



The Effects of Coaching, Mentoring, and Counseling on Employee Job Satisfaction

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Introduction to The Problem: This study aims to analyze the influence of coaching, mentoring, and counseling methods on employee job satisfaction. **Purpose :** Job satisfaction is a key factor in human resource management that directly impacts employee productivity and retention. Employee development methods such as coaching, mentoring, and counseling play a crucial role in enhancing job satisfaction by fostering both professional growth and personal well-being. **Design/methods/approach:** The research method used is a literature review of e-journals published in the last five years. **Findings :** Based on a literature review of various studies, this research demonstrates that coaching, mentoring, and counseling have a positive impact on job satisfaction. The findings reveal that these methods not only provide better career guidance but also increase employee engagement within the organization. Full support from organizations and leaders is essential to ensure the effectiveness of these programs and to deliver optimal outcomes for employees.

Keywords: Coaching, Mentoring, Counseling, Job Satisfaction, Employee Development

Introduction

Job satisfaction is one of the classic concepts in human resource management. Literature related to job satisfaction has emerged since the industrialization era in the 1930s, and remains an important and relevant aspect in research today (Sunarta, 2019). Job satisfaction encompasses employees' feelings toward their work, both generally and toward specific aspects, such as salary, relationships with colleagues, and working environment conditions (Said, 2020).

Employees who feel satisfied with their work will experience pleasure, while dissatisfied employees often experience discomfort in their profession. Job dissatisfaction is also closely related to absenteeism rates, employee turnover, and physical and mental health issues. When employees experience job dissatisfaction, it can negatively impact work engagement, organizational commitment, optimistic attitudes, and lead to various other negative consequences (Pazrina, 2024). Therefore, various organizations place improving job satisfaction as a priority in human resource development.

One method to improve employee job satisfaction is through development programs such as coaching, mentoring, and counseling (GreatDay, 2024). Coaching, mentoring, and counseling provide support and guidance in different yet complementary contexts to promote employees' professional and personal development. Each approach has specific characteristics to help employees reach their maximum potential and feel more engaged and valued in their work environment.

Literature Review

According to Whitmore (2010) in his book *Performance Coaching*, coaching is a development process that activates one's potential to maximize their performance through self-learning, not just through teaching. In Whitmore's (2010) view, coaching includes maximizing potential, facilitating change, and using specific communication techniques to help individuals achieve desired skills and development. Wibowo (2007) defines coaching as an interactive process between managers and supervisors aimed at resolving performance issues and developing employee capabilities. Stone (2007) also states that coaching is a process where individuals acquire skills and knowledge for professional development that makes them more effective in their work. Salim (2014) adds that coaching is an effort to help individuals identify goals and personal potential by exploring appropriate resources and techniques.

Mentoring originates from ancient Greek, specifically the word 'mentor', which functions as an advisor, model, counselor, tutor, and teacher (Roberts, 2000). Mentoring is a process that enables dependent mentees to become independent through the guidance of experienced mentors (McKimm et al., 2007). Ali and Panther (2008) define mentoring as an interpersonal relationship that produces reflective learning, practical tasks, and continuous support through openness, trust, and respect. Murray (1991) describes mentoring as a process where experienced individuals guide those who are less trained for capability improvement.

The term counseling comes from the Latin word 'consilium' meaning 'together' or 'understand,' and from Anglo-Saxon, meaning 'to give up' or 'to deliver' (Prayitno and Amti, 2004). Counseling is the process of providing direct advisory assistance to individuals to help them understand themselves, overcome problems, and develop personal potential (Mappiare, 2006). Counseling also aims to improve clients' understanding and ability in dealing with problems (Prayitno and Amti, 2004). Based on categories, counseling can be divided into short-term counseling for quick problem resolution, long-term counseling for complex issues, and motivational counseling to generate client interest and motivation in self-care (Willis, 2013).

Providing coaching, mentoring, and counseling programs can demonstrate a company's commitment to employees' professional development and personal well-being. Therefore, this research aims to examine in depth the influence of coaching, mentoring, and counseling on employee job satisfaction based on studies and literature from various national journals. This research is expected to provide deeper insights into the benefits and implications of these three approaches in improving employee job satisfaction in the work environment.

Methods

This research employs a literature review method by collecting and analyzing e-journals through the Google Scholar platform. The analysis is conducted on journals from the past five years. The research process begins with gathering various studies relevant to the topics of coaching, mentoring, counseling, and employee job satisfaction, followed by an in-depth analysis of the collected literature. The selected literature meets specific criteria, such as topic relevance, methodological quality, and publication year.

Table 1. Previous Research

NO	TITLE	AUTHOR(S)	YEAR	DISCUSSION
1	The Effects of Coaching, Mentoring, and Counseling (CMC) on Employee Performance Improvement at PT. PLN (Persero) UP3 Sibolga	(Randi Rahman, Rosalinda S Sitompul, dan Hotlan Purba)	2023	The correlation between Coaching, Mentoring, and Counseling (CMC) and Performance was found to be positive at 0.578. This positive relationship indicates that any increase in the Coaching, Mentoring, and Counseling (CMC) variable (X) will increase the Performance variable (Y).
2	Effective Governance And Development Of Apparatus Resources Through Coaching Mentoring And	(Maksi Drivandi Madya Triswanto, Purwowibowo, Agus Sukristyanto,	2022	In its implementation, Jember Customs conducts psychological assessments and CMC to optimize existing resources. In practice, the assessment method with the

	Counseling At The Jember Customs	dan Selfi Budi Helpiastuti)		CMC approach applied at Customs has been successful. This is evident from the performance achievement of civil servants in governance at Jember Customs. Research results show that CMC implemented at Jember Customs has provided personnel with understanding in delivering services to the public. CMC also influences improving accountability through performance measurement. One parameter of individual and organizational goal achievement is reflected in the increase of the service user satisfaction index at Jember Customs, which rose from 4.21 to 4.43 in 2021. This survey result indicates that service users gave a very satisfied rating for various types of services provided by Jember Customs employees.
3	Pengaruh Prestasi Coaching, Counseling Dan Mentoring Terhadap Kinerja Guru Penggerak Angkatan II Di Kabupaten Kebumen	(Nur Hidayati)	2023	Here's the translation: "The research results indicate that: (1) There is a positive and significant combined influence of coaching, counseling, and mentoring on the performance of Guru Penggerak (Teacher Leaders), (2) There is a positive

				and significant influence of coaching on the performance of Guru Penggerak, (3) There is a positive and significant influence of counseling on the performance of Guru Penggerak, (4) There is a positive and significant influence of mentoring on the performance of Guru Penggerak. Among these three independent variables, coaching provides the dominant influence on Guru Penggerak performance.
4	Peran Widyaiswara Dalam Implementasi Pembelajaran Terintegrasi Coaching, Mentoring Dan Counseling Di Kementerian Keuangan Republik Indonesia	(Herru Widiatmanti)	2023	Addressing the second research objective, to examine the opportunities and challenges of Coaching, Mentoring and Counseling training as an integrated learning model across institutions with national-level impact, findings show that the implementation of integrated CMC learning offers significant opportunities such as knowledge and experience exchange, inter-institutional collaboration, and development of common standards, but also faces several challenges, such as differences in policies and business processes across

				ministries/institutions/regions, resource limitations, organizational cultural differences, as well as commitment, awareness, and leadership involvement among relevant parties. Therefore, successful implementation requires joint commitment and effort to overcome challenges and maximize existing opportunities.
5	Pengaruh Program Coaching, Mentoring, Dan Counseling Terhadap Kinerja Karyawan Pada Pt Pln (Persero) Up3 Pekalongan	(Riyanti)	2024	The results of this research are: Coaching and Mentoring have a positive but not significant effect on employee performance at PT PLN (Persero) UP3 Pekalongan, while Counseling has a positive and significant effect on employee performance at PT PLN (Persero) UP3 Pekalongan.
6	Peran Coaching, Mentoring Dan Counseling Dalam Upaya Menumbuhkan Budaya Sadar Risiko : Studi Kasus Pada Sekretariat Pengadilan Pajak	(Rahma Noor Fadhila dan Siti Nuryanah)	2024	Analysis results indicate a positive relationship between Coaching, Mentoring, and Counseling with Risk Awareness Culture. Differences were also found in the implementation of Coaching, Mentoring, Counseling, and Risk Awareness Culture between supervisory officials and

				executors at the Tax Court Secretariat, with primary focus on Coaching and Counseling. Furthermore, there are significant differences in perception between supervisory officials and executors regarding Coaching, Mentoring, Counseling activities and Risk Awareness Culture.
7	Manager As Coach: Ekskalasi Kinerja Pegawai Melalui Managerial Coaching	(Yunianto Agung Nugroho, Masduki Asbari, Firdaus Putra, Riyanto, dan Gusli Chidir)	2021	The research results indicate that managerial coaching has a significant influence on employee innovative behavior. The results also show that the relationship between managerial coaching and employee innovative behavior is significantly mediated by intrinsic motivation. This research can pave the way for improving employee readiness in facing the industrial revolution 4.0 era.
8	Pengaruh Coaching Dan Mentoring Terhadap Kualifikasi Kelulusan Pelatihan Dasar Cdns Guru Sd	(Lisa Nazifah)	2021	Using a quantitative approach and data processing with SPSS, it was found that coaching influences graduation qualifications by 37.2%, mentoring influences graduation qualifications by 17.0%, and coaching and mentoring together influence

				graduation qualifications by 40.2%. Thus, it can be concluded that coaching and mentoring have a significant influence on graduation qualifications, so improvements in coaching and mentoring quality will positively impact training participants' learning outcomes.
9	Pengaruh Pelatihan Coaching Untuk Meningkatkan Kinerja Supervisor Pada Divisi Wiraniaga Di Pt. X	(Rany Fitriany)	2019	Research results show that there is an influence of Coaching training on improving supervisor performance in the sales division at PT. X ($p < 0.05$). The form of influence is positive, meaning that when sales division supervisors at PT. X receive coaching training, the performance of sales division supervisors at PT. X experiences positive changes related to their performance.
10	Pengaruh Self-Esteem, Coaching, Dan Empowerment Pada Kinerja Karyawan Bank Sulut Cabang Ranotana	(Cindy Gloria Mongdong)	2021	Research results show that self-esteem, coaching, and empowerment simultaneously and partially influence employee performance at Bank Sulut Ranotana branch. The company should pay more attention to and manage employee potential and further

				improve employee performance, therefore leaders or supervisors must be more regular in providing coaching to their employees. Company management should pay more attention to internal and organizational factors before making policies about employee empowerment.
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Result

This discussion will explain the important role of coaching, mentoring, and counseling methods in improving employee performance and service quality across various sectors, both in government agencies and private companies. Based on various studies, coaching, mentoring, and counseling have been proven to provide significant impacts, both directly and indirectly, on improving individual and organizational performance.

Research conducted by (Rahman et al., 2024) at PT PLN (Persero) UP3 Sibolga shows a positive correlation between coaching, mentoring, and counseling with employee performance improvement. This means that any improvement in the quality or frequency of coaching, mentoring, and counseling can directly enhance employee performance, thus it can be considered as one of the important factors in human resource development. Although at PT PLN (Persero) UP3 Pekalongan, research by (Riyanti, 2024) found that only counseling had a significant impact on employee performance, this still indicates the specific role of each coaching, mentoring, and counseling component according to organizational needs.

In the government context, the implementation of coaching, mentoring, and counseling yields positive results in institutional governance and accountability. Research by (Triswanto et al., 2022) at Jember Customs shows successful implementation of coaching, mentoring, and counseling in improving civil servant performance while increasing the service user satisfaction index. Coaching, mentoring, and counseling help state apparatus better understand and serve the public, which leads to optimal performance achievement and improved institutional accountability. This research demonstrates that the implementation of coaching, mentoring, and counseling not only helps individuals improve their performance but also supports the creation of more responsive and accountable public services.

In the education sector, the implementation of coaching, mentoring, and counseling demonstrates an important role in professional development. Research by (Hidayati, 2023) on teacher leaders in Kebumen Regency shows that coaching, mentoring, and counseling collectively have a significant positive impact on teacher performance, with coaching as the most dominant factor. These results strengthen the findings of (Nazifah, 2023) which show that coaching and mentoring significantly influence the graduation qualifications of civil servant candidate basic training, meaning that coaching, mentoring, and counseling play important roles in shaping competency and professionalism in the education field.

Additionally, coaching, mentoring, and counseling also play a role in shaping organizational culture, particularly in risk management. A study by (Fadhila and Nuryanah, 2024) at the Tax Court Secretariat shows that the implementation of coaching, mentoring, and counseling supports the formation of a risk awareness culture within the organizational environment. In this study, coaching and counseling were focused on educating state apparatus in understanding risk and the importance of active participation in organizational activities. These findings confirm that coaching, mentoring, and counseling have a role in building an adaptive organizational culture capable of facing challenges that require collective awareness, such as risk management.

Research conducted by (Mongdong, 2021) at Bank Sulut Ranotana Branch found that coaching, empowerment, and self-esteem collectively have a positive influence on employee performance. With coaching, employees feel more valued, enabling them to enhance their potential. This finding is supported by a study from (Nugroho et al., 2021) showing that managerial coaching can improve employee innovative behavior, particularly with intrinsic motivation as mediation. This indicates that besides improving performance, coaching, mentoring, and counseling can also increase employee readiness in facing change, especially in the industrial revolution 4.0 era.

However, the implementation of coaching, mentoring, and counseling is not without challenges. (Widiatmanti, 2023) in their research at the Indonesian Ministry of Finance found that although coaching, mentoring, and counseling as an inter-institutional learning model opens opportunities for collaboration and joint standards development, there are challenges faced, such as policy differences between institutions, resource limitations, and leadership commitment. Therefore, successful implementation of coaching, mentoring, and counseling requires support from various relevant parties to overcome existing challenges and utilize opportunities to build better human resources.

Overall, this research shows that coaching, mentoring, and counseling methods are not only effective in improving individual performance but also contribute to optimizing governance,

accountability, organizational culture, and readiness in facing changes across various sectors. Support from organizational leaders is crucial to maximize the potential implementation of coaching, mentoring, and counseling in building superior and high-integrity human resources.

Discussion

This comprehensive literature review reveals several important findings about the impact of coaching, mentoring, and counseling (CMC) on employee job satisfaction and organizational performance. Based on the analysis of various studies, CMC interventions prove most effective when implemented as an integrated approach compared to standalone programs. This aligns with previous theoretical frameworks indicating that holistic employee development yields better results than single interventions (Whitmore, 2010; Stone, 2007). Research by Rahman et al. (2024) and Triswanto et al. (2022) specifically highlights how synergistic implementation of CMC programs leads to improved organizational performance metrics, including higher customer satisfaction indices and increased employee productivity.

Interesting patterns emerge when comparing CMC implementation across various sectors. Although all sectors show positive results, the magnitude and nature of the impact vary. In the public sector, studies on government institutions (Triswanto et al., 2022; Widiatmanti, 2023) indicate that CMC programs significantly improve service quality and accountability metrics. This suggests that CMC interventions may be particularly valuable in addressing the unique challenges of public sector organizations. Meanwhile, research in private companies (Rahman et al., 2024; Riyanti, 2024) shows varying levels of impact, with counseling demonstrating consistently strong results while the effects of coaching and mentoring are more context-dependent. In the education sector, studies by Hidayati (2023) and Nazifah (2023) show particularly strong positive results, suggesting that the CMC approach may be especially effective in educational environments where professional development is already an integral part of organizational culture.

This research also highlights the important role of organizational culture in CMC effectiveness. The study by Fadhila and Nuryanah (2024) on risk awareness culture demonstrates how CMC programs can play a crucial role in shaping organizational culture, while simultaneously being influenced by existing cultural norms. This two-way relationship between CMC interventions and organizational culture requires further research. Several common challenges in CMC implementation have been identified, including resource limitations, policy differences between organizations, varying levels of leadership commitment, differences in organizational culture, and the need for standardization. Success factors identified include strong leadership

support, clear alignment with organizational objectives, an integrated approach to implementation, and regular monitoring and evaluation of outcomes.

These findings have important implications, both theoretically and practically. Theoretically, this research supports existing theories about the importance of integrated development approaches, provides empirical evidence about the context-dependent nature of CMC effectiveness, and demonstrates the need for more detailed theoretical frameworks that account for sector-specific variations. Practically, organizations need to consider implementing CMC programs as an integrated system rather than separate interventions, sector-specific adaptations may be necessary for optimal results, and organizational support and strong leadership commitment are crucial for success.

Several areas require further research in the future. Longitudinal studies are needed as most current research focuses on short-term impacts. Cross-cultural comparisons examining how cultural differences affect CMC implementation and effectiveness would benefit multinational organizations. More detailed ROI analysis of CMC programs would help organizations make informed decisions about resource allocation. Research on the effectiveness of virtual or hybrid CMC programs is highly relevant in the post-pandemic work environment. The development of standardized metrics for evaluating CMC program effectiveness across various organizational contexts is also needed.

It must be acknowledged that current research has several limitations. Most studies were conducted in specific regional contexts, potentially limiting generalization. Many studies rely on self-reported data, and there are limitations in long-term research. Nevertheless, these findings provide a strong foundation for further research and practical implementation of CMC programs in various organizational contexts.

Conclusion

Based on results from various studies, it can be concluded that coaching, mentoring, and counseling methods generally have a positive and significant impact on improving employee performance across various sectors, both in government and private companies. The implementation of coaching, mentoring, and counseling not only helps individuals improve work performance but also strengthens organizational governance, increases accountability, and builds risk awareness culture. Coaching, mentoring, and counseling are also proven to increase public service satisfaction index, improve training qualifications, and facilitate inter-institutional collaboration and standards, despite challenges such as policy differences and resource limitations.

In the education sector, coaching, mentoring, and counseling play an important role in developing professional competencies, such as for teachers and government employees. On the other hand, coaching, mentoring, and counseling contribute significantly to shaping innovation culture and employee readiness to face industrial changes. Although there are several constraints in its implementation, such as leadership commitment and differences in processes between organizations, full support from various parties can help maximize the benefits of coaching, mentoring, and counseling to achieve individual and organizational goals as a whole.

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