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Coaching Approach: Empowering Team Work For Organizational Transformation

Primadi Candra Susanto¹, Agus Suhendra², Pipit Sundari³, Ida Ayu Trisna Wijayanthi⁴, Peppy Fachrial⁵

¹Trisakti Institute of Transportation and Logistics, Jakarta, Indonesia, primstrisakti@gmail.com

²Trisakti Institute of Transportation and Logistics, Jakarta, Indonesia, agussuhendra1961@gmail.com

³STIE Semarang, Semarang, Indonesia, pipit@stiesemarang.ac.id

⁴STIMI Handayani Denpasar, Denpasar, Indonesia, trisnawijayanthi23@gmail.com

⁵Trisakti Institute of Transportation and Logistics, Jakarta, Indonesia, peppyfg@gmail.com

Corresponding Author: primstrisakti@gmail.com¹

Abstract: The purpose of this literature research is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The literature review research article on the training approach: empowering teamwork towards organizational transformation is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. The results of this literature review article are: 1) Coaching has an effect on Organizational Transformation; 2) Mentoring has an effect on Organizational Transformation; 3) Team Empowerment has an effect on Organizational Transformation; and 4) Delegation Leadership has an effect on Organizational Transformation.

Keyword: Organizational Transformation, Coaching, Mentoring, Team Empowerment, Delegation Leadership

INTRODUCTION

In today's increasingly dynamic and complex economic world, companies that wish to remain competitive and relevant must urgently alter their organizations. This transformation entails structural and cultural changes, the deployment of new business strategies, the use of cutting-edge technology, and effective change management. One of the most important variables determining the success of this transformation is the development of human resources

through methods such as coaching, mentoring, team empowerment, and delegation leadership (Mahaputra & Saputra, 2021).

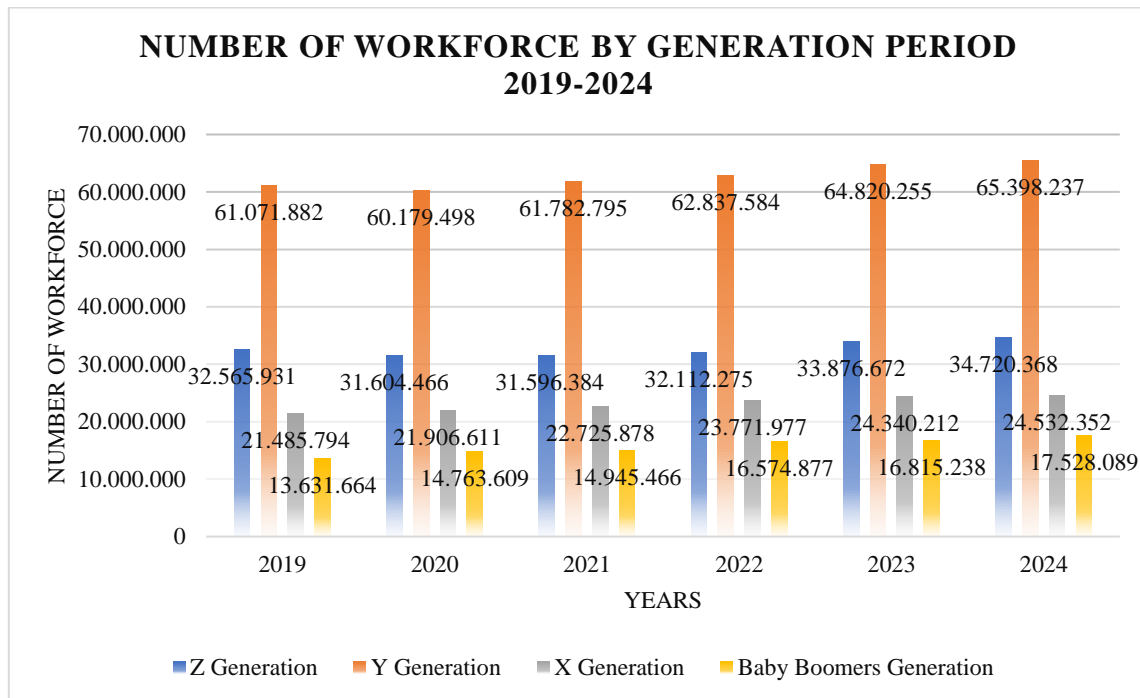


Figure 1. Number of Workforce by Generation Period 2019-2024
Source: Data Processed, 2024

Based on the data in figure 1 above, it is known that the number of workforce from each generation in 2019 to 2024 continues to increase. The generation with the largest number of workforce is generation Y and followed by generation Z. Generation Y and generation Z have different thought patterns when working in an organization. Where generation Z prefers practical work, is easy to adapt to technology and prioritizes work flexibility. In contrast to generation Y who have experienced changes in economic development first, so generation Y tends to be easier to place anywhere when working.

Therefore, the Company or organization needs to carry out a transformation, with the aim that the vision and mission can be achieved through skilled and competent human resources. So that good Company performance and Company sustainability can be achieved.

Coaching provides a personalized strategy that focuses on strengthening specific abilities and boosting individual performance. In the context of organizational transition, coaching assists individuals in overcoming personal challenges, understanding new roles, and adapting to rapid change. For example, when a corporation implements new technology, coaching can assist personnel in developing the essential technical skills and increasing mental preparedness for change. Mentoring, on the other hand, promotes long-term professional development and organizational understanding. Mentees can obtain a better understanding of the organization's strategic direction and desired work culture with the advice of a more experienced mentor. Mentoring during cultural transformation can reinforce new ideals and encourage people in transitioning to new jobs and responsibilities (Gultom et al., 2022).

Team empowerment is a critical component in fostering a collaborative and innovative work environment. Organizations can boost employee engagement and drive innovation by providing teams with autonomy, decision-making authority, and access to relevant information. This empowerment is especially vital in the face of structural change, where the transfer of responsibility and authority necessitates teams that are willing and able to take the

initiative (Zainal et al., 2019). Furthermore, team empowerment enhances corporate strategy by fostering creative thinking and proactive problem solutions. Delegation leadership entails delegating work and responsibilities to team members while still providing required assistance and supervision. Delegation leadership in a transformation process enables a more equitable and efficient distribution of responsibility, allowing leaders to focus on the strategic components of the change. Furthermore, delegation leadership promotes leadership development at all levels of the business, as employees are given opportunity to lead projects and play essential roles in change efforts (Widodo, 2017).

However, there are hurdles to effectively implementing coaching, mentoring, team empowerment, and delegation leadership. Employees who are inexperienced with change or uncomfortable in their new roles frequently express opposition to employers (Silitonga & Widodo, 2019). Furthermore, a lack of managerial abilities in adopting these strategies can reduce their effectiveness. As a result, firms must provide proper leadership and management training, as well as foster an organizational culture that encourages individual and team development. Finally, how organizations manage human resource development is critical to successful organizational transformation. Companies can foster positive and long-term transformation by implementing coaching, mentoring, team empowerment, and delegating leadership strategies. This not only allows enterprises to be more adaptable and innovative, but it also boosts employee satisfaction and engagement, which improves the company's performance and competitiveness in an ever-changing global market (Fauzi et al., 2023).

Based on the background of the problem above, the formulation of the problem is obtained to be used as a hypothesis for further research, including: 1) Does Coaching affect Organizational Transformation?; 2) Does Mentoring affect Organizational Transformation?; 3) Does Team Empowerment affect Organizational Transformation?; and 4) Does Delegation Leadership affect Organizational Transformation?.

METHODS

The research method used in this literature review research is descriptive qualitative. Data collection techniques use literature studies or review relevant previous articles. The data used in this descriptive qualitative approach is secondary data, derived from previous research relevant to this research and sourced from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, Web of Science, SINTA Journal, DOAJ, EBSCO, Garuda, Google Scholar and digital reference books. A systematic literature review (SLR) is a careful and methodical effort in which all relevant research literature is identified, evaluated, and examined to provide answers to specific research questions. When conducting qualitative analysis, it is important to apply the literature review consistently in accordance with methodological assumptions. Due to its investigative nature, qualitative analysis is mostly conducted for this purpose, (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

The following are research findings taking into account the context and problem formulation:

Organizational Transformation

Organizational transformation is the process of making deep and often extensive changes to an organization's structure, strategy, culture, and operations in order to increase performance and adaptability to a changing business environment. This transformation may include changes to business models, technologies, working practices, and stakeholder interactions. The ultimate goal is to respond to external challenges, capitalize on new possibilities, and increase the organization's overall efficiency and effectiveness (Ratnasari et al., 2020).

Dimensions or indicators that include the Organizational Transformation variable include: 1) Structural Change: Refers to changes in the organizational structure, task division, and internal function arrangement to improve efficiency and responsiveness; 2) Cultural Change: Shifts in the beliefs, norms, and behaviors practiced inside the organization. This involves creating a more collaborative, inventive, or customer-focused culture; 3) Business Strategy: Adaptation or change in an organization's strategic direction to provide a competitive advantage, including adjustments in target markets, goods or services, and business models; 4) Technology and Innovation: The use of new technology and innovative methods to enhance operational efficiency, customer experience, and products or services; and 5) Change Management: The process of planning, implementing, and managing organizational change, which includes employee communication, training, and support (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

Organizational Transformation is relevant to previous research that has been studied by: (Widodo et al., 2017), (Panorama, 2017), (Susanto & Sawitri, 2022).

Coaching

Coaching is an interactive process in which a coach assists another person, known as the coachee, in achieving their personal or professional goals. Coaching is giving comments, developing skills, and assisting with self-reflection in order to improve performance and help the coachee realize their full potential. Coaching is mostly about self-development and achieving specified goals, with the coach serving as a facilitator and supporter (Susanto, 2021).

Dimensions or indicators that include the Coaching variable include: 1) Clear Goals: Setting explicit goals for the coachee to pursue, such as performance improvement or personal growth; 2) Feedback: The practice of delivering constructive feedback on the coachee's performance, including both positive and places for development; 3) Skill Development: Focus on increasing specific talents required to attain goals, such as technical, interpersonal, or managerial skills; 4) Reflection and Learning: Encourage the coachee to reflect on their own experiences and learning in order to develop self-awareness and growth; and 5) Emotional and motivational support: Help the coachee stay focused and dedicated to their goals (Widodo, 2023a).

Coaching is relevant to previous research that has been studied by: (Susanto, Simarmata, et al., 2024), (Jumawan et al., 2023), (Ghafar et al., 2024).

Mentoring

Mentoring is a long-term connection between a mentor (more experienced) and a mentee (less experienced) with the objective of offering direction, advice, and support for career or personal development. Mentors share their knowledge, experience, and insights with mentees to help them build skills and grasp the dynamics of a specific sector or industry. Mentoring is often more informal and in-depth than coaching, with an emphasis on long-term development (Susanto, Setiawan, et al., 2024).

Dimensions or indicators that include the Mentoring variable include: 1) Career Development: Help the mentee plan and develop their career path, including selecting an area or specialism; 2) Guidance and guidance: Mentors offer guidance based on their experience, such as how to approach problems and make decisions; 3) Networking: Assist the mentee in developing a professional network and expanding ties within the industry or adjacent field; 4) understanding and Insight: Mentors share their understanding of the industry, trends, and best practices relevant to the mentee; and 5) Personal Development: Work on enhancing the mentee's character, values, and attitudes, such as work ethic, integrity, and self-confidence (Susanto et al., 2022).

Mentoring is relevant to previous research that has been studied by: (Didin Sjarifudin & Zahara Tussoleha Rony, 2023), (Sherenn et al., 2023), (Widodo, 2023b).

Team Empowerment

Team empowerment is the process by which managers or organizational leaders delegate authority, accountability, and trust to team members so that they can make decisions and take actions that impact their job. It entails giving access to the information, training, and resources required to execute activities successfully. Team empowerment strives to boost team members' sense of ownership, motivation, and engagement while also encouraging innovation and creativity (Aarthi & Sujatha, 2022).

Dimensions or indicators that include the Team Empowerment variable include: 1) Decision Making: Include team members in the decision-making process to create ownership and accountability; 2) Access to Information: Give team members the data they need to make informed decisions and act successfully; 3) Training and Development: Providing opportunities to improve the skills and knowledge required to do activities well; 4) Trust and Autonomy: Increasing trust by empowering teams to control their own work; and 5) Recognition and Reward: Recognizing and rewarding individual and team contributions as a motivator to improve performance (Resnadita, 2020).

Team Empowerment is relevant to previous research that has been studied by: (Apriliani & Sriathi, 2019), (Nusantoro, 2020), (Khumaira & Muhid, 2022).

Delegation Leadership

Delegative Leadership is a leadership style in which the leader delegated responsibility and authority to team members to fulfill certain tasks or projects. This delegation entails determining which duties to delegate, finding the appropriate persons to undertake the tasks, and providing the required instruction and resources. Delegative leadership seeks to boost efficiency, improve team members' skills, and foster trust and independence inside the business (Pamungkas et al., 2024).

Dimensions or indicators that include the variable of Delegation Leadership include: 1) Task Identification: Choosing the appropriate tasks to delegate, including analyzing the priority and complexity of the activities; 2) Selecting the Right People: Identifying the team members who are best equipped to complete a specific task based on their abilities and knowledge; 3) Delegation: Granting persons the authority to make decisions related to the allocated tasks; 4) Supervision and Support: offering adequate advice, including setting clear expectations, and offering the necessary resources and support; and 5) Evaluation and Feedback: Evaluating the outcomes of allocated tasks and offering feedback to ensure that objectives are met and learning is continuous (Susanto, Syailendra, et al., 2023).

Delegation Leadership is relevant to previous research that has been studied by: (Widodo, 2021), (Aziz et al., 2021), (Lutfi, A. R., & Widodo, 2018).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
1.	(Pramu dianto & Tjoeng, 2021)	-Coaching variables have an effect on Organizational Transformation -Social Intelligence variables have an effect on Organizational Transformation	-This article has similarities in examining the Coaching variable as the independent variable, and examining the Organizational Transformation variable as the dependent variable.	-The difference with previous research is that there is a Social Intelligence variable as another Independent variable. And examining the Servant Leadership variable as another Dependent variable.

		-Coaching variables have an effect on Servant Leadership		
		-Social Intelligence variables have an effect on Servant Leadership		
2.	(PRAN ADEW I, 2016)	-Work Stress Variables Influence Organizational Commitment -Mentoring Variables Influence Organizational Commitment -Work Stress Variables Influence Organizational Transformation in Company X -Mentoring Variables Influence Organizational Transformation in Company X	-This article has similarities in examining the Mentoring variable as the independent variable, and examining the Organizational Transformation variable as the dependent variable.	-The difference with previous research is in the Work Stress variable which is another independent variable. And the Organizational Commitment variable as another dependent variable.
3.	(Deni & Riswan to, 2019)	-Employee Empowerment Variables Influence Organizational Transformation -Employee Empowerment Variables Influence Organizational Success	-This article has similarities in examining the Employee Empowerment variable as the independent variable, and examining the Organizational Transformation variable as the dependent variable.	-The difference with previous research is that there is the Organizational Success variable as another Dependent variable.
4.	(Rudianto et al., 2023)	-Delegation Leadership Variable Influences Organizational Transformation at Naval Headquarters Detachment Unit -Work Motivation Variable Influences Organizational Transformation at Naval Headquarters Detachment Unit	-This article has similarities in examining the Delegation Leadership variable as the independent variable, and examining the Organizational Transformation variable as the dependent variable.	-The difference with previous research is in the Work Motivation variable which is the independent variable.

Discussion

Based on the background of the problem, research objectives, problem formulation, indicators or dimensions and related previous research, the discussion of this literature research is as follows:

1. The Influence of Coaching on Organizational Transformation

Coaching is a method that focuses on helping people reach specific personal and professional goals. Coaching plays an important role in organizational transformation by providing defined goals, feedback, skill development, reflection and learning, and emotional and motivational support. Each of these areas has a substantial impact on different aspects of organizational transformation, such as structural change, cultural change, corporate strategy, technology and innovation, and change management. Clear coaching goals assist individuals and teams understand the path they wish to pursue during the transformation process. When an organization's structure changes, such as a departmental reorganization or a shift in hierarchy,

clear goals help all members grasp their new roles and duties. Clear goals can mold desirable behaviors and attitudes for organizational culture development. With clear goals, the firm can focus its energy and resources on achieving the intended results, which are consistent with the new business plan.

Feedback is an essential component of coaching since it allows individuals to identify their areas of strength and weakness. In the context of corporate strategy, feedback enables executives and managers to analyze the efficacy of implemented strategies and alter them as needed. Constructive feedback is also vital in technology and innovation, as continual review of new technology projects can lead to additional advancements and innovation. Feedback from a variety of stakeholders, including employees and consumers, can provide useful insights that fuel innovation and help businesses adjust to market changes. Coaching helps people build new competencies needed in a changing environment. Employees may need to learn new skills in order to adjust to new positions or take on more responsibility during structural change. This skill development also supports new company strategies that require specific skills, such as digital marketing in the digital era. Furthermore, in the context of technology and innovation, the development of technical and analytical abilities is critical for leveraging new technologies and promoting innovation throughout the organisation.

Reflection & Learning is the process by which people reflect on their experiences and learn from both their accomplishments and mistakes. This is especially important in change management, as businesses must constantly learn from ongoing transformation processes. This reflection enables firms to determine what worked and what didn't, and to adjust their strategy accordingly. Reflection and learning facilitate cultural change by helping people and teams apply new behaviors and values in their daily work and contribute to the desired culture. Emotional and Motivational Support in Coaching encourages employees to remain committed and motivated during periods of transition. Organizational transformation processes are frequently unclear and unpleasant, therefore emotional support is essential to keeping people engaged and confident. This assistance is critical not only in structural changes, but also in cultural changes and the adoption of new company strategies, where employees may need to adjust to new methods of working or confront new obstacles. Coaching can assist employees retain morale, boost engagement, and stay dedicated to the organization's goals.

Overall, coaching has a considerable impact on organisational change. Coaching assists individuals and teams in adapting to change, developing their potential, and contributing to the transformation's success by providing clear goals, constructive criticism, skill development, reflection and learning, and emotional and motivational support. This approach guarantees that transformation occurs not only at the structural or strategic levels, but also deeply embedded in the organization's culture and behavior, resulting in long-term and meaningful change.

2. The Influence of Mentoring on Organizational Transformation

Mentoring is a process in which a more experienced person, the mentor, guides and supports a less experienced individual, the mentee, in their professional and personal growth endeavors. Mentoring contributes to organizational transformation in numerous critical ways, including career development, guidance and direction, networking, understanding and insight, and personal growth. Each of these factors has a significant impact on numerous areas of organizational transformation, including structural change, cultural change, corporate strategy, technology and innovation, and change management.

Career development through mentoring assists mentees in understanding their career trajectories, setting professional goals, and preparing for larger positions in the future. Career development can assist individuals in navigating new opportunities that come as a result of internal reorganization or restructuring. Mentoring allows mentees to see and capitalize on opportunities that they were previously unaware of, as well as provide them with the skills and

information they need to develop in their jobs. It also adds to corporate strategy by ensuring that the organization's talent is prepared to support and lead strategic projects.

Mentorship & Guidance helps mentees solve professional issues in a realistic and strategic manner. Mentors play a crucial role in cultural transformation, assisting mentees in adapting to new values and conventions inside the firm. Mentees can more quickly adjust to new organizational expectations and behavioral norms when given clear direction. Furthermore, mentorship is vital in the context of change management, as mentors can assist mentees in navigating complicated transitions and providing advice on how to deal with uncertainty and opposition.

Networking is a crucial part of mentoring since it allows mentees to connect with a larger professional network. In the context of technology and innovation, a strong network can facilitate collaboration, get access to new technologies, and create innovative prospects. Mentors can introduce mentees to industry leaders, technological experts, and resources to help them innovate. This network also helps mentees with company planning by increasing their understanding of industry trends and allowing them to uncover new market opportunities or strategic partners.

Mentors' knowledge and insights enable mentees to have a better understanding of industry, market, and organizational dynamics. This information is extremely helpful in company planning, as a thorough understanding of the market and competitors can impact strategic decisions. Mentors can share their insights and knowledge on how to manage market difficulties or capitalize on business opportunities, assisting mentees in becoming more strategic in their professions. In terms of technology and innovation, this understanding might inspire mentees to investigate new technologies or inventive approaches that can help the firm compete.

Personal development through mentoring entails developing the character, values, and interpersonal skills required to thrive in a dynamic work setting. Personal growth is crucial for cultural change, empowering mentees to integrate new ideals and drive organizational change. Mentors can help mentees develop leadership, communication, and conflict resolution abilities, all of which are essential in change management. Mentees who have had great personal development are more prepared to meet the challenges and possibilities that come with the transformation process.

Overall, mentorship is critical in facilitating organizational development. Mentoring ensures that employees are not only prepared for change, but also contribute positively to the transformation's success by assisting them with career development, providing guidance and direction, networking, providing understanding and insight, and encouraging personal development. Mentoring provides comprehensive support to employees, allowing them to develop, innovate, and reach their full potential, eventually supporting the organization's strategic goals and long-term progress.

3. The Impact of Team Empowerment on Organizational Transformation

Team empowerment is a managerial strategy that emphasizes building and giving authority to team members. It has several important components, including decision-making, access to information, training and development, trust and autonomy, and recognition and rewards. Each of these areas has a substantial impact on organizational transformation, including structural change, cultural change, corporate strategy, technology and innovation, and change management.

More inclusive and decentralized decision-making empowers teams to participate more fully in the organization's operational and strategic activities. In structural transformation, decisions are no longer made only by top management, but also entail inputs from all levels of the company. This not only speeds up decision-making but also enhances its quality by taking

into account other perspectives. In the context of cultural change, decision-making empowerment promotes increased team member involvement and ownership, resulting in a more collaborative and transparent organizational culture.

Another important aspect of team empowerment is open access to information. When teams have access to relevant data and information, they can make more informed and timely decisions. This is especially significant in business strategy, where accurate and timely information is critical for responding to market trends and commercial prospects. Access to information also promotes technology and innovation by allowing teams to spot new technological trends and assess their consequences for the enterprise. Teams can develop and implement new projects more effectively if they have access to the necessary information.

Training and development are crucial in ensuring that team members have the skills and knowledge required to complete their responsibilities effectively. Proper training in change management enables people to understand and adapt to changes in work procedures, technology, and organizational structure. Training also contributes to business strategy by ensuring that staff have the skills required to support new strategic initiatives. In addition, continuing training promotes creativity by providing staff with new skills and approaches.

Trust and autonomy are critical components of team empowerment, allowing members to work independently and take initiative. This trust is crucial in cultural change, where businesses strive to foster an environment that encourages creativity and initiative. Autonomy also promotes technology and creativity by allowing teams to explore new ideas and implement unique solutions without waiting for approval from superiors. Trust in teams boosts motivation and engagement, which accelerates the process of invention and adaptation.

Another key part of team empowerment is recognition and rewards, which emphasize team members' contributions and achievements. This is especially important in change management, where successful changes must be acknowledged and rewarded to encourage desired behaviors. Recognition and rewards are also crucial in structural change, as awards for performance in new roles or responsibilities can help speed up the adjustment and adoption of new systems. Offering proper awards not only improves morale and motivation, but also fosters an organizational culture that prioritizes performance and creativity. Overall, team empowerment is an important component in facilitating organizational transformation. Organizations can establish a culture of rapid adaptability to change by empowering team members in decision-making, enabling access to key information, offering appropriate training and development, promoting trust and autonomy, and providing adequate recognition and rewards. This not only improves the organization's ability to manage internal and external difficulties, but it also positions it for long-term growth and success in an ever-changing business environment.

4. The Influence of Delegation Leadership on Organizational Transformation

Delegative leadership is a leadership style in which the leader assigns duties and responsibilities to team members while still providing assistance and monitoring. The important components of delegated leadership include task identification, selecting the proper individuals, the delegation process, supervision and assistance, and evaluation and feedback. Structural change, cultural change, corporate strategy, technology and innovation, and change management are all key components of organizational transformation.

Task identification is the initial phase in delegated leadership, in which the leader decides which duties can be delegated. In the context of structural change, clear task identification aids in the redistribution of tasks across organizational levels. This is especially crucial when the organizational structure changes, such as the addition of new divisions or the rearrangement of positions. By appropriately identifying tasks, leaders may ensure that vital work continues to flow smoothly even when the organization changes.

Choosing the correct persons to carry out duties is an important part of delegation. Leaders must evaluate team members' abilities, experience, and competences before assigning duties. In company strategy, choosing the correct personnel to carry out strategic objectives ensures that decisions are founded on extensive knowledge and understanding. Furthermore, in terms of technology and innovation, selecting team members with the necessary technical skills is crucial to ensure the successful adoption of new technologies and innovative projects.

Delegation is the process by which leaders delegate work and power to team members. This procedure include not just assigning tasks, but also delegating the responsibility and authority required to perform them. Effective delegation contributes to a culture of empowerment in which team members feel appreciated and play an important part in the organization. Good delegation also promotes faster and more responsive decision-making, which is essential in change management because firms must adjust swiftly to changing markets and business environments.

Leaders give oversight and support during the delegation process to ensure that team members have the resources and direction they need to succeed. Good supervision enables leaders to assess progress and offer assistance as needed. Leaders' support in technology and innovation might include access to new technology or resources, as well as training or coaching to assist teams in overcoming technical problems. This assistance is especially vital in company strategy, where executives must ensure that teams have everything they require to carry out strategic plans. The final step in the delegation process is evaluation and feedback, which involves assessing the execution of the delegated work and providing feedback to team members. This review is required to guarantee that the task is accomplished in accordance with the organization's standards and objectives. Constructive criticism enables team members to learn from their experiences and enhance future performance. In cultural transformation, effective feedback can assist reward desired behaviors while correcting actions that are inconsistent with the organization's ideals. In change management, evaluation and feedback enable firms to continuously learn and alter their tactics based on what works and what does not.

Overall, delegation leadership contributes significantly to organizational change by ensuring that key tasks are managed properly and efficiently. Leaders may assist successful transformation throughout the business by identifying the proper activities, selecting the right people, clearly distributing duties, providing supervision and support, and providing constructive evaluation and feedback. A effective delegation process helps firms become more adaptable, imaginative, and responsive to the ever-changing challenges and possibilities of today's business environment.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:



Figure 2. Conceptual Framework

Based on Figure 2 above, Coaching, Mentoring, Team Empowerment and Delegation Leadership have an effect on Organizational Transformation. However, in addition to the variables of Coaching, Mentoring, Team Empowerment and Delegation Leadership that affect Organizational Transformation, there are other variables that affect, including:

- 1) Organizational Culture: (Widodo & Silitonga, 2017), (Kahfi et al., 2022), (Susanto, Simarmata, et al., 2024), (Putri et al., 2023).
- 2) Technology: (Ali et al., 2024), (Latuconsina et al., 2019), (Silitonga et al., 2017), (Ali et al., 2022).
- 3) Human Resources: (Sawitri et al., 2023), (Susanto, Sawitri, et al., 2023), (Saputra & Mahaputra, 2022).

CONCLUSION

Based on the formulation of the problem, the results and discussion above, the conclusion of this study is that:

1. Coaching has an impact on Organizational Transformation;
2. Mentoring has an impact on Organizational Transformation;
3. Team Empowerment has an impact on Organizational Transformation; and
4. Delegation Leadership has an impact on Organizational Transformation.

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