical topic.

Table 1: Annual Scientific Production

Year	Articles
2018	32
2019	31
2020	44
2021	19
2022	31
2023	27

There are three prominent trends emerge from the examination of the annual scientific production from 2018 to 2023. Firstly, there is a noticeable increase in research output from 32 articles in 2018 to 44 in 2020, reflecting a surge in scholarly interest and potentially an expanding scope of inquiry within the field. The growth in 2020 suggests a heightened dedication to workplace mentoring research and a response to emerging trends or challenges. Secondly, a significant dip is observed in 2021, with only 19 articles published. This decline suggests a temporary contraction in research activity, which may be influenced by external factors such as global events, shifts in academic priorities, or methodological changes. Lastly, a rebound is evident in 2022 with 31 articles, suggesting a recovery in research activity after the downturn in 2021. These three significant trends—increased production in 2020, a notable decline in 2021, and a recovery in 2022—provide valuable insights into the dynamic nature of scientific output in workplace mentoring research, warranting further investigation into the factors influencing these fluctuations.

Table 2: Average Citation Per Year

Year	MeanTCperArt	N	MeanTCperYear	CitableYears
2018	8.25	32	1.38	6
2019	12.03	31	2.41	5
2020	4.75	44	1.19	4
2021	2.89	19	0.96	3
2022	1.9	31	0.95	2
2023	0.37	27	0.37	1

The analysis of Mean Total Citations per article (MeanTCperArt) data from 2018 to 2023, reveals three significant trends. Firstly, there is a noteworthy increase in MeanTCperArt from 8.25 in 2018 to 12.03 in 2019, indicating a surge in the citation impact of workplace mentoring research during this period. This suggests heightened scholarly attention and the growing influence of studies published in 2019. Secondly, a substantial decline is observed in 2020, with MeanTCperArt dropping to 4.75, signifying a notable decrease in the average citations received by articles. This decline prompts further exploration into potential factors influencing the reduced impact of workplace mentoring research in 2020. Lastly, a sharp decrease in MeanTCperArt to 0.37 in 2023 signals a significant contraction in citation impact, emphasizing a diminished scholarly resonance. These three key trends—increased impact in 2019, a decline in 2020, and a substantial contraction in 2023—underscore the dynamic nature of the scholarly impact of workplace mentoring research and warrant in-depth investigation into the factors contributing to these fluctuations.

The analysis of the most relevant author in the context of workplace mentoring, based on the provided data, highlights the noteworthy contributions of several scholars. Mullen CA emerges as the most impactful author with three articles, each having a full authorship credit, indicating a significant and consistent scholarly output. Other authors such as Albizu E, Fernández-Ferrín P, Gisbert-Trejo N, and Landeta J also demonstrate considerable relevance with three articles each and fractionalized authorship credits of 0.75, suggesting consistent and collaborative engagement in the field. Authors like Blake-Beard S, Chen C, Deutsch NL, Ghosh R, and Gowdy G also contribute meaningfully, with fractionalized authorship credits ranging from 0.45 to 0.67. Collectively, these authors contribute to the scholarly discourse on workplace mentoring, with Mullen CA standing out for their prolific and impactful contributions, while others exhibit meaningful engagement and collaboration within the academic community exploring this topic.

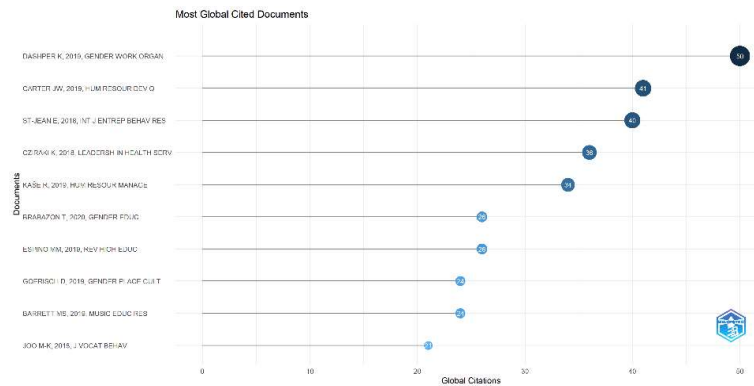


Figure 3: Most Global Cited Documents

The analysis of the most globally cited documents in the realm of workplace mentoring reveals a collection of impactful contributions. Dashper's 2019 paper in Gender, Work & Organization stands out with 50 total citations, an impressive annual citation rate of 10, and a normalized TC of 4.16, signifying its considerable scholarly resonance. Carter's 2019 paper in Human Resource Development Quarterly follows closely with 41 citations, boasting an annual citation rate of 8.2 and a normalized TC of 3.41, highlighting its sustained impact. St-Jean's 2018 paper in the International Journal of Entrepreneurial Behavior & Research is also noteworthy, with 40 total citations, an annual citation rate of 6.67, and a normalized TC of 4.85. These documents collectively contribute significantly to the academic discourse on workplace mentoring, showcasing their enduring influence and recognition within the scholarly community.

5.0 DISCUSSION

The mentorship of Prophet Muhammad s.a.w provides a compelling demonstration of the significant influence that workplace mentoring, based on the principles of Al-Qawiy (Strength) and Al-Amin (Trustworthiness), can have on the development of individuals and organizations. The incorporation of Al-Qawiy and Al-Amin values in mentoring relationships, as discussed in both Islamic teachings and the Western perspective on mentoring, underscores the reciprocal and symbiotic nature of the mentor-mentee dynamic. In the context of Al-Qawiy, mentors are envisioned not merely as sources of knowledge but as guides fostering strength and competence in their mentees. This extends beyond technical skills to encompass attributes such as problem-solving, critical thinking, creativity, and wisdom. Simultaneously, Al-Amin emphasizes trustworthiness, creating a foundation of reliability and integrity within the mentorship relationship. This interplay of Al-Qawiy and Al-Amin values cultivates a mentorship culture that transcends mere professional development, fostering an environment where trust becomes the glue binding relationships and where individuals actively contribute to each other's growth.

The literature review further fortifies the importance of workplace mentoring in organizational success, with empirical evidence suggesting increased employee engagement, loyalty, cross-departmental cooperation, and advancements in leadership positions. The adoption of Al-Qawiy Al-Amin values is not only a cultural shift but a strategic imperative for organizations seeking to thrive in a rapidly evolving talent market. The exploration of Islamic teachings adds a unique dimension to this discussion, revealing mentoring as a natural extension of interconnectedness, echoing the Quranic principles of unity in diversity and the interconnectedness of human beings.

The focus of this paper on the qualities of the main actors in mentoring relationships, the mentor, and the mentee, aligns with existing literature that highlights the personal characteristics of these individuals as crucial determinants of successful mentoring. The bibliometric findings, elucidating the intellectual framework within the realm of workplace mentoring, are poised to contribute significantly to the scholarly understanding of the subject. They provide a foundation for insightful exploration and offer valuable insights into the evolving landscape of workplace mentoring, further enriching the discussion on the transformative potential of Al-Qawiy Al-Amin values in mentorship.

6.0 CONCLUSION

In a nutshell, the exploration of workplace mentoring through the lens of Al-Qawiy Al-Amin values reveals not only a set of principles but a profound and transformative approach to professional development. The interplay of strength (Al-Qawiy) and trustworthiness (Al-Amin) not only shapes individual careers but also cultivates a cultural shift within organizations, fostering a holistic and reciprocal dynamic between mentors and mentees. This transformative mentorship model extends beyond the technical aspects of roles to encompass the development of character, integrity, and trust—a unique proposition in the ever-evolving landscape of workplace dynamics. The study coupled with the bibliometric findings, positions itself as a valuable contribution to the scholarly discourse on workplace mentoring. By delving into the intellectual framework through meticulous bibliometric analysis, the study seeks to uncover pivotal papers, emerging themes, and evolving trends within the realm of mentoring. This study not only sheds light on the current state of workplace mentoring practices but also offers a roadmap for future research and program development.

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