

ANALYSIS OF COACHING, MENTORING, AND TRAINING ON EMPLOYEE PRODUCTIVITY MEDIATED BY EMPLOYEE ENGAGEMENT

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Abstract

This research aims to determine the magnitude of the influence of coaching, mentoring, and training on employee productivity through job satisfaction at Trucking Companies in DKI Jakarta. The research method used is Quantitative Descriptive. The data used in this research is primary data, obtained from a questionnaire with a Likert scale measurement scale of 1-5 (strongly disagree-strongly agree), which was filled in by employees of Trucking companies in Central Jakarta. The population of this study was 340 respondents, consisting of employees at Trucking companies in Central Jakarta. The sampling technique uses simple random sampling with a total sample of 108 employees at Trucking companies in DKI Jakarta. The analytical tool used in this research is SmartPLS 4.1.0.0. The data obtained was then analyzed using quantitative descriptive analysis techniques based on the primary data. Data will be presented in the form of numbers which are then interpreted. The results of the research based on the results of the data analysis carried out show that: 1) Coaching has a positive and significant effect on Employee Job Satisfaction at Trucking Companies in DKI Jakarta; 2) Training has a positive and significant effect on Employee Job Satisfaction at Trucking Companies in DKI Jakarta; 3) Mentoring has a positive and significant effect on Employee Job Satisfaction at Trucking Companies in DKI Jakarta; 4) Coaching has no positive and insignificant effect on employee productivity at Trucking Companies in DKI Jakarta; 5) Training has a positive and significant effect on employee productivity at Trucking Companies in DKI Jakarta; 6) Mentoring has a positive and significant effect on employee productivity at Trucking Companies in DKI Jakarta; 7) Job Satisfaction has no positive and insignificant effect on Employee Productivity at Trucking Companies in DKI Jakarta; 8) Coaching has no positive and insignificant effect on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta; 9) Training has no positive and insignificant effect on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta; and 10) Mentoring has no positive and insignificant effect on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta.

Keywords: Employee Productivity, Job Satisfaction, Coaching, Mentoring, Training.

INTRODUCTION

Employee productivity is one of the main indicators of company performance, especially in the trucking business in DKI Jakarta. In recent years, DKI Jakarta's transportation sector has experienced quite serious productivity problems. Based on data Ricardianto et al., (2021), Employee productivity is one of the main indicators of company performance, especially in the trucking business in DKI Jakarta. In recent years, DKI Jakarta's transportation sector has experienced quite serious productivity problems. Based on data Asosiasi Pengusaha Truk Indonesia, (2022) found that 60% of employees were not ready to meet the demands of their work. This inability causes delays in the delivery of goods, reduces customer satisfaction, and damages the company's reputation.

In addition, external problems such as severe traffic jams in DKI Jakarta have an impact on staff productivity. According to a survey by the Jakarta Transportation Agency, the average travel time for goods delivery has increased by 30% over the last five years. This not only disrupts delivery

schedules but also increases personnel workload, which can lead to stress and burnout. Prolonged stress can reduce employee motivation and concentration, thereby reducing productivity.

On the other hand, the lack of adequate facilities and infrastructure will reduce labor productivity. Many trucking companies do not have easy access to the latest transportation technology and equipment. According to an independent research institute, 75% of trucking companies in Jakarta still use aging fleets, which impacts not only operational efficiency but also worker safety. Thus, the problem of employee productivity in the Jakarta trucking industry is multifaceted and demands careful attention from company management.

Trucking companies must be involved in employee development through coaching, mentoring, and training programs. By improving working conditions and staff skills and knowledge, productivity will increase, so companies can compete more effectively in this increasingly competitive market.

Employee job satisfaction has a significant impact on organizational productivity and effectiveness. Employee job happiness is often ignored by trucking companies in DKI Jakarta. According to a poll conducted by Asosiasi Logistik dan Forwarder Indonesia, (2022), about 65% of truck drivers are dissatisfied with their work environment. This unhappiness can be caused by a variety of circumstances, including inadequate pay for the job, lack of recognition for accomplishments, and limited prospects for career advancement.

Compensation is one of the factors that contributes to job unhappiness among employees. Many trucking companies pay below industry standards, making employees feel underappreciated. According to data from Asosiasi Pengusaha Truk Indonesia, (2022), employees in this sector earn 20% less than those working in other transportation sectors. Employees who are dissatisfied with their salaries may feel discouraged from working hard, reducing productivity.

Additionally, poor management practices contribute to low job satisfaction. Many cargo companies in DKI Jakarta do not follow good human resource management concepts, such as effective communication and constructive criticism. According to the survey Damayanti et al., (2023), 70% of employees believe their superiors do not provide adequate assistance. When management fails to provide needed direction and support, employees may feel isolated and powerless in their work.

An unsupportive work environment is also an important element in job happiness. Many employees complain about the unpleasant physical conditions of the workplace, such as inadequate break rooms and facilities. According to the results of an internal company poll, 50% of employees believe that current facilities do not improve their well-being. A poor work environment can damage employee motivation and joy, thereby reducing productivity.

Thus, to increase employee job satisfaction, cargo businesses in DKI Jakarta must review and improve various areas. Investments in training and development, higher salaries, and the creation of a better work environment can all be a good starting point. In the long term, higher job satisfaction is predicted to increase staff productivity and overall company performance.

Based on the background of the problem above, the problem formulation is obtained as follows: 1) Does Coaching have an effect on Job Satisfaction at Trucking Companies in DKI Jakarta?; 2) Does training have an effect on job satisfaction at trucking companies in DKI Jakarta?; 3) Does Mentoring have an effect on Job Satisfaction at Trucking Companies in DKI Jakarta?; 4) Does Coaching have an effect on Employee Productivity at Trucking Companies in DKI Jakarta?; 5) Does training affect employee productivity at trucking companies in DKI Jakarta?; 6) Does Mentoring have an effect on Employee Productivity at Trucking Companies in DKI Jakarta?; 7) Does Job Satisfaction influence Employee Productivity at Trucking Companies in DKI Jakarta?; 8) Does Coaching have an effect on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta?; 9) Does training have an effect on employee productivity through job satisfaction at trucking companies in DKI Jakarta?; and 10) Does Mentoring have an effect on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta?

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Research Hypothesis

Based on the background of the problem and the problem formulation above, the hypothesis in this research is determined as follows:

H1: Coaching has a positive and significant effect on Job Satisfaction at Trucking Companies in DKI Jakarta;

H2: Training has a positive and significant effect on Job Satisfaction at Trucking Companies in DKI Jakarta;

H3: Mentoring has a positive and significant effect on Job Satisfaction at Trucking Companies in DKI Jakarta;

H4: Coaching has a positive and significant effect on employee productivity at Trucking Companies in DKI Jakarta;

H5: Training has a positive and significant effect on employee productivity at Trucking Companies in DKI Jakarta;

H6: Mentoring has a positive and significant effect on employee productivity at Trucking Companies in DKI Jakarta;

H7: Job satisfaction has a positive and significant effect on employee productivity at trucking companies in DKI Jakarta;

H8: Coaching has a positive and significant effect on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta;

H9: Training has a positive and significant effect on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta;

H10: Mentoring has a positive and significant effect on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta.

RESEARCH METHODS

This research uses a descriptive quantitative approach. This strategy was chosen because it allows researchers to explore and understand phenomena related to job satisfaction and employee productivity. The collection and analysis of descriptive quantitative data allow researchers to adapt their methodology to the research requirements and characteristics of the people being studied. This survey involved 340 respondents, all of whom worked for Trucking companies in DKI Jakarta. This research uses simple random sampling. With a sample size of 108 respondents from Trucking companies in DKI Jakarta.

Primary data used in this research came from questionnaires filled out by employees of Trucking companies in DKI Jakarta. Primary data from the questionnaire were collected via Google Forms, which allowed the creation of research data tables. To support research on job satisfaction and employee productivity, researchers collected previous research data from leading academic journal articles, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, Web of Science, Sprott Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar, books and other relevant documents, to gain insight into employee job satisfaction and productivity.

The analytical tool used in this research is SmartPLS version 4.1.0.0. This research uses Validity, Reliability, Inner Model, Outer Model and Hypothesis tests.

RESULTS AND DISCUSSION (Calibri Light 11, Bold, spasi 1,5, spacing before 12 pt, after 0 pt)

Employee Productivity

Employee productivity refers to how well and efficiently employees carry out their responsibilities or work within a certain period of time. This is determined by comparing the results of a task with the resources used, such as time, effort, and expenses. Employee productivity is

determined not only by talent and experience, but also by aspects of the work environment, management, and motivation (R. Saputra et al., 2023).

The indicators or dimensions contained in the Employee Productivity variable include: 1) Output Quantity: The amount of work or products produced by employees in a certain time. Productivity increases with the amount of output produced in a certain period of time; 2) Output Quality: Shows how well employees do their jobs, including accuracy, precision, and customer satisfaction. Good productivity is not only about quantity but also quality; 3) Time Efficiency: Determines how quickly employees complete tasks. Time spent efficiently without loss of quality indicates strong productivity; 4) Resource Utilization: Determines how well employees use resources such as equipment, materials, or knowledge to achieve results. When resources are used properly, production increases; and 5) Creativity and Innovation: Productivity is also measured by an employee's capacity to generate new ideas or inventive solutions in the workplace that improve efficiency and quality of output (Sinaga, 2020).

The Employee Productivity variable is relevant to previous research conducted by: (van Triest et al., 2023), (X. Liu et al., 2023), (Yagil et al., 2023), (Huo & Jiang, 2023), (Abdelwahed et al., 2022), (Fein et al., 2023), (Qalati et al., 2022), (Alqudah et al., 2022), (Benitez et al., 2022), (Afrasiabi et al., 2022), (Ghosh, 2022), (Ni et al., 2022), (Asadullah et al., 2021), (Narayanamurthy & Tortorella, 2021), (Audenaert et al., 2021).

Job Satisfaction

Job satisfaction refers to the positive or negative feelings that employees have towards their work. Job satisfaction encompasses a variety of factors, including the work environment, relationships with superiors and coworkers, pay level, professional growth prospects, and work/life balance (Widodo, 2023b).

The indicators or dimensions contained in the Job Satisfaction variable include: 1) Compensation and benefits: Assessing employee satisfaction with salaries, incentives, and other forms of benefits received as compensation for their work; 2) Work Environment: This metric assesses employee satisfaction with physical facilities, work atmosphere, and relationships with coworkers. A positive work environment can increase job satisfaction; 3) Career Development: Assess employee satisfaction with opportunities to learn, grow, and advance in the workplace; 4) Relationship with Supervisor: Assess the quality of interactions between employees and supervisors, such as open communication, support, and trust. Positive relationships can increase motivation and satisfaction; and 5) Work-Life Balance: Determines whether employees believe they have a healthy balance between work and personal life (Zainal et al., 2019).

The Job Satisfaction variable is relevant to previous research conducted by: (Aziz et al., 2021), (Widodo, 2020), (Latuconsina et al., 2019), (Han et al., 2024), (Kitsios & Kamariotou, 2021), (Feng, 2023).

Coaching

Coaching is the practice of developing employees through focused advice aimed at improving individual performance and skills. A coach, usually a supervisor or trained professional, assists employees in setting specific goals, providing constructive criticism, and tracking progress. Rather than simply providing answers, coaching tries to help employees find their solutions (Widodo et al., 2017).

The indicators or dimensions contained in the Coaching variable include: 1) Clear Goals: Coaching must help employees set appropriate and measurable goals to improve their performance; 2) Constructive Feedback: The quality and frequency of feedback from coaches to employees is very important. Feedback should provide clear insight into strengths and places for growth; 3) Developmental Achievement: Track employee progress in achieving predetermined goals. Coaching success is judged by real changes in skills or behavior; 4) Employee Engagement: Successful coaching

encourages employees to actively participate in the learning and development process, including taking initiative and responsibility for their own progress; and 5) Support and inspiration: The quality of coaching is assessed by the coach's ability to provide moral support and inspiration to employees so that they can continue to develop and overcome obstacles (Jumawan et al., 2023).

Coaching variables are relevant to previous research conducted by: (Widodo, 2023a), (F. Saputra et al., 2024), (Didin Sjarifudin & Zahara Tussoleha Rony, 2023), (Özduran & Tanova, 2017), (Roša & Lace, 2021).

Training

Training is a program that aims to increase employees' knowledge, skills, and capacity to carry out their work. Training is more structured and formal than coaching and may include classes, seminars, or workshops. In the business world, training is provided to help employees learn new technologies, and work practices, or develop technical skills important to their profession (Ali & Ngui, 2019).

The indicators or dimensions contained in the Training variable include: 1) Increased understanding: Assessing the effectiveness of training in increasing employee understanding of new tasks or technology that is relevant to their work; 2) Skills Development: Assess employees' capacity to use new skills acquired during training in their daily work; 3) Behavior Change: Measures changes in employee attitudes or behavior after training, especially in terms of work efficiency, communication, and teamwork; 4) Performance Improvement: Evaluate the direct impact of training on staff productivity and quality of work. Successful training should result in improved performance; and 5) Participant Satisfaction Level: Indicates how satisfied employees are with the training process and materials, including their relevance, quality of delivery, and tools (N. S. Putri et al., 2019).

The Training variable is relevant to previous research conducted by: (Kulkarni et al., 2022), (Ast & Nyhuis, 2022), (Sas et al., 2021), (Nguyen et al., 2021), (Al-Tit et al., 2022), (Xie et al., 2020), (Pham et al., 2020a), (Amrutha & Geetha, 2021), (Kuhn & Lucke, 2021), (Marmier et al., 2021), (Assefa et al., 2022), (Demerouti, 2023), (Piasecki, 2021)

Mentoring

Mentoring is a long-term relationship between a mentor, who is usually more experienced, and a mentee. Mentoring focuses on the professional and personal development of the mentee to help them reach their best potential. Mentors offer encouragement, advice, and life experiences to help mentees overcome professional and personal obstacles (Didin Sjarifudin & Zahara Tussoleha Rony, 2023).

The indicators or dimensions contained in the Mentoring variable include: 1) Mentor-Mentee Relationship: Assessing the quality of the mentor-mentee relationship, which includes trust, communication and emotional support. Solid friendships make for a better learning environment; 2) Professional Development: Effective mentoring assists the mentee in planning and achieving long-term professional goals under the supervision of an experienced mentor; 3) Information and Skills Improvement: Assess how well the mentee acquires new skills and information as a result of the mentor's guidance; 4) Increased Self-Confidence: Mentoring often assists the mentee in developing self-confidence in making professional decisions and dealing with obstacles in the workplace; and 5) Sustainability of Connection: Mentoring is considered successful if the mentor-mentee relationship lasts a long time and has a good impact on the mentee's professional development (Wulansari & Fauzi, 2023).

The Mentoring variable is relevant to previous research conducted by: (Hindarto, 2021), (Sherenn et al., 2023), (Romayanti, 2021).

Results

In this research, the research results include testing the outer model and inner model:

Outer Model Validity Test

1. *Convergent Validity*

If the correlation coefficient is > 1 or $= 1$, then the validity measure is considered high. In table 1, below are the results of the outer model convergent validity test (Santosa, 2018)

Table 1
Convergent Validity

Variable	Coaching	Mentoring	Training	Job Satisfaction	Employee Productivity
Coaching.01	0,814				
Coaching.02	0,764				
Coaching.03	0,807				
Coaching.04	0,810				
Coaching.05	0,798				
Mentoring.01		0,748			
Mentoring.02		0,819			
Mentoring.03		0,813			
Mentoring.04		0,762			
Mentoring.05		0,793			
Training.01			0,838		
Training.02			0,850		
Training.03			0,716		
Training.04			0,792		
Training.05			0,803		
Job Satisfaction.01				0,709	
Job Satisfaction.02				0,772	
Job Satisfaction.03				0,819	
Job Satisfaction.04				0,785	
Job Satisfaction.05				0,769	
Employee Productivity.01					0,792
Employee Productivity.02					0,773
Employee Productivity.03					0,799
Employee Productivity.04					0,750
Employee Productivity.05					0,733

Based on the output in Table 1 above, all the variables used in this research can be declared valid, because each indicator for each variable obtained a loading factor value > 0.60 , so it can be stated that the indicators for each variable meet the requirements for research.

2. *AVE (Average Variance Extracted)*

Latent variables can explain on average more than half of the variance of the indicators.

Table 2

Analysis AVE

Variable	Average Variance Extracted (AVE)
Coaching	0.565
Mentoring	0.666
Training	0.754
Job Satisfaction	0.598
Employee Productivity	0.755

Source : Output SmartPLS 4.1.0.0

Based on Table 2 above, the AVE value obtained for the Coaching variable is 0.565, Mentoring 0.666, Training 0.754, Job Satisfaction 0.598, and Employee Productivity 0.755. This shows that all variables in this study obtained a value of more than (>) 0.5, meaning that each variable has good discriminant validity.

Outer Reliability Test Model

1. Composite Reliability

This reliability test is intended to measure how relevant and consistent a respondent is in answering or filling out a questionnaire, concerning the questionnaire given.

Table 3

Analysis Composite Reliability

Variable	Composite Reliability)
Coaching	0.796
Mentoring	0.909
Training	0.924
Job Satisfaction	0.856
Employee Productivity	0.925

Source : Output SmartPLS 4.1.0.0

Based on the test results in table 3 above, the composite reliability value for the Coaching variable is 0.726, the composite reliability value for Mentoring is 0.909, the composite reliability value for Training is 0.924, the composite reliability value for Job Satisfaction is 0.856 and the composite reliability value for Employee Productivity is 0.917. Where the overall value of the variable is greater (>) than 0.7, meaning that the entire variable is declared reliable.

2. Cronbach's Alpha

Reliability testing with composite reliability can be strengthened with Cronbach's alpha. The variable assessment criteria is if the Cronbach's alpha value for each variable is > 0.7, then it can be declared reliable (Santosa, 2018).

Table 4

Analysis of Cronbach's Alpha

Variable	Composite Reliability)
Coaching	0.762

Mentoring	0.875
Training	0.891
Job Satisfaction	0.777
Employee Productivity	0.891

Source : Output SmartPLS 4.1.0.0

Based on the test results in Table 4 above, the Cronbach's alpha value for the Coaching variable is 0.762, the Cronbach's alpha Training value is 0.875, the Cronbach's alpha value for Mentoring is 0.891, the Cronbach's alpha value for Job Satisfaction is 0.777 and the Cronbach's alpha value for Employee Productivity is 0.891. This shows that all variables are greater than 0.7, so all variables are declared reliable.

Structural Model Analysis (Inner Model)

This structural model testing aims to see whether there is a relationship or influence between constructs, significant values and R Square.

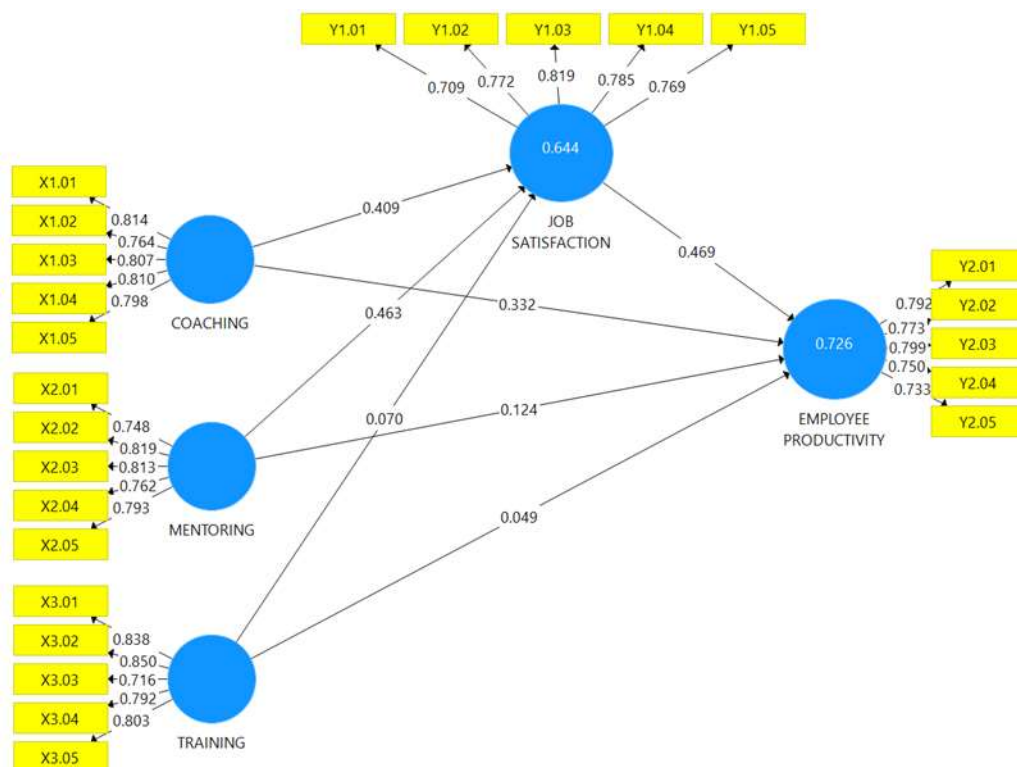


Figure 1. Output Inner Model

Hypothesis Testing Results (Significance Test)

Hypothesis testing uses output path coefficients and indirect effects:

Table 5

Hypothesis Test Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Coaching -> Job Satisfaction	-0,195	-0,194	0,097	2,003	0,046
Mentoring -> Job Satisfaction	0,291	0,286	0,108	2,691	0,007
Training -> Job Satisfaction	0,509	0,512	0,088	5,777	0,000
Coaching -> Employee Productivity	0,057	0,057	0,057	0,989	0,323
Mentoring -> Employee Productivity	0,385	0,388	0,071	5,405	0,000
Training -> Employee Productivity	0,469	0,466	0,113	4,143	0,000
Job Satisfaction -> Employee Productivity	0,013	0,016	0,083	0,157	0,876
Coaching -> Job Satisfaction -> Employee Productivity	-0,003	-0,002	0,017	0,147	0,883
Mentoring -> Job Satisfaction -> Employee Productivity	0,004	0,006	0,025	0,149	0,881
Training -> Job Satisfaction -> Employee Productivity	0,007	0,005	0,043	0,154	0,878

The purpose of this bootstrapping test is to minimize abnormalities in the research data. The following are the results of the bootstrapping test:

1. The Effect of Coaching on Employee Job Satisfaction at Trucking Companies in DKI Jakarta

The results of the first hypothesis test show the effect of coaching on job satisfaction, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was -0.195 with a statistical T value of 2.003 and a P value of 0.046. This value is greater (>) than the t table value (1.982) and the P value is smaller (<) 0.05, meaning it has a positive and significant effect.

So coaching has a positive and significant effect on employee job satisfaction at Trucking Companies in DKI Jakarta (H1 Accepted).

2. The Effect of Training on Employee Job Satisfaction at Trucking Companies in DKI Jakarta

The results of the second hypothesis test show the effect of training on job satisfaction, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.291 with a statistical T value of 2.691 and a P value of 0.007. This value is greater (>) than the

t table value (1.982) and the P value is smaller ($<$) 0.05, meaning it has a positive and significant effect.

So training has a positive and significant effect on employee job satisfaction at Trucking Companies in DKI Jakarta (H2 Accepted).

3. The Effect of Mentoring on Employee Job Satisfaction at Trucking Companies in DKI Jakarta

The results of testing the third hypothesis show the effect of mentoring on job satisfaction, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.509 with a statistical T value of 5.777 and a P value of 0.000. This value is greater ($>$) than the t table value (1.982) and the P value is smaller ($<$) 0.05, meaning it has a positive and significant effect.

So mentoring has a positive and significant effect on employee job satisfaction at Trucking Companies in DKI Jakarta (H3 Accepted).

4. The Effect of Coaching on Employee Productivity at Trucking Companies in DKI Jakarta

The results of the fourth hypothesis test show the effect of coaching on employee productivity, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.057 with a statistical T value of 0.989 and a P value of 0.323. This value is smaller ($<$) than the t table value (1.982) and the P value is greater ($>$) 0.05, meaning it has no positive effect and is not significant.

So coaching has no positive and insignificant effect on employee productivity at Trucking Companies in DKI Jakarta (H4 Rejected).

5. The Effect of Training on Employee Productivity at Trucking Companies in DKI Jakarta

The results of testing the fifth hypothesis show the effect of training on employee productivity, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.385 with a statistical T value of 5.405 and a P value of 0.000. This value is greater ($>$) than the t table value (1.982) and the P value is smaller ($<$) 0.05, meaning it has a positive and significant effect.

So training has a positive and significant effect on employee productivity at Trucking Companies in DKI Jakarta (H5 Accepted).

6. The Effect of Mentoring on Employee Productivity at Trucking Companies in DKI Jakarta

The results of testing the sixth hypothesis show the effect of mentoring on employee productivity, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.469 with a statistical T value of 4.143 and a P value of 0.000. This value is greater ($>$) than the t table value (1.982) and the P value is smaller ($<$) 0.05, meaning it has a positive and significant effect.

So mentoring has a positive and significant effect on employee productivity at Trucking Companies in DKI Jakarta (H6 Accepted).

7. The Effect of Job Satisfaction on Employee Productivity at Trucking Companies in DKI Jakarta

The results of testing the seventh hypothesis show the influence of job satisfaction on employee productivity, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.013 with a statistical T value of 0.157 and a P value of 0.876. This value is smaller (<) than the t table value (1.982) and the P value is greater (>) 0.05, meaning it has no positive effect and is not significant.

So job satisfaction has no positive and insignificant effect on employee productivity at Trucking Companies in DKI Jakarta (H7 Rejected).

8. The Effect of Coaching on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta

The results of testing the eighth hypothesis show the effect of coaching on employee productivity through job satisfaction, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was -0.003 with a statistical T value of 0.147 and a P value of 0.883. This value is smaller (<) than the t table value (1.982) and the P value is greater (>) 0.05, meaning it has no positive effect and is not significant.

So coaching has no positive and insignificant effect on employee productivity through job satisfaction at Trucking Companies in DKI Jakarta (H8 Rejected).

9. The Effect of Training on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta

The results of testing the ninth hypothesis show the effect of training on employee productivity through job satisfaction, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.004 with a statistical T value of 0.149 and a P value of 0.881. This value is smaller (<) than the t table value (1.982) and the P value is greater (>) 0.05, meaning it has no positive effect and is not significant.

So training has no positive and insignificant effect on employee productivity through job satisfaction at Trucking Companies in DKI Jakarta (H9 Rejected).

10. The Effect of Mentoring on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta

The tenth hypothesis testing results show the effect of mentoring on employee productivity through job satisfaction, as seen in Table 5. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.007 with a statistical T value of 0.154 and a P value of 0.878. This value is smaller (<) than the t table value (1.982) and the P value is greater (>) 0.05, meaning it has no positive effect and is not significant.

So mentoring has no positive and insignificant effect on employee productivity through job satisfaction at Trucking Companies in DKI Jakarta (H10 Rejected).

Discussion

The Effect of Coaching on Job Satisfaction in Trucking Companies in DKI Jakarta

Coaching is a human resource development technique that focuses on improving individual performance through set goals, constructive criticism, developmental achievements, employee participation, and inspirational support. In the context of DKI Jakarta transportation companies, effective coaching can significantly increase employee job satisfaction. According to research Sulistyawan, (2021), coaching with set goals can increase employee motivation, which has a positive impact on productivity. Employees who understand their purpose are more committed and satisfied with their work.

Constructive feedback is also effective in increasing job satisfaction. Fauzi, (2023) found that providing timely and meaningful feedback can increase employee self-confidence. In trucking organizations, this feedback can take the form of frequent performance appraisals, which help staff recognize areas for improvement as well as accomplishments. This fosters a healthy work atmosphere where employees feel valued and supported.

Measurable development success plays an important role in job happiness. Employees who can observe their career progress are more likely to feel satisfied. According to reports World Economic Forum, (2019) employees who have access to self-development programs are 30% more satisfied with their jobs than those who don't. In the context of a trucking company, these accomplishments may mean promotions, additional responsibilities, or recognition for their accomplishments.

Employee involvement in the coaching process has an impact on job satisfaction. Employees who participate in decision making and development of coaching programs tend to be more satisfied with their jobs. G. A. M. Putri et al., (2023) found that employee engagement is directly proportional to job satisfaction. In the trucking sector, where operational challenges are often complex, this involvement can foster a stronger sense of ownership over work results.

Inspirational encouragement from superiors or mentors during the coaching process can motivate employees to perform better. F. Saputra et al., (2023) found that emotional support from leaders can significantly increase job satisfaction. Managers at trucking companies in DKI Jakarta can provide encouragement and recognition for employee achievements, resulting in a good and productive work environment.

The Effect of Training on Job Satisfaction in Trucking Companies in DKI Jakarta

Training is an important procedure in human resource development that aims to improve understanding, skill development, behavioral change, performance improvement, and participant satisfaction. In the context of a DKI Jakarta trucking company, a well-designed training program can help improve employee job satisfaction. According to a study conducted by Jumawan et al., (2023), training that focuses on developing understanding can make people feel more competent in their tasks, thereby increasing job satisfaction.

Skills development through training is also important. According to ASTD, (2019), organizations that invest in staff training see greater productivity and job satisfaction. In the trucking business, where technical skills and operational knowledge are critical, training that focuses on developing skills such as route management, traffic safety, and the use of cutting-edge technology can improve employee performance and job satisfaction.

Behavioral changes caused by training can also increase job satisfaction. Subekti et al., (2020) found that successful training can lead to positive changes in employee attitudes and behaviors. In a trucking company, training that emphasized work ethic and customer service resulted in a more pleasant work environment where employees felt valued and engaged.

The performance improvements associated with training have a direct impact on job satisfaction. Employees who believe they are making significant contributions to company goals are more likely to be satisfied. Syahrudin, (2020) found that organizations with strong training programs had higher levels of job satisfaction among their employees. In the case of a trucking company, successful performance can be measured by delivery efficiency, safety, and customer satisfaction.

The level of satisfaction among training participants impacts overall job satisfaction. Employees who believe that the training they receive is relevant and useful are more satisfied with their careers. Sudiantini & Saputra, (2022) found that satisfaction with training was positively related to job satisfaction. In trucking organizations, it is important to ensure that training programs are tailored to the needs of employees and the issues they face in the workplace, so that employees feel they are getting more out of their training.

The Influence of Mentoring on Job Satisfaction in Trucking Companies in DKI Jakarta

Mentoring is a growth process in which a mentor guides a mentee in both professional and personal areas. A solid mentor-mentee relationship in the DKI Jakarta trucking business can help employees feel more satisfied. According to Romayanti, (2021), Positive mentoring relationships can make employees feel more connected and supported in the workplace. Employees who have mentors report feeling more confident and accepting of advice in overcoming work obstacles.

Mentoring plays an important role in professional development. Ramdhany et al., (2023) found that employees who participated in mentoring programs were more likely to be promoted and advance in their careers. Mentors at trucking companies can help mentees explore available career paths, offer skills-building advice, and connect them with relevant professional networks. Mentoring can help you develop more knowledge and skills, which can increase your job happiness. Employees who feel like they are always learning and growing are more likely to be satisfied with their careers. Lalitaratri & Surabaya, (2023) found that successful mentoring can improve employees' knowledge and skills, making them feel more prepared to face challenges in the workplace. Mentoring can be a particularly useful tool in the trucking industry, where understanding new regulations and technologies is critical. Mentoring relationships increase self-confidence, which contributes to job happiness. Employees who feel supported by their mentors are more confident in making decisions and taking on challenges. Hindarto, (2021b) found that mentoring can increase employee self-confidence and motivation. In trucking companies, where quick and accurate choices are critical, employee performance can benefit from this sense of confidence.

The ongoing relationship between mentor and mentee is also important in increasing job satisfaction. Employees who have ongoing access to mentors report feeling more connected and supported in the workplace. Sherenn et al., (2023) found that ongoing mentoring relationships can significantly increase job satisfaction. Maintaining these relationships in a trucking company can help employees feel more engaged and valued, resulting in higher overall job satisfaction.

The Influence of Coaching on Employee Productivity in Trucking Companies in DKI Jakarta

Coaching is a human resource development strategy that seeks to improve individual performance in a company. However, in the context of a trucking company in DKI Jakarta, this study found that coaching that includes clear goals, constructive criticism, growth success, employee engagement, support, and inspiration has no positive or insignificant effect on staff productivity. One possible explanation for this result is the lack of understanding and use of coaching in the context of the trucking industry. According to the study Avilés-Dávila et al., (2023), The efficacy of coaching is highly

dependent on the suitability of the method to the characteristics of the job and the culture of the organization.

Data from a study of employees at various trucking companies in Jakarta revealed that, although coaching sessions were held regularly, many employees felt that the objectives were unclear and the feedback was less than constructive. This is consistent with the findings Mahaputra & Saputra, (2024), who found that without clear and targeted feedback, employees become confused and less motivated to meet established goals. For example, in a trucking company, if employees do not understand the end goal of the coaching they are given, they will perform their work without enthusiasm, which affects the quantity and quality of the results produced.

Employee involvement in the coaching process is also an important consideration. Dewi et al., (2021) found that limited involvement can lead to less effective coaching outcomes. In this scenario, many employees believe that they are excluded from the coaching decision-making process, which gives them the impression that they have no influence over their professional development. This low level of involvement affects the efficiency of time and resource use, as coaching time does not result in the desired productivity gains. Support and inspiration from superiors are essential in coaching. However, research findings show that many employees believe that they do not receive the right support from their superiors. According to the study Widodo, (2021), extraordinary assistance can increase employee confidence and motivation, which enhances creativity and innovation. In trucking companies, when superiors do not provide adequate support, employees become restless and helpless, resulting in decreased production. Thus, although coaching has the potential to increase employee productivity, in the case of trucking companies in DKI Jakarta, ineffective implementation and lack of management support are barriers. Therefore, current coaching programs must be evaluated and improved to better meet the demands and characteristics of employees and the trucking sector as a whole.

The Influence of Training on Employee Productivity in Trucking Companies in DKI Jakarta

Training is one of the important strategies in developing employee competency. Based on the results of this study, training that includes increasing understanding, developing skills, changing behavior, improving performance, and increasing participant satisfaction has a good and significant influence on employee productivity in trucking companies in DKI Jakarta. This is in accordance with the theory Silitonga et al., (2017) which states that good training can improve employee competence, which in turn has an impact on increasing production.

One of the most important things is increasing understanding. Based on the data, after participating in a training program, employee understanding of work processes and safety requirements increased significantly. For example, a trucking company stated that safety training reduced the number of work accidents by 30%. This decrease not only improves employee safety, but also increases operational efficiency by freeing up time spent on handling incidents to work more productively.

Skills development is also an important aspect in increasing productivity. Training aimed at improving employee technical and managerial skills, such as the use of new technology in fleet management, has been shown to improve output quality. According to research World Economic Forum, (2019), industry-relevant skills have a direct impact on employee performance. In this context, a trucking company in Jakarta that offered new skills training to its employees claimed greater creativity and innovation in their daily operations.

The behavioral changes that occurred after personnel completed the training were also significant. Employees who had received training were more proactive and took initiative in completing their

tasks. This led to increased efficiency in time and resource use. Husadha et al., (2020) found that employees who received training were more motivated and dedicated to their jobs, leading to higher overall production.

The level of satisfaction among training participants is also an important factor in determining the performance of the program. Employees who are satisfied with their training are more likely to utilize new information and skills in the workplace.

According to the study, training participant satisfaction correlates with improved performance (Silitonga & Widodo, 2019). Employees in trucking companies who believe that the training they receive is relevant and useful perform better in the workplace. Overall, the findings of this study suggest that well-designed training can significantly improve staff productivity in trucking companies in DKI Jakarta. Consequently, companies should invest more resources in effective and relevant training programs to improve employee performance and meet organizational goals.

The Influence of Mentoring on Employee Productivity in Trucking Companies in DKI Jakarta

Mentoring is a development process in which mentors and mentees establish a relationship to improve employee skills and knowledge. This study found that mentoring, which includes mentor-mentee relationships, professional development, knowledge and skill enhancement, increased self-confidence, and ongoing relationships, has a positive and significant effect on employee productivity in DKI Jakarta trucking companies. This is in accordance with the findings Jyoti & Rani, (2019), which states that mentoring can improve individual performance and job satisfaction. One of the most important components is a solid mentor-mentee relationship. When employees have a mentor they can rely on, they feel more supported in their professional advancement. Research has shown that a positive mentor-mentee relationship can boost employee self-esteem and motivation. (Baran & Zarzycki, 2021). In the context of a trucking company, an experienced mentor can provide significant industry insight, allowing the mentee to better appreciate the problems and opportunities available.

Mentoring provides valuable professional growth opportunities. Employees who participate in mentoring programs have more access to the information and resources they need to improve their skills. Cavanaugh et al., (2022) found that employees who had mentors were more likely to achieve their career goals. In trucking companies, this can involve improving technical and managerial skills, which increases productivity and efficiency. Mentoring increases knowledge and skills, which increases productivity. Employees who participate in mentoring programs often gain practical information that cannot be obtained through formal training. Liu et al., (2024) found that mentoring can provide a deeper and more relevant learning experience. Employees at trucking companies who have mentors are better prepared to deal with field issues, which improves output quality and time efficiency.

The ongoing relationship between mentor and mentee is also important in increasing productivity. With an ongoing relationship, mentees can continue to receive support and guidance as their careers progress. Lefebvre et al., (2020) found that ongoing mentoring relationships can increase employee loyalty to the organization. In the case of trucking companies, this can result in a more productive and innovative work environment because employees feel more connected and involved in the success of the company. Thus, the findings of this study indicate that mentoring has a significant positive impact on employee productivity in trucking companies in DKI Jakarta. Therefore, companies should consider implementing more structured and long-term mentoring programs to help employees develop and improve overall organizational performance.

The Influence of Job Satisfaction on Employee Productivity in Trucking Companies in DKI Jakarta

Job happiness is one of the main characteristics associated with employee productivity. However, in the context of a trucking company in DKI Jakarta, this study found that job satisfaction, which includes compensation and benefits, work environment, career development, relationship with superiors, and work-life balance, did not have a significant positive effect on employee productivity. The findings suggest that, although many employees are satisfied with their salary, it is not necessarily associated with an increase in the quantity and quality of their work production.

One possible explanation for this phenomenon is that truck drivers often face external constraints such as poor traffic conditions and strict government regulations. According to a survey from Badan Pusat Statistik DKI Jakarta, (2022), Jakarta traffic congestion reaches 75% during peak hours, which has a direct impact on staff productivity and time efficiency. Despite having strong remuneration and benefits, these external variables can limit their capacity to meet productivity standards.

Furthermore, a good working atmosphere and support from superiors do not always lead to increased productivity. According to a survey by the Indonesian Trucking Association, many employees are dissatisfied with the current management structure, despite having a positive relationship with their superiors. This shows that good interpersonal relationships are not enough to increase employee productivity if not accompanied by an effective and transparent management system. Employees need a clear framework and guidance in order to operate more efficiently and effectively.

Career growth is often considered an important factor in increasing job happiness. However, in the context of trucking companies, prospects for advancement are often limited. Despite undergoing various training and mentoring initiatives, many employees feel that their roles remain stagnant. This leads to frustration, which can damage work motivation and, ultimately, productivity. According to research conducted by the University of Indonesia, people who feel constrained in a stagnant position show a decrease in creativity and invention, both of which are important parts of productivity.

Work-life balance is also a major issue. Many truck drivers are required to work overtime and irregular shifts. Despite receiving more income for those hours, the pressure to meet targets often leaves them feeling unbalanced in their work and home lives. According to research Wahdiniawati et al., (2024), This imbalance can lead to prolonged stress, which can negatively impact employees' mental and physical health. Employees who are not physically and emotionally healthy tend to be less productive, even if they enjoy their work. Overall, although job satisfaction is essential in building a positive work environment, in the context of a trucking company in DKI Jakarta, other external and internal factors affect employee productivity. As a result, businesses must take a more holistic strategy to improve productivity, focusing not only on job happiness but also on managing external issues that may affect employee performance. Additional research is needed to explore the more complex relationship between job happiness and productivity in a broader context.

The Influence of Coaching on Employee Productivity through Job Satisfaction in Trucking Companies in DKI Jakarta

Coaching is one of the human resource development techniques that seeks to improve individual capacity in achieving organizational goals. Coaching in this study includes various crucial factors such as set goals, constructive criticism, development achievements, employee involvement, support, and motivation. However, the findings of this study revealed that coaching did not provide a beneficial or substantial influence on staff productivity in a DKI Jakarta trucking company. One element that can explain this behavior is the lack of employee knowledge about the purpose of coaching. Schleu & Hüffmeier, (2021) found that the success of coaching depends largely on the alignment of

individual and organizational goals. If employees do not understand or feel connected to those goals, the impact of coaching on productivity may be negligible. Furthermore, constructive feedback, while valuable, is not always warmly received by employees. Roša & Lace, (2021) found that receiving criticism can lead to lower motivation and performance. In the context of trucking companies, where employees are often working under tight deadlines and workloads, inappropriate comments can exacerbate the problem. Therefore, it is important for businesses to ensure that feedback is delivered in a positive and constructive manner, rather than the other way around. Developmental achievements in coaching are also important motivators for employees. However, if the organization does not recognize or promote these achievements, employees may feel discouraged from improving productivity. According to the survey Wendra & Besari, (2023), recognizing individual successes can increase employee engagement by up to 70%. In this regard, trucking companies should establish a clear reward structure to ensure that employee accomplishments are recognized and rewarded.

Employee involvement in the coaching process is also important. Employees who feel connected and involved in the coaching process tend to be more satisfied with their careers. However, if they believe that coaching is an example of excessive control, this can reduce their job satisfaction. Job autonomy is positively related to job satisfaction. Therefore, employers should ensure that the coaching process allows for active employee contribution and participation.

Finally, encouragement and inspiration from a supervisor or mentor during the coaching process are essential to creating a pleasant work environment. Employees who receive inconsistent or no support may feel lonely and unmotivated. Maclas-Velasquez et al., (2021) found that low social support can affect employee job satisfaction and productivity. In this scenario, trucking businesses in DKI Jakarta must ensure that the coaching assistance is genuine and sustainable to improve employee productivity through increased job satisfaction.

The Effect of Training on Employee Productivity through Job Satisfaction at Trucking Companies in DKI Jakarta

Training is one of the most frequently used techniques to improve employee competence and performance. The main objectives of the training process are to improve understanding, develop skills, change behavior, improve performance, and increase participant satisfaction. However, the findings of this study indicate that training does not have a beneficial or substantial effect on staff productivity at trucking companies in DKI Jakarta. One possible explanation is the lack of relationship between training materials and employees' daily tasks. Pham et al., (2020) found that the relevance of training to the employee's job had a significant impact on training effectiveness. Furthermore, skill development through training is often not followed by opportunities to use those skills in the workplace. This leaves employees feeling frustrated and unmotivated. Nazifah, (2023) found that transfer of learning from training to the real job is highly dependent on the support employees receive after training. In the context of a trucking company, if there is not enough support to apply new skills, training will not be effective.

Lack of employee motivation often hinders the behavioral changes predicted to occur after training. When employees believe that training does not provide them with immediate benefits, they are less likely to change their work habits. Muhammaf Ikmal Rezal, Nurazwa, (2020) found that intrinsic employee motivation is critical to the process of learning and applying new skills. As a result, businesses must foster a supportive environment in which employees are encouraged to apply what they have learned.

The level of satisfaction of training participants determines the efficiency of the program. If participants believe that the training does not meet their expectations, they are likely to be frustrated and unmotivated to improve their performance. Sembiring et al., (2019) found that participant satisfaction was directly related to the level of acceptance and application of training materials. In this regard, trucking companies should examine their training programs to ensure that they meet the needs and expectations of their employees.

Finally, even though training does not have a significant positive impact on staff productivity, it does not mean that training is not necessary. Training is still an important aspect of employee development, but it must be done correctly and relevantly. Trucking companies in DKI Jakarta must develop training programs that not only focus on developing skills, but also allow employees to apply those skills in the context of their daily work.

The Influence of Mentoring on Employee Productivity through Job Satisfaction in Trucking Companies in DKI Jakarta

Mentoring is a process in which a mentor helps a mentee in their professional and personal development. The mentor-mentee relationship, professional development, increased knowledge and skills, increased self-confidence, and ongoing connections are some of the factors examined in this study. However, the findings of this study revealed that mentoring did not have a beneficial or substantial effect on employee productivity in trucking companies in DKI Jakarta. One possible explanation is the lack of clarity in the mentor-mentee relationship. According to Amanillah, (2020), an inappropriate relationship can create uncertainty and unhappiness between both parties, reducing the effectiveness of mentoring.

Mentoring often fails to deliver the promised professional development due to a lack of dedication on the part of the mentor. Romayanti, (2021) found that the success of mentoring is highly dependent on the motivation and dedication of the mentor to assist the mentee. If the mentor does not have the time or motivation to provide assistance, the mentee will miss out on opportunities to learn and grow. In the context of a trucking company, where time is a vital component, the company must ensure that mentors have sufficient time and resources to support their protégés. Lack of access to relevant resources can also hinder the development of the knowledge and skills expected through mentoring. If protégés do not have access to relevant information or resources, they will have difficulty applying what they have learned from the mentor. Widjanarko et al., (2023) found that access to information and resources is critical to the learning process. As a result, employers must ensure that protégés have access to the resources they need to succeed in their learning. Mentoring often fails to produce the promised boost in confidence. When protégés believe they are not receiving adequate support from mentors, they may become less confident in their talents. Ramdani, (2019) found that social support is critical in developing an individual's self-confidence. In this situation, trucking businesses must foster a supportive environment where mentors can provide ongoing guidance and enhance the self-esteem of their protégés.

Finally, the continuity of the mentor-mentee relationship is critical to the effectiveness of mentoring. If this relationship is not maintained, mentees may feel lost and not receive the mentoring they need. Mahaputra & Saputra, (2021) found that a strong and ongoing mentoring relationship can significantly enhance the professional development of mentees. Trucking companies in DKI Jakarta must ensure that the mentoring programs they implement can create and maintain strong relationships between mentors and mentees to increase employee productivity through job satisfaction.

CONCLUSION

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

- 1) Coaching has a positive and significant effect on Employee Job Satisfaction at Trucking Companies in DKI Jakarta;
 - 2) Training has a positive and significant effect on Employee Job Satisfaction at Trucking Companies in DKI Jakarta;
 - 3) Mentoring has a positive and significant effect on Employee Job Satisfaction at Trucking Companies in DKI Jakarta;
 - 4) Coaching has no positive and insignificant effect on Employee Productivity at Trucking Companies in DKI Jakarta;
 - 5) Training has a positive and significant effect on Employee Productivity at Trucking Companies in DKI Jakarta;
 - 6) Mentoring has a positive and significant effect on Employee Productivity at Trucking Companies in DKI Jakarta;
 - 7) Job Satisfaction has no positive and insignificant effect on Employee Productivity at Trucking Companies in DKI Jakarta;
 - 8) Coaching has no positive and insignificant effect on Employee Productivity through Job Satisfaction in Trucking Companies in DKI Jakarta;
 - 9) Training has no positive and insignificant effect on Employee Productivity through Job Satisfaction in Trucking Companies in DKI Jakarta; and
- Mentoring has no positive and insignificant effect on Employee Productivity through Job Satisfaction in Trucking Companies in DKI Jakarta.

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