

THE MEDIATING ROLE OF COACHING AND MENTORING IN THE RELATIONSHIP BETWEEN SELF-EFFICACY AND EMPLOYEE ENGAGEMENT: THE MODERATING EFFECT OF MANAGEMENT SUPPORT

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ABSTRACT

This study explores the effectiveness of coaching and mentoring in enhancing employee engagement, emphasizing the mediating roles of self-efficacy and management support. Coaching and mentoring are recognized as key development strategies, yet their outcomes are shaped by both internal psychological factors and external organizational support. Self-efficacy, defined as employees' belief in their own capabilities, strengthens the positive impact of these programs, while managerial support provides structural and emotional resources that stabilize and optimize employee engagement. Adopting a quantitative causal-comparative design, the research involved 120 employees from non-profit organizations with prior experience in coaching and mentoring, selected through purposive sampling. Data were collected via a structured questionnaire and analyzed using SPSS and SmartPLS, including descriptive statistics, validity and reliability testing, regression analysis, and mediation-moderation assessments. Findings reveal that coaching and mentoring positively influence self-efficacy, management support, and employee engagement, with both mediating variables significantly reinforcing employee attachment. Coaching contributes short-term benefits through reflection and task strategies, whereas mentoring fosters career development and long-term commitment. The study suggests that organizations should continuously integrate both approaches to maximize engagement. Nonetheless, limitations regarding self-report data, sectoral scope, and cross-sectional design highlight the need for future studies to employ mixed methods, expand to diverse sectors, and examine contextual variables such as organizational culture, leadership style, and digitalization.

Keywords: Coaching, Employee engagement, Mentoring, Organizational support, Self-efficacy.

INTRODUCTION

With the increase in global protectionism and international economic uncertainty, organizations are required to be not only resilient in business aspects, but also strong in internal aspects, especially in managing human resources. Global protectionism has grown once more in recent years as a result of shifting trade policies in developed nations and geopolitical tensions. By the end of 2022, there were over 2,500 international trade restriction policies, up from about 1,700 in 2020 (Lambert & Ahmed, 2025). In April 2025, the Trump administration in the United States implemented the "Liberation Day" tariff policy, which levies a minimum tariff of 10% on all imports and a maximum tariff of 50% on goods from surplus nations (Rahul, 2025; Quibria, 2025). Indonesia is included in the list of countries affected by tariffs at 32%, with the main commodities affected being textiles, footwear, electronics, rubber, and palm oil (The Times of India, 2025).

Because it may reduce Indonesia's export competitiveness and slow down the country's economic growth, this policy has raised a lot of concerns. Rising tariffs could lead to a decline in demand for industries like electronics, footwear, and textiles and apparel, which together accounted for over US\$5.5 billion in the U.S. market in 2022. This risk affects the labor market in addition to the trade balance. There is a greater urgency to create a resilient organization from within through high employee engagement, in addition to the risk of layoffs, declining production, and stagnating investments.

Many organizations realize that to deal with external pressures such as protectionism and global disruption, highly resilient human capital is needed. In this context, coaching and mentoring emerge as two strategic approaches in creating strong work attachments. Both are not just a competency development tool, but also an instrument for building trust, psychological resilience, and individual adaptability. Coaching helps employees recognize their potential and overcome obstacles through reflective dialogue, while mentoring provides long-term guidance in the formation of a professional identity (Bhavsar-Burke et al., 2022). Studies such as Achi & Sleilati, 2016; Sidhu & Nizam, 2020; and Haryanto, 2021 show the effectiveness of this approach in strengthening intrinsic motivation, building loyalty, and increasing work productivity.

Theoretically, the positive influence of coaching and mentoring on engagement can be explained through the Needs-Satisfaction Framework from Kahn, 1990 in (Saputra, & Hutajulu, 2020), the Job Demands-Resources Model from Bakker & Demerouti, 2007 in (Demerouti & Bakker, 2023), and Social Exchange Theory from Blau, 1964 in (Ahmad et al., 2023). All three emphasized the importance of a sense of security, the meaning of work, and the mutual relationship between the organization and employees as the foundation of attachment. In unstable global conditions, investing in the quality of these relationships is crucial.

But interestingly, most coaching and mentoring studies are still focused on the corporate sector. In fact, in the non-profit sector and industries affected by protectionism (for example, textiles and electronics), employee attachment is an urgent need. When financial incentives are difficult to increase due to export cost pressures and weakening demand, solutions must be sought in a more humanistic approach. In this context, coaching and mentoring can bridge the gap between an organization's mission, business resilience, and employee personal motivation. Efforts to maintain motivation and work morale are the key to maintaining operational continuity in the midst of global disruption.

This research is important not only to evaluate the impact of US protectionist policies on Indonesia's macroeconomic and strategic sectors, but also to assess the effectiveness of internal strengthening strategies for organizations through employee engagement. By examining these two dimensions in an integrated manner, namely the external impact of protectionism and internal responses through coaching and mentoring, it is hoped that a more comprehensive understanding of organizational resilience in the face of global turmoil will be obtained. The unique contribution of this research stems from two factors: first, its focus on non-profit organizations in Indonesia, a setting where coaching and mentoring studies are uncommon; and second, its use of self-efficacy and organizational support as key variables to uncover the nuanced process of improving employee engagement. This study aims to analyze the direct and indirect influence of "coaching and mentoring programs on employee engagement, as well as examine the role of self-efficacy as mediation and organizational support as moderation", so that it is expected to make a theoretical contribution to the development of contemporary organizational behavior models and provide practical recommendations for non-profit organization managers in designing effective HR development strategies.

LITERATURE REVIEW

Coaching and Mentoring in the Workplace

Coaching and mentoring are complementary methods in human resource development that play different yet interconnected roles in improving employee performance. Coaching is generally designed to address specific, short-term objectives, such as achieving performance targets or developing a particular skill set (Schloemer-Jarvis et al., 2022). The process often involves structured reflection, constructive feedback, and focused strategies for competence

development, enabling employees to enhance their immediate work outcomes. This approach is particularly effective in situations where organizations need quick performance improvements or targeted skill development. In contrast, mentoring emphasizes long-term growth by fostering career development, personal maturity, and professional identity (Ramani et al., 2024).

Through experience sharing, role modeling, and continuous guidance, mentoring helps employees build broader perspectives on their career trajectory and organizational contribution. This process also supports the development of soft skills such as leadership, resilience, and adaptability, which are critical for long-term success. When effectively integrated, coaching and mentoring provide employees with both the immediate tools to excel in their current roles and the sustained support to grow into future leadership positions (Saks, 2022). Previous studies have shown that both strategies can improve job satisfaction, career development, and employees' sense of belonging to the organization (Azzahra & Arfian, 2024). A strong relationship between mentor and mentee or coach and coachee creates a space where employees feel valued, supported, and motivated in their roles.

Employee Engagement as a Strategic Outcome

Employee engagement has been identified as one of the key factors for organizational success. Highly engaged employees demonstrate stronger loyalty, dedication, and higher performance compared to disengaged employees (Zabazar et al., 2023). Aldabbas (2023) argues that engagement is influenced by intrinsic factors such as motivation and confidence, as well as extrinsic factors such as organizational support and leadership style. Therefore, effective coaching and mentoring practices can act as catalysts for increasing engagement by strengthening interpersonal relationships, skill development, and employees' sense of ownership toward the organization.

The Mediating Role of Self-Efficacy

Self-efficacy, or an individual's belief in their ability to accomplish tasks, plays a crucial role in the relationship between coaching and mentoring and employee engagement (Waddington, 2023). Schunk & DiBenedetto (2021) explains that self-efficacy influences motivation, effort, and persistence in facing challenges. In the context of coaching and mentoring, interventions such as constructive feedback, modeling, and opportunities for practice can strengthen employees' self-efficacy. This improvement encourages employees to feel more confident in completing tasks, more empowered, and more actively engaged in organizational activities. Recent research also suggests that self-efficacy acts as a mediator bridging management support and development interventions with higher employee engagement.

The Role of Management Support

Management support serves not only as a facilitator but also as a reinforcement mechanism in the success of coaching and mentoring initiatives. When organizations allocate sufficient resources and create policies that encourage participation, employees perceive that their growth and development are valued. This perception builds a sense of psychological safety and trust, which are essential for employees to fully engage in the learning process (Gannon et al., 2021). Recognition from management further reinforces positive behaviors, motivating employees to apply the knowledge and skills gained from coaching and mentoring into their daily work practices. Employees who feel supported by their leaders are more likely to embrace challenges, remain resilient during periods of change, and sustain high levels of engagement over time. In this way, management support does not merely amplify the effectiveness of coaching and mentoring but also ensures their long-term impact on organizational performance. By acting as both a resource and a motivator, management support

becomes a critical determinant in translating development programs into meaningful employee engagement (Rai & Chawla, 2021).

Integrating Coaching, Self-Efficacy, and Engagement

Recent literature highlights that the integration of consistent coaching and mentoring practices, the enhancement of self-efficacy, and strong management support generates a synergistic effect on employee engagement (Tang et al., 2024). This relationship is dynamic: coaching and mentoring help develop self-efficacy, which in turn strengthens engagement, while management support provides the foundation to sustain the process. Therefore, organizations that seek to maximize employee engagement should emphasize a holistic approach that integrates individual development, structural support, and the psychological empowerment of employees (Hamell et al., 2025).

RESEARCH METHODS

In this study, the researcher used a quantitative approach that emphasized numbers and measurements to answer the research questions. The type of research used was causal-comparative, meaning that this study sought to trace the cause-and-effect relationship between variables and compare the differences in existing conditions (Mohajan 2020; Umstead & Mayton, 2018). To collect data, a closed questionnaire was used, so that respondents only chose from the answers provided, making it easier to analyze statistically. Furthermore, the collected data was processed using inferential analysis techniques, which are statistical methods that not only describe data but also test assumptions or hypotheses. Several analyses were used, including linear regression (to see the direct effect between variables), mediation tests (to determine whether there are mediating variables that bridge the relationship between independent and dependent variables), and moderation tests (to see whether there are other variables that strengthen or weaken the relationship).

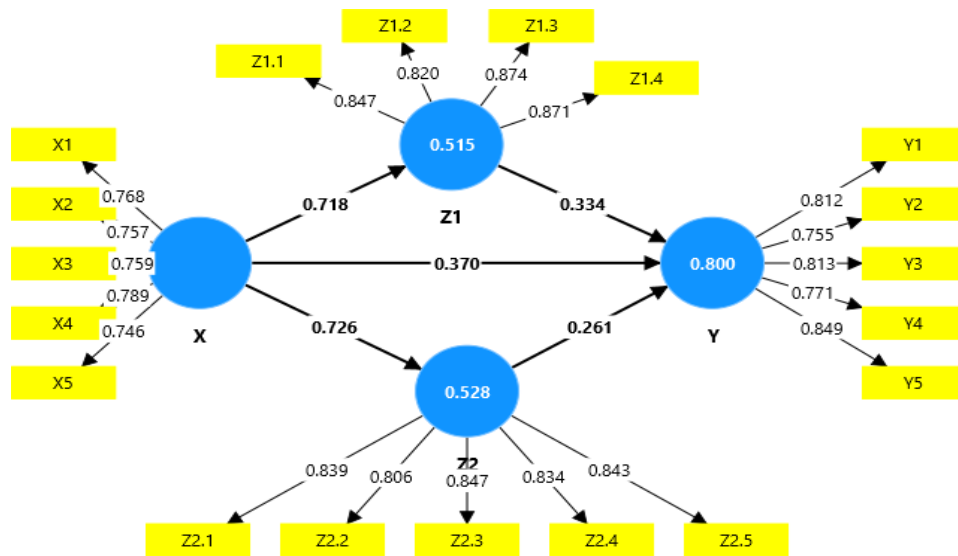
The research population is employees of non-profit sector organizations who have participated in a coaching or mentoring program in the last 6–12 months. Respondents had to have been actively employed for at least six months, have taken part in a formal coaching or mentoring program, and be willing to participate in order for the purposive sampling technique to be employed. The target of respondents is 120 people to meet the requirements of multivariate analysis. The instrument is a closed questionnaire consisting of seven sections according to variables, with 3–6 items per variable. A cover letter and informed consent are required for data collection, which is done online via a Google Form or closed email. The stages of descriptive analysis, validity and reliability tests, multiple linear regression tests, mediation tests were all performed with the aid of SmartPLS.

RESULTS AND DISCUSSION

Data Quality Test Results (Outer Model)

1. Convergent Validity

Convergent and discriminant validity values were examined as part of the validity test in this investigation. The correlation between item scores or component scores acquired with the aid of PLS software is used to assess convergent validity on the measurement model with reflective indicators. If a reflective indicator's correlation value with the measured construct is greater than 0.70, it is deemed to be of high quality (Amora, 2021). The following are the convergent validity test results:



The results of the outer loading are further displayed in the following table since Figure 1 shows that the entire outer loading value is already above 0.70.

Table 1 Outer Loadings (Measurement Model)

	X	Y	Z1	Z2
X1	0.768			
X2	0.757			
X3	0.759			
X4	0.789			
X5	0.746			
Y1		0.812		
Y2		0.755		
Y3		0.813		
Y4		0.771		
Y5		0.849		
Z1.1			0.847	
Z1.2			0.820	
Z1.3			0.874	
Z1.4			0.871	
Z2.1				0.839
Z2.2				0.806
Z2.3				0.847
Z2.4				0.834
Z2.5				0.843

Based on SmartPLS output, the outer model in Table 1 shows that all indicator loadings are above 0.70, thus establishing convergent validity.

2. Discriminant Validity

The discriminant validity value also shows the outer model test once the convergent validity test is completed and the results satisfy the requirements (Cheung et al., 2024). One of

the crucial components of construct validity testing is discriminant validity, which seeks to guarantee that a construct is entirely distinct from other constructs in the constructed model.

Table 2. Discriminant Validity

	X	Y	Z1	Z2
X1	0.768	0.595	0.530	0.521
X2	0.757	0.564	0.460	0.493
X3	0.759	0.582	0.501	0.516
X4	0.789	0.637	0.595	0.640
X5	0.746	0.662	0.629	0.583
Y1	0.689	0.812	0.668	0.668
Y2	0.670	0.755	0.699	0.698
Y3	0.712	0.813	0.642	0.634
Y4	0.492	0.771	0.677	0.672
Y5	0.623	0.849	0.701	0.711
Z1.1	0.586	0.722	0.847	0.858
Z1.2	0.584	0.717	0.820	0.777
Z1.3	0.622	0.740	0.874	0.795
Z1.4	0.656	0.711	0.871	0.800
Z2.1	0.567	0.690	0.800	0.839
Z2.2	0.594	0.721	0.778	0.806
Z2.3	0.603	0.726	0.835	0.847
Z2.4	0.623	0.678	0.801	0.834
Z2.5	0.640	0.710	0.730	0.843

The table shows that most indicators correlate most strongly with their intended latent variable, which generally confirms good discriminant validity, despite some constructs still having a relatively high correlation with others.

3. Reliability dan Average Variance Extracted (AVE)

For a construct to meet reliability and AVE criteria, the Composite Reliability must be 0.70 or higher, and the AVE value must exceed 0.50 (Haji-Othman & Yusuff, 2022). These values are shown next:

Table 3. Composite Reliability and Average Variance Extracted (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X	0.822	0.824	0.875	0.583
Y	0.860	0.861	0.899	0.641
Z1	0.876	0.876	0.915	0.729
Z2	0.890	0.891	0.919	0.695

The results in Table 3 confirm the reliability of all constructs: all Composite Reliability values surpass 0.70, showing high internal consistency, and all AVE values exceed 0.50, meaning the constructs explain more indicator variance than error variance.

4. R-Square Test (R2)

Table 4. R-Square Value

	R-square	R-square adjusted
Y	0.800	0.794
Z1	0.515	0.511
Z2	0.528	0.524

Based on the results of structural model analysis, an R-square value of 0.800 was obtained for the Y variable (R^2 adjusted 0.794), 0.515 for the Z1 variable (R^2 adjusted 0.511), and 0.528 for the Z2 variable (R^2 adjusted 0.524). These results show that 80% of the variation in variable Y can be explained by constructs in models with strong categories, while variations in variables Z1 and Z2 can be explained by 51.5% and 52.8% respectively, which belong to the moderate category. Overall, these findings confirm that the research model has good predictive capabilities and is relevant in explaining the relationships between variables.

5. Hypothesis Test Results

The hypothesis is accepted if the t-statistic exceeds 1.645 and the p-value is less than 0.05 at a 5% significance level.

Table 5. Path Analysis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X -> Y	0.370	0.377	0.087	4.261	0.000
X -> Z1	0.718	0.705	0.101	7.072	0.000
X -> Z2	0.726	0.712	0.105	6.937	0.000
Z1 -> Y	0.334	0.328	0.110	3.041	0.002
Z2 -> Y	0.261	0.251	0.098	2.655	0.008

The following conclusions were drawn from the SmartPLS analysis using the bootstrap method:

H1: A t-value of $7.072 > 1.645$ and a p-value of 0.000 indicate that coaching and mentoring have a positive impact on self-efficacy.

H2: With a t-statistic value of $6.937 > 1.645$ and a p-value of 0.000, coaching and mentoring had a favorable impact on management support.

H3: A t-statistical value of $3.041 > 1.645$ and a p-value of 0.002 indicate that self-efficacy positively affects employee engagement.

H4: With a p-value of 0.008 and a t-statistic value of $2.655 > 1.645$, management support positively affects employee engagement.

H5: With a p-value of 0.000 and a t-statistic value of $4261 > 1.645$, Coaching & Mentoring positively affects employee engagement.

6. Mediation Test Results

To determine how strongly variables, including direct, indirect, and total influences, are related to one another, influence analysis is used. The following findings were derived from data processing on SmartPLS using the bootstrap method:

Table 5. Mediation Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X -> Z2 -> Y	0.190	0.177	0.072	2.639	0.008
X -> Z1 -> Y	0.240	0.232	0.087	2.739	0.006

H6: The relationship between coaching and mentoring and employee engagement is mediated by self-efficacy, supported by statistical results (0.240 sample value, $t=2.739 > 1.96$, $p=0.006 < 0.05$), leading to the acceptance of the hypothesis.

H7: The relationship between coaching and mentoring and employee engagement is mediated by management support, supported by statistical results (0.190 sample value, $t=2.639 > 1.96$, $p=0.008 < 0.05$), leading to the acceptance of the hypothesis.

The Influence of Coaching & Mentoring on Self-Efficacy

The study's findings demonstrate that employee self-efficacy is positively impacted by coaching and mentoring. These results are consistent with Bandura's (1997) theory in (Fan & Cui, 2024), which highlights that verbal support from more experienced parties, role models, and learning experiences can all increase self-efficacy. Coaching provides space for employees to try new strategies in completing work, while mentoring provides inspiration through role models and career advice, both of which contribute to increasing employees' self-confidence in facing challenges (Hussey & Campbell-Meier, 2021; Syailendra et al., 2023).

These findings are consistent with studies (St-Jean & Tremblay, 2020; Preechawong et al., 2024) that found that coaching and mentoring interventions can strengthen self-efficacy through positive feedback and gradual achievement. Thus, non-profit organizations need to utilize coaching and mentoring as a systematic means to build employee confidence, especially in the issue of limited resources, so that employees remain optimistic and empowered to face high workloads.

The Influence of Coaching & Mentoring on Management Support

According to this study, management support is positively impacted by coaching and mentoring as well. This relationship can be explained from the standpoint of Social Exchange Theory (Ahmad et al., 2023), which holds that the process of close interaction between employees and coaches/mentors gives the impression that the company values, encourages, and invests in their personal growth. Coaching encourages open communication with management, while mentoring reinforces a sense of belonging to the organization through strategic and emotional direction. Research by Gozali (2022) supports these results, indicating that coaching and mentoring improves perceived management support, thereby increasing employee loyalty. The practical implication is that nonprofits need to place coaching and mentoring as part of formal HR management policies so that employees feel real support, not just an administrative formality.

The Effect of Self-Efficacy on Employee Engagement

The study's findings demonstrate that employee engagement is positively impacted by self-efficacy. These results are consistent with Bandura's (1997) theory in (Fan & Cui, 2024), which highlights that people who have high levels of self-efficacy are more willing to contribute, more persistent in finishing tasks, and better equipped to handle challenges (Chan

et al., 2017). Employees' self-confidence makes them more cognitively, affectively, and behaviorally involved in their work (Neupane, 2015).

Consistent with the work of (Guarnaccia et al., 2018; Li et al., 2023), the results support that self-efficacy encourages the core engagement dimensions of vigor and dedication. The implications for nonprofits are the importance of creating work experiences that allow employees to build on small successes, receive positive feedback, and foster confidence, so that their attachment to the organization is stronger.

The Influence of Management Support on Employee Engagement

The study demonstrates a beneficial correlation between management support and employee engagement, as such support builds a favorable setting where workers perceive value, are heard, and receive the resources needed for their tasks (Srihandayani & Barry, 2025). According to Kahn (1990) in (Saputra, & Hutajulu, 2020), the sense of security and meaning born from the support of superiors is a key factor in building employee attachment.

Consistent with the studies by Djatmiko et al. (2020) and Khusniah et al. (2022), these results reveal that how employees perceive support from both the organization and their supervisors is directly linked to how engaged they are in their work. Implicitly, nonprofits need to ensure that managers not only perform administrative functions but also act as supporters, facilitators, and sources of motivation for employees.

The Influence of Coaching & Mentoring on Employee Engagement

The study's conclusions demonstrate that employee engagement is directly improved by coaching and mentoring. While mentoring offers long-term support related to career development and job meaning, coaching helps employees overcome daily work obstacles through practical guidance. When the two are combined, they satisfy the psychological meaningfulness, safety, and availability dimensions outlined in Kahn's (1990) framework in (Saputra, & Hutajulu, 2020, giving workers the sense that their work is purposeful, psychologically secure, and equipped to fully express themselves in their role. These findings are consistent with research by Ardhi et al. (2023), which demonstrates that when organizations make high-quality coaching and mentoring available, engagement rises noticeably.

Furthermore, these results align with "Job Demands–Resources (JD-R) Model" (Demerouti & Bakker, 2023), which positions coaching and mentoring as job resources that can shield workers from work-related stress while boosting engagement (Rehman, 2025). Coaching has been proven to provide short-term support in the form of reflection, feedback, and strategies for dealing with work challenges, while mentoring provides long-term support that strengthens the meaning and direction of the career (Tzavaras & Davalas, 2022). Thus, both act as *coping* mechanisms as well as drivers of engagement through increased *vigor*, *dedication*, and *absorption*. Given that financial constraints and high job demands can result in fatigue and decreased motivation, these findings support the significance of coaching and mentoring programs as a human resource management strategy for non-profit sector organizations (Deng et al., 2021).

The Role of Self-Efficacy Mediation in Coaching & Mentoring Relationships with Employee Engagement

This study demonstrates that the relationship between employee engagement and coaching and mentoring is mediated by self-efficacy. This indicates that the enhancement of self-confidence brought about by the mentoring process is how coaching and mentoring have a positive impact on employee attachment (Lejonberg & Tiplic, 2016). Self-efficacy is a psychological bridge that strengthens employee motivation and involvement after receiving direction, support, and example from coaches and mentors.

The results align with previous studies (Tyas et al., 2020; Alhajaj & Ahmad, 2024), which found that self-efficacy is a key factor in bridging HR development interventions with

increased work engagement. By implication, organizations need to ensure that each coaching and mentoring program is designed not only to solve technical problems but also to foster ongoing confidence for employees.

The Role of Management Support Mediation in the Coaching & Mentoring Relationship with Employee Engagement

This study demonstrates that the relationship between coaching and mentoring and employee engagement is mediated by management support in addition to self-efficacy. This demonstrates how coaching and mentoring strengthen the idea that management is behind them, which raises employee engagement. To put it another way, mediation works by creating a positive work environment.

These findings are in line with studies (Aboramadan et al., 2020; Winarno et al., 2022) that highlighted the role that management support plays in bolstering the connection between employee attachment and HR development programs. The implication for nonprofits is the need to ensure that the outcomes of coaching and mentoring are reflected in real managerial support, for example, by providing facilities, recognition, and career development opportunities.

Conclusion

According to this study, employee engagement, management support, and self-efficacy are all positively and significantly impacted by coaching and mentoring. Furthermore, the association between coaching and mentoring and employee attachment is strengthened by the mediating effects of self-efficacy and management support. These findings suggest that coaching provides short-term support in the form of reflection, feedback, and strategies in dealing with work challenges, while mentoring offers long-term support that strengthens employees' career direction and affective commitment. The findings' applications highlight how crucial it is for businesses, especially those in the nonprofit sector, to continuously incorporate coaching and mentoring programs in order to promote organizational engagement and sustainability. However, this study has limitations including a non-longitudinal design, limited respondent coverage, and the use of self-report data. Thus, it is advised that more research be conducted using a variety of methodologies, spanning multiple industries, and looking at other elements like organizational culture, leadership style, and the incorporation of technology into coaching and mentoring programs.

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