



Analysis of Mentoring and Coaching on Productivity Mediated by Organizational Commitment: Study Literature Review

Reza Fauzi Jaya Sakti¹, Sonya Sidjabat², Dewi Untari³, Adelia Dwi Valentin⁴, Indra Rustiawan⁵

¹Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, reza.jayasakti@gmail.com

²Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, sonyasidjabat@gmail.com

³Universitas Mandiri Subang, Jawa Barat, Indonesia, dewi1untari@gmail.com

⁴Universitas Muhammadiyah A.R Fachruddin Tangerang, Banten, Indonesia, adeliavalentin94@gmail.com

⁵Universitas Putra Indonesia (UNPI) Cianjur, Jawa Barat, Indonesia, indra.rustiawan@gmail.com

Corresponding Author: reza.jayasakti@gmail.com¹

Abstract: The purpose of this literature research is expected to help hypotheses for future authors in determining research related to human resource management. The research article on the analysis of mentoring and coaching on productivity mediated by organizational commitment is a scientific literature article in the scope of human resource management. The approach used in this literature review research is descriptive qualitative. Data collection techniques are using literature studies or conducting literature reviews of relevant previous articles. The data used in this study are secondary data, which are sourced from academic online media such as Thomson Reuters Journals, Sage, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Springer, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Mentoring affects Organizational Commitment; 2) Coaching affects Organizational Commitment; 3) Mentoring affects Productivity; 4) Coaching affects Productivity; 5) Organizational Commitment affects Productivity; 6) Mentoring affects Productivity through Organizational Commitment; and 7) Coaching affects productivity through organizational commitment.

Keywords: Productivity, Organizational Commitment, Mentoring, Coaching

INTRODUCTION

Employee productivity is one of the most important performance indicators in the business world. A high level of productivity not only contributes to the company's bottom line, but also reflects the efficiency and effectiveness of the organization's work processes. However, many organizations face challenges in improving the productivity of their employees. According to research by Hafat & Ali, (2022a), approximately 70% of employees feel disengaged in their work, which has a direct impact on productivity. This disengagement is often caused by a lack of support from management, a lack of training, and minimal opportunities for growth (Sawitri, 2024).

Research conducted by Sherenn et al., (2023) shows that employees who feel supported through mentoring and coaching programs tend to have higher levels of commitment to their organizations. This organizational commitment serves as a mediator between employee development programs and productivity. When employees feel connected to the organization, they are more likely to work harder and contribute positively to the organization's goals.

While many companies have implemented mentoring and coaching programs, the results are often mixed. Some companies report significant increases in productivity, while others see no meaningful changes. This suggests that the effectiveness of these programs is highly dependent on a variety of factors, including organizational culture, industry type, and individual employee characteristics. Therefore, it is important to conduct a thorough analysis of how mentoring and coaching can contribute to employee productivity through organizational engagement (Amanillah, 2020).

In a global context, data from the International Labor Organization (ILO) shows that labor productivity in developing countries is still far below international standards. This highlights the need for a more strategic approach to improving employee productivity, including through development programs such as mentoring and coaching.

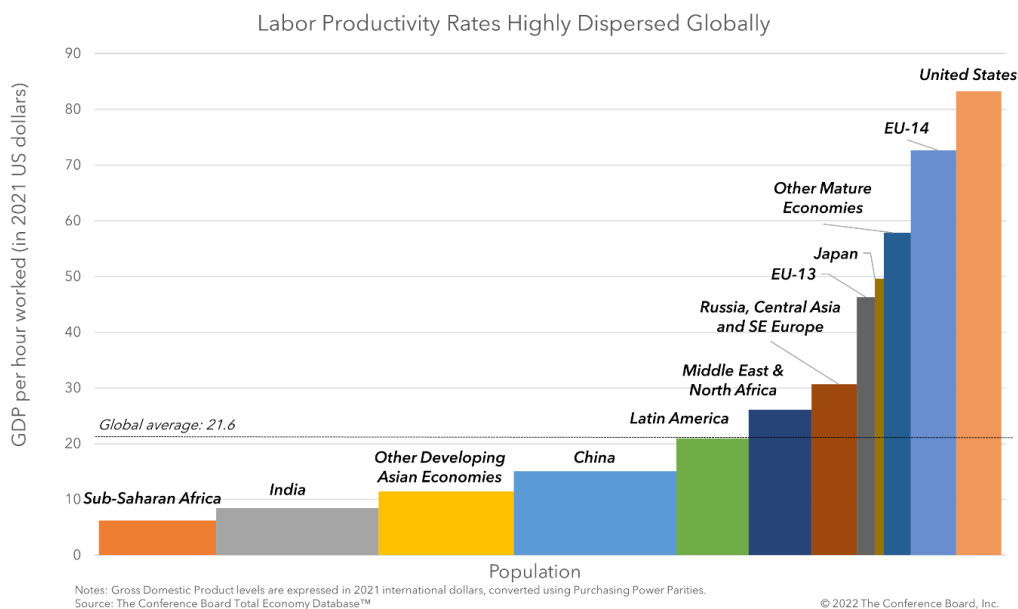


Figure 1. Countries with the Highest Labor Productivity Rate in 2021
Source: Vries, (2022)

The graph shows the level of labor productivity in different regions of the world, measured as GDP per hour worked (in 2021 US dollars). It shows that productivity levels vary widely, with a global average of \$21.6. Regions such as sub-Saharan Africa and India have low productivity levels below the global average, reflecting challenges in efficiency and access to resources. In contrast, developed countries such as the United States and the EU-14 have much higher productivity levels, reaching almost \$90 per hour, reflecting better technology, higher education and more advanced infrastructure. Regions such as China and other countries in Asia have modest productivity levels, indicating significant growth potential. This disparity highlights the challenges faced by low-productivity countries in improving their efficiency and competitiveness in the global marketplace. Overall, this chart reflects the disparities in labor productivity that can affect economic growth and welfare across regions.

By understanding the relationship between these three elements, companies can develop more effective strategies to increase productivity and improve overall performance.

Problem Formulation

Based on the background of the problem above, the problem formulation is obtained to be used as a hypothesis for further research, among others: 1) Does Mentoring affect Organizational Commitment?; 2) Does Coaching affect Organizational Commitment?; 3) Does Mentoring affect Productivity?; 4) Does Coaching affect Productivity?; 5) Does Organizational Commitment affect Productivity?; 6) Does Mentoring affect Productivity through Organizational Commitment?; and 7) Does Coaching affect Productivity through Organizational Commitment?

METHOD

This research used a descriptive qualitative approach. This method was chosen because it allows researchers to understand research concepts related to human resource management thoroughly, focusing on the context and meaning contained in mentoring, coaching, productivity and organizational commitment. Descriptive qualitative data collection and analysis allows researchers to tailor their approach to the needs of the research and the characteristics of the subject under study, (Dewi, 2024).

The data used in this study comes from previous research related to mentoring, coaching, productivity and organizational commitment. The researcher will analyze the existing literature to identify patterns and trends in human resource management concepts. By using previous research and other references, the researcher can develop stronger, evidence-based arguments and contribute to a broader understanding of human resource management, (Susanto, Arini, Yuntina, et al., 2024).

The type of data used in this study is secondary data, which utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, Web of Science, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of human resource management from various perspectives, (Susanto, Arini, Marlita, et al., 2024).

RESULTS AND DISCUSSIONS

Results

The following are the research findings by considering the context and problem formulation:

Productivity

Productivity is a measure of an individual's, team's, or organization's efficiency in producing a given output with the resources available. In the context of work, productivity includes not only the amount of output produced, but also the quality and effectiveness of the work process performed. High productivity indicates that an individual or organization is able to make optimal use of time, effort, and cost to achieve goals (Susanto, Simarmata, Febrian, et al., 2024).

Indicators or dimensions contained in the Productivity variable include: 1) Work Efficiency: The ability of an individual or organization to accomplish tasks with minimal resources without compromising the quality of the results; 2) Quality of Results: How well the product or service produced meets the standards and expectations of the customer or employer; 3) Time Utilization: How effectively a person manages time to get work done without wasting time on unproductive activities; and 4) Output per Resource: A comparison between the amount of work produced and the resources used, such as labor, raw materials, or technology (Widodo, 2020).

The Productivity variable is relevant to previous research conducted by: (Candra Susanto et al., 2023), (R. Saputra et al., 2023), (Zainal et al., 2019).

Organizational Commitment

Organizational commitment is the level of emotional attachment and loyalty of employees to the organization in which they work. Highly committed employees tend to be more motivated, work harder, and have a desire to continue contributing over the long term. Organizational commitment can be categorized into three types, namely affective commitment (loyalty based on positive feelings towards the organization), continuance commitment (staying in the organization due to cost considerations or the risk of leaving the job), and normative commitment (moral awareness to remain loyal to the organization) (F. Saputra & Mahaputra, 2022b).

Indicators or dimensions contained in the Organizational Commitment variable include: 1) Affective Commitment: Employees have a sense of emotional attachment and loyalty to the organization because they feel comfortable and satisfied with the work environment; 2) Continuance Commitment: Employees continue to work in the organization because they consider the risks or costs they will have to bear if they leave their jobs; 3) Normative Commitment: Employees feel obligated to remain loyal to the organization because of moral values or responsibilities; and 4) Organizational Involvement: How actively employees contribute to the organization's vision, mission, and culture, including taking initiative and working in teams (Ridwan et al., 2020).

The Organizational Commitment variable is relevant to previous research conducted by: (P. E. S. Silitonga & Widodo, 2019), (Marsono et al., 2018), (Widodo, 2022).

Mentoring

Mentoring is a process in which a more experienced individual (mentor) provides guidance, support, and advice to a newer or less experienced individual (mentee). The purpose of mentoring is to help the mentee develop skills, knowledge, and professional networks to achieve better career growth. The process is usually long-term and focuses on aspects of personal and professional development (Lalitaratri & Surabaya, 2023).

Indicators or dimensions contained in the Mentoring variable include: 1) Guidance and Support: Mentors provide direction, feedback, and emotional support to help mentees grow in their careers; 2) Career Development: The mentor helps the mentee develop a career path that matches the mentee's skills and interests; 3) Knowledge Transfer: The mentor shares experiences, insights, and skills with the mentee to accelerate the learning process; and 4) Long-Term Relationship: The mentor-mentee relationship is ongoing, creating a strong bond in professional development (Hindarto, 2021).

Mentoring variables are relevant to previous research conducted by: (Didin Sjarifudin & Zahara Tussoleha Rony, 2023), (Hidayati, 2023), (Susanto et al., 2022).

Coaching

Coaching is an individual development method that focuses on improving skills, performance and achieving specific goals through interactive sessions with a coach. Unlike mentoring, which is more experiential and long-term in nature, coaching is more focused on problem solving and short-term skill development (Rony & Aryanto, 2020).

Indicators or dimensions contained in the Coaching variable include: 1) Goal Setting: The coach helps the individual set clear and realistic goals for personal development or job performance; 2) Feedback: The coach provides constructive feedback so that the individual can refine and improve; 3) Skill Development: Coaching focuses on improving technical and soft skills needed in work or life; and 4) Problem Solving: The coach assists the individual in finding effective and strategic solutions to challenges or obstacles (Hebard et al., 2021).

Coaching variables are relevant to previous research conducted by: (Wulansari & Fauzi, 2023), (Avilés-Dávila et al., 2023), (Budiharjo & Nur, 2024).

Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Wahdinia wati & Sarinastiti, 2023)	-Organizational Culture variables affect Organizational Commitment -Competence variable affects organizational commitment -The Mentoring variable affects Organizational Commitment	This article has in common that it examines the Mentoring variable in the independent variable, and examines the Organizational Commitment variable in the dependent variable.	The difference with previous research is in the variables of Competence and Organizational Culture as other independent variables.
2	(Rodríguez -Fernández et al., 2021)	-The Coaching variable affects Organizational Commitment -The Job Satisfaction variable affects Organizational Commitment	This article has in common that it examines the Coaching variable in the independent variable, and examines the Organizational Commitment variable in the dependent variable.	The difference with previous research is in the variable Job Satisfaction as another independent variable.
3	(Shuibin et al., 2020)	-Training variables affect productivity in the education sector in Ghana -The Mentoring variable has an effect on Productivity in the Education Sector in Ghana -The Development variable has an effect on Productivity in the Education Sector in Ghana	This article has in common that it examines the Mentoring variable in the independent variable, and examines the Productivity variable in the dependent variable.	-The difference with previous research is that there are Training and Development variables as other independent variables. -Another difference is that previous research has a research object, which was conducted in the Education Sector in Ghana.
4	(Al Hilali et al., 2020)	-Coaching variables affect productivity -Professional Competence variables affect productivity -Mentoring variable affects productivity	This article has in common that it examines the Coaching and Mentoring variables in the independent variable, and examines the Productivity variable in the dependent variable.	The difference with previous research is that there are variables of Professional Competence as other independent variables.
5	(Utama, 2023)	-The Organizational Commitment variable affects employee productivity at the	This article has in common that it examines the Organizational	-The difference with previous research is that there is an Organizational

	National Amil Zakat Agency (BAZNAS)	-The Organizational Satisfaction variable affects employee productivity at the National Amil Zakat Agency (BAZNAS)	Commitment variable in the independent variable, and examines the Productivity variable in the dependent variable.	Satisfaction variable as another Independent variable. -Another difference is that previous research has an object of research, which was conducted at the National Amil Zakat Agency (BAZNAS).
6	(Barinua & Ibe, 2022)	-The Mentoring variable affects productivity through organizational commitment -Organizational Effectiveness variable affects productivity through organizational commitment	This article has in common that it examines the Mentoring variable in the independent variable, and examines the Productivity variable in the dependent variable and the Organizational Commitment variable in the Intervening variable.	The difference with previous research is in the Organizational Effectiveness variable as another Independent variable.
7	(Hngoi et al., 2023)	-Coaching variable affects productivity through organizational commitment -Job Involvement variable affects productivity through organizational commitment -Perceived Organizational Support variable affects productivity through organizational commitment	This article has in common that it examines the Coaching variable in the independent variable, and examines the Productivity variable in the dependent variable and the Organizational Commitment variable in the Intervening variable.	The difference with previous research is that there are Job Involvement and Perceived Organizational Support variables as other independent variables.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

1. The Effect of Mentoring on Organizational Commitment

Based on the literature review and relevant previous research, it is stated that mentoring affects organizational commitment.

To increase organizational commitment through mentoring, what companies or organizations need to do are: 1) Provide guidance and support: Provide direction, input, and emotional encouragement to employees so that they feel valued and supported in their career journey. When employees receive good guidance from mentors, they will feel more comfortable and have a positive relationship with the organization; 2) Career development: This aims to help employees design a career path that matches their skills and aspirations. With mentoring that supports career development, employees will be more committed to staying with the organization; 3) Knowledge transfer: the process of sharing experiences, skills, and insights from

the mentor to the mentee, which can accelerate the adaptation and improvement of employee competencies; and 4) Long-term relationship: which ensures that mentoring is not just a momentary interaction, but becomes a relationship that continues to develop, creating a stronger bond between the employee and the organization.

If a company or organization can implement Guidance and Support, Career Development, Knowledge Transfer, and Long-Term Relationships, it will have an impact on Organizational Commitment, which includes 1) Affective Commitment: where employees feel emotionally attached to the organization because they receive attention and support from mentors; 2) Continuance Commitment: which makes employees stay in the organization because they see long-term benefits in career development and job stability; 3) Normative Commitment: which is a sense of moral responsibility for employees to continue working in the organization because they feel they have been given many opportunities to develop; and 4) Organizational Commitment: where employees are more active in contributing to the organization's vision, mission, and goals because they feel they have a strong relationship with the organization through the mentoring implemented.

The results of this study are consistent with previous research conducted by (Wahdiniawati & Sarinastiti, 2023) and (Sittisom, 2020), which states that there is an influence between mentoring and organizational commitment.

2. The Effect of Coaching on Organizational Commitment

Based on the literature review and relevant previous research, it is found that coaching affects organizational commitment.

To increase organizational commitment through coaching, what companies or organizations need to do are 1) Goal setting: This is to help employees set clear and realistic work goals in accordance with the potential and needs of the organization. With focused goals, employees will be more motivated to achieve optimal results; 2) Feedback: where the coach provides constructive feedback on a regular basis so that employees know their strengths and areas that need improvement. With good feedback, employees feel valued and supported in their personal development; 3) Skills development: the process of improving employees' technical competencies and soft skills to better prepare them for the challenges of the job. With continuous training, employees will be more confident in performing their duties; and 4) Problem Solving: where the coach helps employees identify and solve work obstacles in an effective and strategic way, thereby increasing work efficiency and effectiveness.

If a company or organization can implement goal setting, feedback, skill development and problem solving, it will have an impact on organizational commitment, which includes 1) Affective Commitment: where employees feel emotionally attached to the organization because they receive guidance that supports their development; 2) Continuance Commitment: where employees choose to continue working in the organization because they see long-term benefits from the coaching provided, such as better career development opportunities; 3) Normative Commitment: which is a sense of moral responsibility of employees to remain loyal to the organization because they feel they have been given the opportunity to develop and have received full support in improving their competence; and 4) Organizational Involvement: which is reflected in employees who contribute more actively to achieving organizational goals, participate in organizational activities, and take more initiative at work.

The results of this study are consistent with previous research conducted by (Rodríguez-Fernández et al., 2021) and (Khalique et al., 2024), which states that there is an influence between coaching and organizational commitment.

3. The Effect of Mentoring on Productivity

Based on the literature review and relevant previous research, it is found that mentoring affects productivity.

To increase productivity through mentoring, what companies or organizations need to do are: 1) Provide guidance and support: where mentors provide direction, motivation, and emotional support to employees so that they are more confident and able to handle work challenges well. With the right guidance, employees can work more effectively and be motivated to achieve organizational goals; 2) Career development: enabling employees to understand their career path and receive relevant training to improve the skills and expertise needed in their jobs. With focused career development, employees will be more skilled and productive in their roles; 3) Knowledge transfer: which is the process of sharing experiences, insights, and skills from the mentor to the mentee so that they can learn faster and avoid the same mistakes of the past; and 4) Long-term relationship: which ensures that the mentoring is not just temporary, but sustainable so that it provides long-term benefits for career development and increased employee productivity.

If a company or organization can implement guidance and support, career development, knowledge transfer and long-term relationships, it will have an impact on productivity that includes 1) work efficiency: where employees can complete tasks faster and more effectively because they receive clear direction and proper guidance from mentors; 2) quality of results: where mentoring helps employees understand the expected standard of work so that they can produce better results that meet the organization's needs; 3) time utilization: which improves as employees are able to better manage their work time thanks to mentoring guidance, reducing time wasted on less productive tasks; and 4) output per resource: i.e., the amount of work produced increases because employees have better skills in making the best use of available resources.

The results of this study are consistent with previous research conducted by (Shuibin et al., 2020) and (Rustiawan et al., 2023), which found a relationship between mentoring and productivity.

4. The Effect of Coaching on Productivity

Based on the literature review and relevant previous research, it is found that mentoring affects productivity.

To increase productivity through mentoring, what companies or organizations need to do are: 1) Provide guidance and support: where mentors provide direction, motivation, and emotional support to employees so that they are more confident and able to handle work challenges well. With the right guidance, employees can work more effectively and be motivated to achieve organizational goals; 2) Career development: enabling employees to understand their career path and receive relevant training to improve the skills and expertise needed in their jobs. With focused career development, employees will be more skilled and productive in their roles; 3) Knowledge transfer: which is the process of sharing experiences, insights, and skills from the mentor to the mentee so that they can learn faster and avoid the same mistakes of the past; and 4) Long-term relationship: which ensures that the mentoring is not just temporary, but sustainable so that it provides long-term benefits for career development and increased employee productivity.

If a company or organization can implement guidance and support, career development, knowledge transfer and long-term relationships, it will have an impact on productivity that includes 1) work efficiency: where employees can complete tasks faster and more effectively because they receive clear direction and proper guidance from mentors; 2) quality of results: where mentoring helps employees understand the expected standard of work so that they can produce better results that meet the organization's needs; 3) time utilization: which improves as employees are able to better manage their work time thanks to mentoring guidance, reducing time wasted on less productive tasks; and 4) output per resource: i.e., the amount of work produced increases because employees have better skills in making the best use of available resources.

The results of this study are consistent with previous research conducted by (Al Hilali et al., 2020) and (Febrian & Sani, 2023), which found a relationship between mentoring and productivity.

5. The Effect of Organizational Commitment on Productivity

Based on the literature review and relevant previous research, it is stated that organizational commitment affects productivity.

To increase productivity through organizational commitment, what must be done by the company or organization, namely: 1) Affective Commitment: employees' emotional attachment to the organization, where they feel proud and have a sense of ownership of the company. Employees with high affective commitment will work more enthusiastically and contribute optimally; 2) Continuance Commitment: Employees' awareness of the long-term benefits of staying with the organization, such as job stability and career opportunities. With this commitment, employees tend to stay and continue to improve their performance; 3) Normative Commitment: employees' sense of moral responsibility to stay with the organization because they feel valued and have the opportunity to grow. Strong normative commitment encourages employees to work with high dedication; and 4) Organizational Involvement: the extent to which employees are actively involved in various organizational activities, both at work and in organizational development initiatives. Employees who are fully engaged will be more motivated to achieve organizational goals.

If a company or organization can implement Affective Commitment, Continuance Commitment, Normative Commitment, and Organizational Involvement, it will have an impact on productivity, which includes 1) Work Efficiency: where employees are able to complete tasks faster and more effectively because they have high levels of loyalty and motivation at work; 2) Quality of Outcomes: where highly committed employees tend to be more thorough and accountable, resulting in higher quality output; 3) Time Utilization: which increases because employees have intrinsic motivation to work optimally, avoid wasting time, and complete tasks on time; and 4) Output per Resource: productivity increases because employees work more efficiently, use available resources more wisely, and have the initiative to continue to innovate.

The results of this study are consistent with previous research conducted by (Utama, 2023) and (Hafat & Ali, 2022b), which states that there is an influence between organizational commitment and productivity.

6. The Effect of Mentoring on Productivity through Organizational Commitment

Based on the literature review and relevant previous research, it is stated that mentoring affects productivity through organizational commitment.

To increase productivity through mentoring and applying organizational commitment, what companies or organizations need to do are: 1) Guidance and support: where mentors provide direction, motivation, and emotional support to employees so that they are more confident in performing their tasks; 2) Career development: which provides opportunities for employees to develop skills and plan a clear career path so that they are more motivated to perform; 3) Knowledge transfer: which allows employees to gain new insights and skills from mentors so that they are better prepared to face work challenges; 4) Long-Term Relationship: where ongoing mentoring helps build a bond between employees and the organization so that they feel more valued and have a sense of ownership of the company; 5) Affective Commitment: which is employees' emotional attachment to the organization, which makes them work more enthusiastically; 6) Continuance Commitment: which shows employees' awareness of the long-term benefits of working in the organization, so they try to maintain and improve their performance; 7) Normative Commitment: which is employees' sense of moral responsibility to the organization, which encourages them to work with high dedication; and 8) Organizational Involvement: where employees who are actively involved in various organizational activities will be more motivated to achieve the organization's goals.

If a company or organization can implement guidance and support, career development, knowledge transfer, long-term relationships, affective commitment, continuance commitment, normative commitment, and organizational commitment, it will have an impact on productivity,

which includes 1) Work Efficiency: where employees are able to complete tasks faster and more effectively because they receive the right guidance and have high loyalty to the organization; 2) Quality of Output: where employees who are highly committed and have better skills from mentoring will produce high quality output; 3) Time Utilization: which increases because employees are more motivated to work effectively, avoid wasting time, and complete tasks in a more structured manner; and 4) Output per Resource: which increases productivity because employees are able to manage resources more optimally and have initiative at work.

The results of this study are consistent with previous research conducted by (Barinua & Ibe, 2022), which states that there is an influence between mentoring through organizational commitment and productivity.

7. The Effect of Coaching on Productivity through Organizational Commitment

Based on the literature review and relevant previous research, it is stated that coaching affects productivity through organizational commitment.

To increase productivity through coaching and applying organizational commitment, what companies or organizations need to do are: 1) Goal setting: providing clear guidance to employees on what they need to accomplish so that they have a structured direction in their work; 2) Feedback: where employees receive constructive evaluations from supervisors or trainers so that they can continuously improve and enhance their performance; 3) Skill development: which includes training and skill enhancement so that employees are better prepared to face job challenges; 4) Problem solving: where coaching helps employees identify work obstacles and find effective solutions to improve their performance; 5) Affective commitment: where employees have an emotional attachment to the organization that makes them want to work harder and do more: Employees' emotional attachment to the organization, which makes them more enthusiastic about their work; 6) Continuance Commitment: employees' awareness of the long-term benefits of working in the organization, so they are more motivated to stay and improve their performance; 7) Normative Commitment: a sense of moral responsibility to the organization, which encourages employees to remain loyal and dedicated to their work; and 8) Organizational Involvement: where employees who actively participate in organizational activities will be more eager to contribute to achieving the organization's goals.

If a company or organization can implement goal setting, feedback, skill development, problem solving, affective commitment, continuance commitment, normative commitment, and organizational commitment, it will have an impact on productivity, which includes 1) Work Efficiency: where employees are able to complete tasks more quickly and effectively because they have a better understanding of their work; 2) Quality of Results: where employees who have received guidance and skill development will produce better output; 3) Time Utilization: which increases because employees are more disciplined and able to manage time more optimally; and 4) Output per Resource: where productivity increases because employees can work more efficiently, make better use of available resources, and have the initiative to continue to innovate.

The results of this study are consistent with previous research conducted by (Hngoi et al., 2023), which states that there is an influence between coaching through organizational commitment and productivity.

Conceptual Framework

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

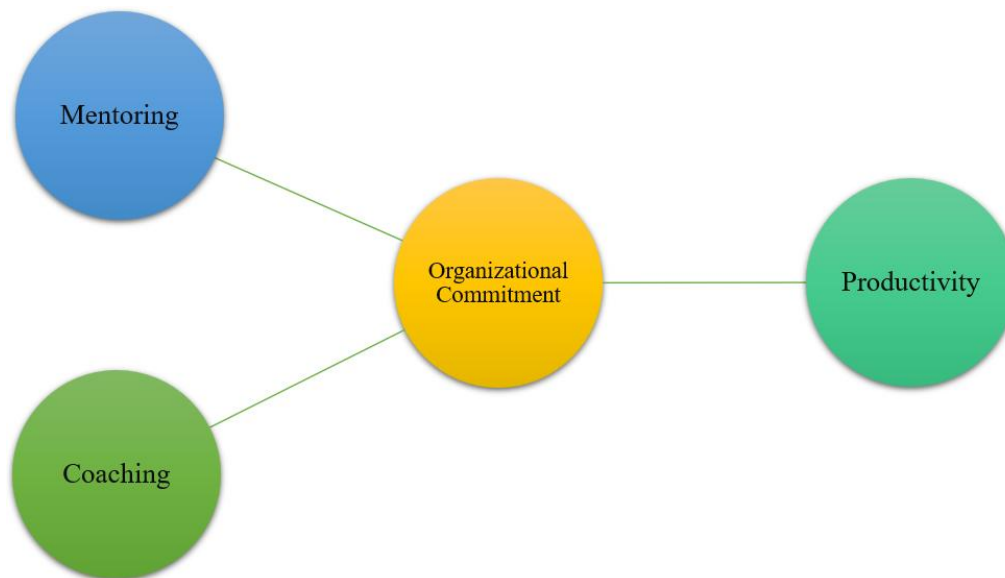


Figure 2. Conceptual Framework

Based on Figure 2 above, mentoring and coaching affect productivity through organizational commitment. However, in addition to mentoring and coaching variables that affect productivity and organizational commitment, there are other variables that influence, including:

- 1) Leadership: (F. Saputra & Mahaputra, 2022a), (Widodo, 2022), (Putri et al., 2023), (Mahaputra & Saputra, 2021).
- 2) Work Environment: (Latuconsina et al., 2019), (Febrian & Sani, 2023), (W. S. H. Silitonga, 2023).
- 3) Work Motivation: (Widodo, 2021), (Damarasri & Ahman, 2020), (Aziz & Putra, 2022), (Azmy et al., 2022).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this study are:

1. Mentoring affects Organizational Commitment;
2. Coaching has an effect on Organizational Commitment;
3. Mentoring has an effect on Productivity;
4. Coaching has an effect on Productivity;
5. Organizational Commitment has an effect on Productivity.
6. Mentoring affects productivity through organizational commitment; and
7. Coaching affects productivity through organizational commitment.

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