



## Coaching, Mentoring, Leadership Transformation and Employee Engagement: A Review of the Literature

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**Abstract:** Employee engagement has been widely discussed in the study of human resource management in an effort to reduce turnover rates in a company. This article aims to review and synthesize a review of related literature on coaching, mentoring, transformational leadership, employee engagement and to see the results of research on these variables. variables to be reviewed and whether there is influence between one variable and another. This study uses a literature review by looking for references related to the variables of 20 international articles. This study provides an overview of the articles obtained by describing the influence between variables. The results of the study show that several variables have an influence on the evidence of exposure in a matrix. The employee engagement study in this literature review article explicitly focuses on supporting variables that can increase employee engagement, namely coaching, mentoring, transformational leadership.

**Keywords:** Coaching, Mentoring, Transformational Leadership, Employee Engagement

### INTRODUCTION

#### Background to the Problem

In a human organization as one of the assets that must be maintained by the organization, how to maintain human resources or employees is certainly different from one organization with other organizations. Ways to maintain employee assets include providing bonuses, health, coaching for self-improvement in supporting work, and others. The role of managers began to change which was originally supervision and supervision has now become a direction towards coaching and focusing on coaching employees in improving performance (Huang & Hsieh, 2015), in addition, there is a leveling of the results of research in the article on coaching states that good coaching on target should be useful in a department with a procedural climate state the low (Özduran & Tanova, 2017). So coaching here can also be said to be an important tool, there is no absorbed view on how to run coaching effectively in the organization (Rosha, 2014).

The statement of the relationship between employee performance and coaching is expressed from the results of the article research that there is a considerable difference in what is different from the results of the article about how coaching can be done, all authors agree that coaching should provide credible feedback to employees that helps them learn how to improve their performance. However, coaching sessions are largely based if not solely on supervisory observations (Ford et al., 2011). In the above relation to the set of researchers that coaching can improve employees with feedback to credible employees.

Furthermore, employees in carrying out work require assistance from the organization, this assistance can provide enthusiasm, motivation, work results, and expectations for employees. Producing performance according to organizational expectations, in a research result from an article on mentoring it is stated that the use of mentoring is not only associated with work, mentoring can provide opportunities to employees to increase cultural awareness, aesthetic appreciation, and the potential to live a meaningful life (Jyoti & Rani, 2019), in addition to the revelation that mentoring helps raise employee morale and motivate them to achieve organizational goals, Through mentoring, organizations look at their employees more personally and gain knowledge about their personal and work needs (Jyoti & Sharma, 2017), existing references regarding mentorship also state to go beyond comparing individuals with and without mentors and examining differences in mentorship and mentoring relationships. (Allen et al., 2004), in addition there is a statement regarding mentoring stating that there are several studies expressed for mentoring is one of the key tools for developing human resources a (Baran & Zarzycki, 2021), from Some of the findings above, the author takes a small set, namely mentoring for existing employees and can provide enthusiasm, motivation, results work even down to organizational performance.

Human beings are related to leaders, leaders who can direct employees and run the organization according to the expectations of the owner with cool targets, Leadership style found in the results of the study related to work performance, known as transformational and transactional leadership (Naeem & Nawaz, 2017), Transformational leadership is a system that changes and changes people (Hall et al., 2002), besides that in previous research there were results states there is a significant influence between transformational leadership on employee performance (Llorens et al., 2018). It can be seen from several previous articles that transformational leadership has an influence on performance. Leadership has existed in its style, so employee attachment is very important in an organization from several existing articles with statements and research results including no It found a direct effect with the presence of leadership engagement on employee work engagement, but the opposite effect was significant the employee's perception of attractive leadership was shaped by their own engagement experience. (Nikolova et al., 2019), in addition there are research results that say, the presentation of an engagement management model that combines the main ideas of the paper and suggests new perspectives for thinking about how to encourage and manage employee engagement to achieve a high level of job performance (Gruman & Saks, 2011), in the involvement of employees in the following statement the existence of assumptions that innovative behavior comes not only from the nature of the individual but also from the work attitude of the individual, scholars begin to pay greater attention to the attitudinal factors that help drive innovative behavior, One such factor is employee engagement, which is operationalized by the intensity and direction of cognitive, emotional, and behavioral energy (Shuck et al., 2013). From some of the results of some of the articles above regarding employee engagement, the results exist and those that have an influence on performance already exist as well, then d The nature of this article is an existing problem describing the results of the articles relating to the variables and presented.

**Problem Formulation**

Problems in the results of research-research from the article above to see from other articles by reviewing and analyzing the results of the analysis of each article related to variables are shown in this article.

**Theoretical Studies**

a. Definition of Coaching

Coaching in conceptual context is related to the behavior of "starting the structure" of the leader as it relates to the focus of performance improvement set and regulated by the Coach the role and goals for their employees, On the other hand, the coach also provides support and rewards to employees related to the behavior "consideration" of the leader. (Heslin et al., 2006). In addition, supervisors may not necessarily be domain experts but can help employees gain greater competence and overcome performance barriers (Liu & Batt, 2010). Traditionally, coaching has been understood as a remedy to correct an employee's poor performance (Huang & Hsieh, 2015), as an example of coaching from the notion that coaching as a process to improve employee work performance. (Fournies, 1999).

b. Definition of Mentoring

Mentoring by definition that a mentor can provide students with functions such as guidance, role models, and acceptance (Day & Allen, 2004), Mentoring can be an effective tool in achieving business goals if The following aspects are considered: increased motivation and employee engagement, better work results, and higher efficiency of organizational processes. (Baran & Zarzycki, 2021).

c. Definition of Transformational Leadership

Transformational pemimpin stimulates subordinates to make perceptions of leadership with a new perspective due to the presence of intellectual stimuli, pemimpin can make perceptions as individuals who can support and give attention to subordinates with individual considerations, through inspirational motivation and charisma. (Longshore & Bass, 1987).

d. Definition of Employee Attachment

The employee's individual positive feelings are a result of the employee's passion (Buil et al., 2019).

**METHOD**

Writing this article aims to review and synthesize a literature review related to employee engagement in the company so that it knows what factors can be used to increase employee engagement such as coaching, mentoring and transformational leadership. The researcher tries to read, analyze and synthesize several literature reviews from several journals. and other relevant sources of information in order to understand strategies for increasing employee engagement in a company. In this study using a literature review approach to achieve research objectives. A mini review on employee engagement was conducted by reading and analyzing 20 peer-reviewed journal articles. Can be seen in the table below. The first table displays 20 articles related to the variables to be reviewed, as follows:

**Table 1. Distribution of Journals and Publishers**

No	Article Name	Writer	Journal	Publisher	Year
1.	Supervisors as good coaches: influences of coaching on employees' in-role behaviors and proactive career behaviors	(Huang & Hsieh, 2015)	The International Journal of Human Resource Management	Routledge Taylor and Francis Group	2015
2.	Coaching and Mentoring in	(Anghel & Voicu,	Lumen International	Procedia	2013

	Bachelor s Degree Programs for Social Workers and Teachers	2013)	Conference Logos Universality Mentality Education Novelty (LUMEN 2013)		
3.	Peculiarities of manifestation of coaching in organisations	(Rosha, 2014)	Contemporary Issues in Business, Management and Education	Procedia	2013
4.	Coaching and employee organizational citizenship behaviours: The role of procedural justice climate	(Özdoğan & Tanova, 2017)	International Journal of Hospitality Management 60 (2017) 58–60	Elsevier Inc.	2027
5.	Mystery shoppers: A new tool for coaching employee performance improvement	(Ford et al., 2011)	Organizational Dynamics (2011) 40, 157—164	Elsevier	2011
6.	Role of burnout and mentoring between high performance work system and intention to leave: Moderated mediation model	(Jyoti & Rani, 2019)	Journal of Business Research 98 (2019) 166–176	Elsevier	2019
7.	Empirical investigation of a moderating and mediating variable in between mentoring and job performance: A structural model	(Jyoti & Sharma, 2017)	Journal of Work and Organizational Psychology 33 (2017) 5	Elsevier	2017
8.	Career Benefits Associated With Mentoring for Prote gés: A Meta-Analysis	(Allen et al., 2004)	Journal of Applied Psychology 2004, Vol. 89, No. 1, 127–136	Elsevier	2004
9.	Key effects of mentoring processes — multi-tool comparative analysis of the career paths of mentored employees with non-mentored employees	(Baran & Zarzycki, 2021)	Journal of Business Research 124 (2021) 1–11	Elsevier	2021
10.	Comradery and connection: A study of cross-cultural mentoring experiences	(Goodwin et al., 2022)	Comradery and connection: A study of cross-cultural mentoring experiences	Elsevier	2022
11.	Impact of Transformational and Transactional Leadership Styles on Employees' Performance of Banking Sector in Pakistan	(Naeem & Nawaz, 2017)	Impact of Transformational and Transactional Leadership Styles on Employees' Performance of Banking Sector in Pakistan	Elsevier	2015
12.	Transformational Leadership: The Transformation of Managers and Associates	(Buil et al., 2019)	Journal of Cleaner Production	University Of Florida	2019
13.	Fostering employee's pro-environmental behavior through green transformational leadership, green human resource	(Farrukh et al., 2022)	Technological Forecasting & Social Change 179 (2022) 121643	Elsevier	2022

	management and environmental knowledge				
14.	Employee performance under transformational leadership and organizational citizenship behavior: A mediated model	(Qalati et al., 2022)	European Management Journal	Elsevier	2022
15.	Managing and Motivating the Remote Employee Using the Transformational Leadership Model	(Sinclair et al., 2021)	www.nurseleader.com	-	2021
16.	Engaging leader e Engaged employees? A cross-lagged study on employee engagement	(Nikolova et al., 2019)	European Management Journal 37 (2019) 772e783	Elsevier	2019
17.	Performance management and employee engagement	(Gruman & Saks, 2011)	Human Resource Management Review 21 (2011) 123–136	Elsevier	2011
18.	The Jingle Jangle of Employee Engagement: Further Exploration of the Emerging Construct and Implications for Workplace Learning and Performance	(Shuck et al., 2013)	Human Resource Development Review 12(1) 11–35	SAGE Publications	2012
19.	Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis	(Mackay et al., 2017)	Human Resource Management Review 27 (2017) 108–120	Elsevier	2017
20.	Transformational leadership and employee performance: The role of identification, engagement and proactive personality	(Buil et al., 2019)	International Journal of Hospitality Management 77 (2019) 64–75	Elsevier	2019

**Table 2. Article Categories by Subject**

No	Article Name	Purpose	Findings	Recommendations
1.	Supervisors as good coaches: influences of coaching on employees' in-role behaviors and proactive career behaviors	Coaching providing effective leadership initiatives in organizations has received increased attention from scholars. The study examines the effects of coaching on behavior in employee roles (IRB) and proactive career behaviors (PCBs), while also exploring the mediating role of psychological empowerment	shows that coaching is positively related to IRB and PCB.	Managerial practice and future research derived from these findings
2.	Coaching and Mentoring in Bachelor s	presents an analysis of coaching strategies used in the final stages of	Best practices when a student's satisfaction with the coaching method used	Coaching there is a positive correlation with satisfaction

	Degree Programs for Social Workers and Teachers	undergraduate programs for social workers and teachers for primary and preschool education to identify the "best practices" of coaching and mentoring	correlates positively with his coach's satisfaction regarding the same method	
3.	Peculiarities of manifestation of coaching in organisations	meneliti manifestation of coaching in organizations. Through the review of articles that go through an analysis process to find a theory that provides a framework for the study of coaching in organizations.	the Coaches to know their opinion about the embodiment of Coaching in the organization	Coaching in organizations and outcomes
4.	Coaching and employee organizational citizenship behaviours: The role of procedural justice climate	examines how the level of procedural justice climate (PJC) in a group can reduce or increase the impact of department managers' coaching behavior on the citizenship behavior of their subordinates in the hospitality sector	Good coaching is especially more important in departments where climate justice is small	Important coaching in every department
5.	Mystery shoppers: A new tool for coaching employee performance improvement	techniques for providing relatively objective, timely, and accurate performance data. In addition, we explain how the effectiveness of this technique is based on the power of the schedule of variable intervals that have proven to be very effective in laboratory experiments	Information from mystery buyers can be used by managers to overcome the limitations of traditional performance appraisals.	
6.	Role of burnout and mentoring between high performance work system and intention to leave: Moderated mediation model	to test the role of burnout as a mediator between high-performance work systems (HPWS) and intentions to exit (ITLs). Furthermore, the role of mentoring as a moderator between HPWS and burnout as well as between burnout and ITL has also been explored	proving that burnout mediates the relationship between HPWS and ITL. Furthermore, mentoring moderates the relationship between HPWS and saturation as well as between saturation and ITL. The study contributed to the literature by identifying black-boxes using burnout and mentoring to understand the relationship between HPWS and ITL.	Mentoring with other variables
7.	Empirical investigation of a moderating and mediating variable in between	This article looks for results from the role of self-efficacy between mentoring and its results namely, relationship	It was found that self-efficacy moderates the relationship between mentoring and personal learning, relationship	Accompaniment with other variables related

	mentoring and job performance: A structural model	quality, communication satisfaction, and personal learning	quality, and communication satisfaction.	
8.	Career Benefits Associated With Mentoring for Prote'ges: A Meta-Analysis	Related Career Uses Can Be Mentoring for Students	The findings generally provide uses associated with mentoring, but the size of the effects associated with objective outcomes is small, There are also some indications that learning outcomes differ in the magnitude of their relationship with the type of mentoring provided (i.e. career or psychosocial)	Mentoring with students
9.	Key effects of mentoring processes multi-tool comparative analysis of the career paths of mentored employees with non-mentored employees	to find a mentoring process in a company in Poland in terms of the benefits obtained by its employees	longitudinal study, a comparison of the expected perspectives of the actual opponents with the comparison of the perspectives of the individuals who are guided versus those who are not guided.	
10.	Comradery and connection: A study of cross-cultural mentoring experiences	her study looked at the linkages between cross-cultural mentoring among a group of librarians from the United States to explore programmatic and interpersonal factors associated with positive mentoring experiences	Results for the design and participation of mentoring programs that reflect more inclusive practices.	Accompaniment with related variables
11.	Impact of Transformational and Transactional Leadership Styles on Employees' Performance of Banking Sector in Pakistan	identify basic tools for organizational development by leveraging leadership qualities where there are two independent variables including Transactional and transformational leadership qualities and the dependent variable is employee performance	Bosses can motivate others and they will be motivated efficiently and leaders throughout the overall study researchers have made conclusions and recommendations on the basis of Facts and conclusions against IGKT online, but not against IGKT offline	
12.	Transformational Leadership: The Transformation of Managers and Associates	Examines underlying mechanisms and boundary conditions that describe the relationship between transformational leadership and frontline employee performance	Involvement partly mediates the relationship between transformational leadership and job performance, HASIL shows the sequential mediating effect of identification and engagement on performance Karyawan N, akhirnya, findings show that proactive	

			personality reinforces the influence of leadership on identification and engagement	
13.	Fostering employee's pro-environmental behavior through green transformational leadership, green human resource management and environmental knowledge	examining the role of green transformational leadership (GTL) in driving pro-environmental behavior (PEB) through green human resource management (GHRM)	explained the importance of GTL in predicting employee PEB through the ghrm mediation role, Furthermore, the role of environmental knowledge moderation was also confirmed. The study presents a thorough and synergistic understanding of the processes by which PEB can be promoted. Thus, the study offers a deeper understanding of the interconnected mechanisms that promote PEB and ultimately guide organizational practices.	
14.	Employee performance under transformational leadership and organizational citizenship behavior: A mediated model	discusses how the potential effectiveness of SMEs comes from employees when leadership plays its role efficiently and promotes volunteer work among employees	Adds to the literature by examining the mediating effects of organizational citizenship behavior and providing a new direction for researchers to study transformational leadership and organizational citizenship behavior.	Transformational leadership with other variables
15.	Managing and Motivating the Remote Employee Using the Transformational Leadership Model	This project improves on good outcomes assessing the need for a remote workforce to define their experience with remote leadership	Transformational leadership models are used to plan for practice change, daily online discussions are applied to improve communication	
16.	Engaging leader e Engaged employees? A cross-lagged study on employee engagement	to provide a cross-cutting examination of the relationship between leadership engagement, job resources and employee work engagement	A comprehensive reality of the triggers and outcomes of work engagement and leadership engagement is necessary, since traditional unidirectional cause-and-effect thinking fails to explain how these concepts relate to each other and to the employee's experience of job resources	Employee and work engagement in this article is discussed
17.	Performance management and employee engagement	We describe a new approach to the performance management process that includes employee engagement and key drivers of employee	An engagement management model that combines the main ideas of the article and fosters new perspectives for thinking about how to encourage and	Employee engagement models in this article



	engagement at levels	manage employee engagement to achieve high levels of job performance	
18.	Emerging around the construction of employee engagement, evolution is in the early stages of development. Currently, there are still some questions about how employee engagement differs from other well-studied and archived constructs such as job satisfaction, work engagement, and work commitment	Unearthing literature on employee engagement, job satisfaction, commitment, and engagement. Implications for organizational learning and workplace performance are examined in the specific context of human resource development (HR)	Results of the review literature
	The Jingle Jangle of Employee Engagement: Further Exploration of the Emerging Construct and Implications for Workplace Learning and Performance		
19.	Current studies use meta-analytical estimates and path analysis to test whether employee engagement (EE) constructs show additional validity in employee effectiveness predictions (a broad measure of performance-related behavior) over other work attitudes such as work attitudes, satisfaction, work engagement, and organizational commitment.		
	Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis		
20.	This study investigates the underlying mechanisms and boundary conditions that explain the relationship between transformational leadership and frontline employee performance. Specifically it explores the mediating role of organizational identification and work engagement in the relationship between transformational leadership and job performance and organizational directed citizenship behavior.	Results state proactive personality reinforces the influence of leadership on identification and engagement.	Employee engagement with several variables
	Transformational leadership and employee performance: The role of identification, engagement and proactive personality		

**RESULT**

The results presented in the metric above will be all variables then the dissolution will be stated here, including that managerial practices and future research are derived from these

findings (Huang & Hsieh, 2015), Coaching there is a positive correlation with satisfaction (Anghel & Voicu, 2013), Coaching in organizations and results (Rosha, 2014) , Important coaching in all departments (Özduvan & Tanova, 2017) . Furthermore, from the presentation of metrics regarding mentoring variables with the discussion of Mentoring with other variables (Jyoti & Rani, 2019), Mentoring with other related variables (Jyoti & Sharma, 2017), Mentoring with students (Allen et al., 2004), and Mentoring with related variables (Goodwin et al., 2022).

Furthermore, the discussion of the metric above will be transformational leadership variables with discussion, transformational leadership with other variables (Qalati et al., 2022), transformational leadership with various articles and variations between variables. The next discussion of the variables Employee engagement with the results of employee and work involvement in this article is discussed and the work in this article is discussed (Nikolova et al., 2019), furthermore The results of the review literature (Shuck et al., 2013), and Employee engagement with several variables (Buil et al., 2019).

All the variables obtained to be used as review literature have been presented and obtained results and used in this article.

## CONCLUSIONS

The result of the discussion that articles related to variables there are directly influential and some that must be continued and as an illustration for future research such as articles from (Huang & Hsieh, 2015), (Özduvan & Tanova, 2017), and (Rosha, 2014), regarding coaching, as well as mentoring (Jyoti & Rani, 2019), (Jyoti & Sharma, 2017), (Allen et al., 2004), (Baran & Zarzycki, 2021) , results against organizational performance. (Qalati et al., 2022), transformational leadership with various articles and variations between variables. (Nikolova et al., 2019), (Shuck et al., 2013), (Buil et al., 2019).

The depth of this review literature as an illustration for research will be dating with a model method that can be used by other researchers.

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# Bukti Indeks

## Coaching, Mentoring, Leadership Transformation and Employee Engagement: A Review of the Literature

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