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Career Planning and Mentorship in Health Care Education

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ABSTRACT

This research has been conducted in order to assess the opinions of the administrators in educational institutions' training personnel working in health sector and the administrators in health care institutions about career planning and mentorship. The research has been conducted via phenomenology design to be one of qualitative research designs. The working group of the research was formed of 5 administrators of the educational institutions training personnel in health sector and 7 administrators of health care institutions. The working group was determined by snowball sampling method. In order to find out the opinions of the sample group, the form of career planning and opinion assessment was used. Standardized open-ended questions was developed by the researcher. Collected data was subjected to categorical analysis.

Keywords: career planning, e-mentorship, health care, mentorship

INTRODUCTION

In order that institutions or individuals could reach their ideals and realize the plans they aim at in the 21st century in which life becomes difficult, they should develop themselves not only in technological way but also in terms of educational level and ideas. Today, most of people need a professional support not only to be able to achieve something but also to solve several problems and to be able to come over such problems. Depending on changing social structure, technology and education conditions; new conceptions, methods and theories come to the light. Due to the fact that individuals and institutions cannot follow up such improvements, they get support professionally from at least a person but not by themselves only while making plans and breakthroughs (Bayram, 2010). Moreover, People start to think on cares of life after a certain period of their life and they start to make career planning after mapping out their route in the direction of their thoughts and knowledge as well as getting professional support. In fact, career development starts with the individual himself.

All individuals are responsible for their own career planning and its development. Developing career helps people to catch the success and to determine the routes going to the success they want to reach for. Career planning of not only individuals but also the institutions where individuals are could be done commonly in line with their interests. Such supports are given to people or institutions by psychologists, advisors, coaches, therapists or mentors.

Challenging life conditions and life requirements getting expensive too cause people who benefit from such supports to face difficulties economically while getting such supports and not to be able to take them because

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State of the literature

- The objective of this research is to detect the opinions of health administrators regarding career planning and mentorship.
- The mentorship system provides benefits to health field to have a strategic application quality in training quality personnel whose main aim is to take a place in an institutional structure
- Mentoring practice guides the development of institutions and individuals.

Contribution of this paper to the literature

- Interviews show that it is a common view that mentoring practice should be widespread as a system.
- The survey found 66.6% of the respondents thought that the Internet was not safe enough.
- This research has found that participants want to work with a professional mentor.

they have no sufficient financial capability. In health care, team-based efforts focused on learning and improvement can be thwarted by the challenge of speaking up across status lines (Edmondson, 2003). When such status differences are not overcome, errors and other service delivery problems can happen. (Edmondson, Higgins, Singer & Weiner, 2016). The administrators have major roles in helping people against such difficulties, (Karcioğlu, 2001).

The health services should be provided so as to fit its importance and personnel who will provide such services should be trained accordingly with today's facts and universal qualities as trained with the knowledge, skills and discipline to meet the needs of contemporary health services, they should be planned in an order throughout the country and they should be employed also. Human power which is one of the reasons of the competition in the sector should be planned accurately and its quality should be improved too. The trainings of human power should continuously be supported in work life and should also be maintained (Turkish Prime Minister's Office State Planning Organization, 2010).

It is called "Mentor" for the person who performs duties like being advisor, supporter, teacher, coach, role model and guide in mentorship relations. In the literature, it is called Protege or Mentee for the friend of the mentor with whom he shares his experiences, exchanges information mutually and helps to him to be more successful in his field (Anderson & Shannon, 1988, Yıldırım & Yılmaz, 2008; Tabak, 2007). Recent research found out that mentoring is quite helpful to solve the psychological problems like stress and burnout especially in educational and health care institutions. (Thomas & Lankau, 2009; Bastas, 2016) This research has been carried out to determine how much the administrators of the health care and education institutions in both Northern Cyprus and Republic of Turkey, believe in mentorship and to what extent they apply it.

METHOD

Design / Model of Research

The qualitative research design has been used in this research that sets forth the opinions of the administrators working in the institutions in connection with health and health education regarding career planning and mentorship. The qualitative research can be described as the research where the qualitative data collection methods like observation, negotiation and document analysis are used, and a qualitative process is monitored regarding the perceptions and events to be set out in a realistic and holistic manner in the natural environment (Yıldırım and Şimşek 2008).

Working Group

12 interviews were conducted within the scope of the research with health administrators that are working in Turkey and Northern Cyprus. Of the administrators participating in the research, 7 are administrators in the sector, while 5 of them are school administrators. 7 (%58) participants were interviewed from Northern Cyprus, while 5 (%42) participants were interviewed from Turkey. The average of service period of the participants is 14.

When quotations were adapted literally from the opinions of the participants, the coding system was used. In this coding system, the followings are stated as; OK: Administrator of the School, SY: Administrator of the Sector

Development of Data Collection Tool

In this research, the qualitative research method and the interview technique formed of standardized open-ended questions have been used. Before preparing data collection tool, the idea of experts was received about whether this technic was appropriate or not and it was believed that this technique would be appropriate. Diminishing the effect of the researcher to the research has been the main objective by asking the same type of questions to the same participants in the standardized open-ended interview. Even though the questions have been remarked clearly, the researcher has the right to ask additional questions in order to deepen the questions beyond the answers (Yıldırım and Şimşek, 2008).

Data Collection

Data resource of the research consists of written and audio recordings coming out of the interviews carried out with the participants. The interview hours were negotiated with the participants and the appropriate day and hours were set upon being informed. The negotiations were realized within the period that was suitable for both sides. The comments and suggestions were obtained from the participants during negotiation by being noted down to the interview form and recorded or by getting permission of interviewers. As it was pointed out by Yıldırım and Şimşek (2008), an interaction based on empathy and confidence between the researcher and participant is quite important. The individuals could externalize the meanings and experiences which even they did not realize before thanks to such environment.

ANALYSIS OF DATA

Analysing of Interviews

The application of content analysis is the selection of the question of the research, selection of exemplary, conceptualisation and developing coding categories, data collection, coding, description, assessment, inference, and explication. Powerful sides of content analysis provides savings with regard to time and money, if necessary, it allows to remake a part of the research and to investigate the processes occurring over a long time, and it has a rare effect on the institutions that the researcher investigates (Gökçe, 2006).

The categorical analysis among the content analysis types has been used in the research. This analysis is primarily to divide the message into units and then to group these units in categories according to the criteria that were identified before (Tavşancıl and Aslan, 2001). The written records that were taken during the interview were transferred to computer media after the interview through Microsoft Office Word 2007 program which is one of the text editor software by the researcher. That data is transferred to computer media by the researcher has led to positive results like clarification of the conceptual framework thoroughly by the researcher.

Coding of Analysis

The data obtained in the direction of detected objectives in the research was preferred to be interpreted upon being digitized. Quantification of qualitative data is that data is expressed in digits by passing through stages and explications. These processes include putting into numbers the data obtained in printed form by way of interview, observation and document examination. As in quantitative research types, data could be transformed into numbers in a certain level in qualitative researches too and expressed. The reliability of qualitative data by digitization has been increased, the bias has been reduced and comparison possibility among data is ensured (Yıldırım and Şimşek, 2013).

While data set forth in phenomenology method is being analysed, the researcher forms categories by benefiting from similar and different sides among collected resources from the participants taking place in the study. Each category shows how different participants perceive different conceptions or if they have experienced,

how they have experienced them. This method is based on the principle that a limited number of categories for each concept will be obtained and these categories shall be created by analysing the data collected in the study (Didiş, Özcan and Abak, 2008). The conceptions coming to the light in findings as well as the related literature have been effective in forming the coding system and showing collected data in categories. Coding system is a certain labelling activity that initiates the collected data analysis and continues during the analysing phase (Punch, 2005; Robson, 2001).

Reporting the Results

The qualitative data analysis NVIVO 11.0 has been used in grouping and coding data in categories during the research. The subjects that data analyses tend to are to bring to light the experiences and senses in the phenomenology researches. The objective of the content analysis that is carried out for this purpose is to bring to light the conceptualization of the data and the themes that could define the case. The results are presented through descriptive expression and direct quotations are allowed continuously. (Yıldırım and Şimşek, 2008).

The interpretation of the findings has been conducted in the last phase of the data analysis. The interpreting of the findings defined and presented comprehensively were realized in this step. The collected data was revised and interpreted accordingly with the characteristics of qualitative research. A number of results were obtained upon this explication. Through these results, the researchers to conduct studies on this matter and people who are making career planning as well as those who are thinking on mentorship were supplied by suggestions, and the descriptions with regard to the importance of the results are supported in literature.

Validity and Reliability

The accuracy of the validity research results is mentioned in qualitative research, and it means that the researcher observes the case as it is and impartially as much as possible. Giving place to citations directly out of the individuals negotiated and clarifying the results based on these are important for the validity (Yıldırım and Şimşek, 2008). Internal reliability of the research and its consistency with the truths has been ensured by collecting data in a planned way and on a regular basis, being consistent in coding data carefully and forming the relationship of data with the results in a significant actuality. The external reliability and verifiability of the research have been provided thanks to the fact that an external expert has compared and confirmed the obtained sources, comments on the sources, suggestions and results in the research with raw data. It was counted by using the reliability formula that was suggested by Miles and Huberman (1994) for reliability calculation of the research. Accordingly, a number of data was given to another researcher in order that he could form the themes. This researcher has formed some themes taking basis the collected data. These created themes have been compared to the basic themes. As a result of this comparison, the similarity between the two theme groups was counted as 85%. Because this proportion is over the similarity threshold of 70% which exists as written rule in the literature, the verifiability has been proved and accepted to be reliable.

FINDINGS

1. Dimension: Assessment of Mentorship in terms of Career Planning of Health Administrators

When findings are taken into consideration after data is examined upon the interviews made with the participants, it can be observed that all health administrators set off with a career plan based on school years and they generally get mentorship assistance informally. Besides that, the administrators pointed out that they could work together with mentors for their career objectives in case that they could find a mentor that they would reach easily and effectively or who work as professional in their institutions with regard to career planning.

In addition, the participants at the school and sector expressed their opinions as follows;

Even if old administrators like us cannot take professional support while making career planning, it is useful to get professional support like mentorship for the people to realize their career planning or to be at the planning stage thanks to the

Table 1. Career Plans of Health Administrators and the Support and importance of Mentorship in Career Planning

Theme	Sector Administrator		School Administrator		Total
	Amount	Percent %	Amount	Percent %	Percent %
Having career planning in school years	7	100%	3	60%	83.3%
Taking informal support for career development	4	57.1%	3	60%	58.3%
Getting career chance by their own efforts	3	42.8%	2	40%	41.6%
Wishing to work with a professional mentor	7	100%	5	100%	100%

Table 2. Opinions on Career Planning and Mentorship in respect of the importance of Internet according to Health Administrators

Theme	Sector Administrator		School Administrator		Total
	Amount	Percent %	Amount	Percent %	Percent %
The usage of internet has a positive effect on career	7	100%	5	100%	100%
E-mentorship supports career development	5	71.4%	3	60%	66.6%
E-mentorship does not much contribute to career development	3	42.85%	1	20%	33%
Distrust of participants for internet	7	100%	5	100%	100%

possibilities and conditions rising under today's conditions (OY2). People can determine objectives that are different from the ones they selected before for career life, so this originates from the fact that could observe the fields that are closer to their ideals and their own wishes within work life. In order to avoid such situations that will consume time and perhaps could change their career plans completely, mentorship services for individuals has a major importance (SY1).

We can see that most of the administrators have a career plan based on school years. Due to the problems faced in getting professional support or finding someone to give professional support properly in career planning process, many administrators took support in different ways in non-professional manner.

2. Dimension: Career Planning and Mentorship in respect of the Importance of Internet according to Health Administrators

It can be seen in **Table 2** that percentage distributions of health administrators regarding the importance of internet in respect of career planning and mentorship.

The participants of the school and sector expressed their opinions as follows;

Because people might face problems in mutual understanding by remote communication way, the relationship may realize by hobbling instead of improving fully effective (OY5). If the aim of individuals in remote distances is to improve themselves, it is useful for both of them to communicate no matter what the subject is. Such application may be useful in the communication that will be established between the mentor and mentee in remote distances over internet, this will help both mentee to cover the possibilities in the sector that he/she thinks to know, yet he/she is not aware, and the mentor to understand the gaps all over the world and to improve himself/herself better for e-mentorship (SY7).

No matter how different institutions the positions of administrators are in, there is a common point in their views where they meet. It is to know whether the mentor has an authority of mentorship that mentee applies to, whether the mentor does it for business aim and he/she is reliable or not while conducting e-mentorship in that

Table 3. Opinions of Health Administrators in terms of Accessing Actual Information

Theme	Sector Administrator		School Administrator		Total
	Amount	Percent %	Amount	Percent %	Percent %
Not being able to make time for themselves	2	28.5%	4	80%	50%
The lack of professional mentor regarding the sector	1	14.2%	3	60%	33%
Financial Troubles	1	14.2%	2	40%	25%
Those finding useful the support of the company	7	100%	3	60%	83.3%

point. It has been observed upon the answers of the participators based on the findings of the research coming into light that it is out of question to not to use or disregard internet because it is extremely easily accessible for information exchange of all kinds and sectors in today's world. However, it is obvious that there are a lot of prejudices regarding the use and reliability of internet too.

3. Dimension: Opinions of Health Administrators in terms of Accessing Actual Information

Depending on the answers given by the participators, 4 different problems that were met in reaching actual information were identified. The outstanding troubles are as follows: the lack of time for the personnel to make time for themselves, not being informed of actual information in the sector, not only personal but also institutional financial trouble, and support by the institution for development.

That school administrators and the administrators of the sector have not sufficient time to access new information in order to improve themselves and the lack of mentors that they will get help of can be seen in the table respectively at highest proportion. Besides that, according to health administrators, some of the views expressed regarding the dimension of self-development and reaching the actual information are as follows;

The participants of the school and sector expressed their opinions as follows;

Individuals in the institution allocate a great deal of time such works to improve themselves because the courses that they take or give before the researches come first (OY5). People working in institutions cannot allocate time for self-development due to work for the priorities of the institution that they have to keep in forefront before their own priorities in order to earn their keep (SY6).

4. Dimension: With regard to Mutual Act of Health Administrators with Mentor

Considering the answers given by the participators for this question, it is clear that it is believed to bring many advantages for people to act jointly within this plan too after career planning for the targets are done in company with a mentor.

The participants of the school and sector expressed their opinions as follows;

Such an association of school students reckoned to be at the start of their career will contribute them to decide more transparently in future (OY1). The studies carried out by academic staff in schools together with more experienced people may be positive steps for both their own development and the quality of education they provide (OY4). This is a good association for people to understand how much the top of the career is away from them and how much it is convenient for them to reach the road leading to the summit (OY2). To be able to determine the gaps better in the sector is useful to ensure the current methods or technology to be used or developed better (SY1). To keep pace with increasing competition conditions in the sector, to foresee the impediments that could be encountered (SY4).

Table 4. *With Regard to The Opinion of Mutual Act of Health Administrators with Mentor*

Theme	Sector Administrator		School Administrator		Total
	Amount	Percent %	Amount	Percent %	Percent %
Acting together with a mentor will be positive for career	7	100%	5	100%	100%
The sector can analyse better	7	100%	0	0%	100%
Academic staff can reach more quality level	0	0%	5	100%	100%

Table 5. *Opinions of Health Administrators on Expanding the Mentorship System*

Theme	Sector Administrator		School Administrator		Total
	Amount	Percent %	Amount	Percent %	Percent %
Inside education	7	100%	5	100%	100%
Inside the sector	7	100%	5	100%	100%

5. Dimension: In terms of Expanding the Mentorship System according to Health Administrators

Among the participants working in the sector, only 3 of them stated that the mentorship system should be handled jointly with educational programs and more detailed in vocational schools. In general meaning, the participants believe that mentorship system should be inside the educational institutions and the institutions in working places in an integrated manner.

The view that mentorship service in health sector should be expanded and applied by professionals was pointed out precisely by the administrators. As a result of this view, it is obvious that people who grew up in market need such education. Such services should be provided in a short time not only in schools but also in the sector by expert mentors.

DISCUSSION AND RESULTS

As a result of this research made in terms of career of health administrators; the administrators who could not take professional support pointed out that while taking the first steps into their professions, this slowed them down when advancing to their objective, even if exact support was not provided professionally or consciously, those who took advise of more experienced people and used them as their pathfinder said to be satisfied with the results, and they added that such kind of relationship would contribute career development of everyone in a positive way.

If we should take a look in literature, it can be seen as Bayram (2007) stated too that when making selections for career people firstly should know themselves, their skills, abilities and desires, and after that they get information regarding the professions they want to do will always help them to get better results. Considering the research conducted by Oster, Munk & Henriksen (2017), we can see that the nurses who are working in health sector or will newly start to work searching for the opportunities that they can improve themselves in the institution and the career planning studies among the features that they primarily search for while selecting the places they will work in. It was concluded in the research published by Özcan and Çağlar (2013) that mentorship system would increase the motivation of training personnel and the productivity, the theoretical learning and information exchange too. Such kind of motivation sources may cause both the administrators to hold better on their works and to lead people under them to communicate more efficiently.

Özden (2015) mentioned in his published research that it would be more efficient if the centres providing career supports make it in collaboration with different institutions in the fields that they will give career support in

order to transfer better knowledge and an efficient process to their applicants. The participators expressed that they are aware of the importance of internet in career development today, but they added that the threats in virtual environment and confidence problem have a bad image on internet. The fact that internet is so important and popular it is continuously developing in e-mentorship concept. An effective e-mentor requires skills in e-learning development, skills in communicating in online environments and skills in mentoring (McLuckie & Topping, 2004). E-mentorship process not only has started to be popular rapidly in parallel with the technological developments in recent years but also has advantages like saving time and diminishing the cost and make profit to people who are away from mentorship services (Shrestha et al, 2009). Effective e-mentoring for this purpose should involve systematic induction, mapping all support channels, needs assessment, differentiation and blended forms of communication. (Thompson, Jeffries & Topping, 2010).

As a result of this research; it was concluded that a regular and professional study is not carried either in Turkey or in Northern Cyprus in health field regarding mentorship and career planning, those who carry out the study are companies yet they do not perform it for a formal mentorship but for their own benefits and they have informal implementations. For health field, within the period from the first time that individuals will make selection till the point they will reach in the sector the mentorship system should be created which will lead them to select the best option in direction of their own objectives by help of a professional support, and legal regulations should be determined, so the follow up of both the mentors to take charge in the system and the system itself should definitely be done. As Rusnack underlines social work's concern for the social functioning of human beings should be reflected in its organization of health-care services. It could exclusively be useful in obtaining a health system working regularly by completion of the right points without spending lots of time and money. Finally, my suggestion to the researchers and administrators is that starting a professional mentorship system for their institutions is quite important for a better functioning health care system. There is always a need for the path finding of experienced and well-known people not only in the sector but also in educational institutions of health sector.

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