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The Effect of Coaching and Mentoring on Employee Performance Mediated by Work Motivation at Bank Jambi Head Office

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Abstract: This study aims to analyze the influence of coaching and mentoring on work motivation and their impact on employee performance. The study was conducted at the Bank Jambi Head Office using a quantitative approach with a survey method. The study population was 168 employees, while the sample size of 119 respondents was determined using the Slovin formula and probability sampling techniques. Data collection was conducted through a questionnaire with a five-point Likert scale. Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results showed that coaching had a positive and significant effect on work motivation. Mentoring also had a positive and significant effect on work motivation. Furthermore, coaching and mentoring were proven to have a positive effect on employee performance. Work motivation had a positive and significant effect on employee performance and was able to mediate the relationship between coaching and mentoring and employee performance. These findings indicate that the effective implementation of coaching and mentoring can increase work motivation, thereby impacting employee performance.

Keywords: Coaching, Mentoring, Work Motivation, Performance, Employees.

INTRODUCTION

Human resources are highly strategic in the banking sector, as the banking industry is a service industry that relies heavily on the quality of service provided to customers. Banks, as financial intermediaries, function to collect funds from the public and redistribute them in the form of credit or financing to support economic activities (Nainggolan, 2016). The importance of human resources in an organization requires every organization to recruit qualified and productive employees to run the organization and achieve its goals (Zahari et al., 2022). Therefore, a bank's success in providing quality services is greatly influenced by the competence, skills, and performance of its employees. Professional, high-integrity, and highly motivated employees will improve service quality and public trust in banking institutions.

One regional bank that plays a vital role in supporting regional economic development is Bank Jambi. As a regional development bank, Bank Jambi plays a key role in driving regional

economic growth through various financial services provided to the community and local government. Bank Jambi's Head Office, as the operational and decision-making center, has a significant responsibility in ensuring that all organizational activities run effectively and efficiently. Therefore, improving employee performance is crucial for Bank Jambi to provide optimal service and compete with other banking institutions.

One way to improve employee performance is through coaching. Coaching is a development process conducted by superiors or leaders to help employees develop their abilities, skills, and potential, enabling them to optimally achieve work goals. Through coaching, leaders can provide the direction, feedback, and support employees need to complete their tasks and responsibilities. Research shows that coaching can help improve employee competence, creativity, and work motivation, ultimately impacting organizational performance (Kaswan, 2017).

In addition to coaching, mentoring is also an important form of human resource development within an organization. Mentoring is a process of providing guidance to less experienced individuals by more experienced individuals to help them develop better knowledge, skills, and work attitudes. Mentoring programs can help new employees or employees developing their careers adapt more quickly to the work environment, increase self-confidence, and expand their knowledge and work experience. Mentoring also plays a role in transferring knowledge and experience from senior employees to junior employees, thereby improving competence and work productivity (Kaswan, 2017).

The success of implementing coaching and mentoring within an organization is also greatly influenced by the level of employee work motivation. Work motivation is an internal and external drive that drives a person to be willing and strive to perform a job to the best of their ability. According to human resource management theory, work motivation plays a crucial role in encouraging employees to increase their effort, commitment, and responsibility in carrying out their work. Employees with high work motivation tend to demonstrate greater work ethic, creativity, and dedication in achieving organizational goals (Priansa, 2016).

High work motivation will ultimately impact employee performance. Employee performance is the work results achieved by an individual, both in quality and quantity, in carrying out their assigned tasks. According to Mangkunegara (2017), employee performance is the work results, both in quality and quantity, achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Therefore, organizations need to create various human resource development strategies that can increase work motivation so that employee performance can be optimally improved.

Performance or work achievement can be defined as the achievement of work results in accordance with the rules and standards applicable to each organization. Simamora (2015) states that performance is a set of specific requirements that are ultimately directly reflected in the output produced, both in quantity and quality. According to Simamora (2015), the output produced can be physical or non-physical, which refers to it as work, namely a result/work that can be physical/material or non-physical or non-material.

Efforts to support employee performance and increase work motivation can be facilitated through various means. Some of these include coaching and mentoring. The differences in meaning between coaching and mentoring also require further exploration in this research. This is due to the similarity in meaning between the two terms. Misunderstanding these two terms will undermine the program's ultimate goal. Therefore, a deeper and more comprehensive understanding of coaching and mentoring is essential for this study.

Several experts have stated that coaching is an activity to help someone improve their abilities to achieve professional goals. Mentoring, on the other hand, aims to support someone in fulfilling their role by emulating a mentor. As stated on one online page, "A mentor says, 'follow me.' A coach reveals the client's standing on the map and asks, 'Where shall we go

next?'" (Emrick, 1988). Thus, it can be said that coaching and mentoring are two terms that have different purposes in their application and, of course, require different approaches and treatments to stimulate employee performance.

Employee performance is the work results achieved by an employee in carrying out their duties and responsibilities based on standards or targets set by the organization (Bangun, 2016). Performance reflects the extent to which an employee is able to carry out their role effectively and efficiently in supporting the achievement of agency or company goals.

Research by Amanillah (2020) found that coaching and mentoring have a significant impact on performance. Meanwhile, research by Hutahaean & Johannes (2023) found that coaching has no significant effect on performance, and research by Tipung (2018) found that mentoring has no significant effect on performance. Research by Arfan et al. (2019) and Arini et al. (2017) found that work motivation has a significant influence on employee performance. Research by Nelizulfa et al. (2018) also found that work motivation does not have a significant effect on employee performance.

In the context of Bank Jambi Head Office, improving the quality of human resources is one of the organization's priorities in facing the increasingly competitive dynamics of the banking industry. The implementation of coaching and mentoring is expected to increase employee work motivation, thereby improving performance. However, the effectiveness of these two programs in boosting employee motivation and performance still needs to be empirically proven. Therefore, this study aims to analyze the influence of coaching and mentoring on work motivation and their impact on employee performance at Bank Jambi Head Office.

METHODS

This study used a quantitative approach with a survey method to analyze the influence of coaching and mentoring on work motivation and their impact on employee performance at Bank Jambi Head Office. Data were obtained through the distribution of questionnaires structured using a Likert scale.

The population in this study was all 168 employees at Bank Jambi Head Office. The sample size was determined using the Slovin formula with an error tolerance of 5%, resulting in a sample size of 119 respondents. Sampling was conducted using a probability sampling technique that provides equal opportunity for all members of the population to become research respondents, thus producing a representative sample (Sugiyono, 2023).

Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS software version 3.0. The PLS-SEM method was chosen because it has the ability to test complex relationships between latent variables, including mediation relationships, and can be used with relatively moderate sample sizes and does not require a strict normal data distribution (Hair et al., 2022).

RESULTS AND DISCUSSION

Measurement Model Test Results (Outer Model)

This Measurement Model Test was used to ensure that the indicators used were valid and reliable in measuring the latent variables. This evaluation included Convergent Validity (through Loading Factor and AVE values), Discriminant Validity, and Reliability tests (Composite Reliability and Cronbach's Alpha).

1. Convergent Validity

Convergent validity aims to determine the validity of each relationship between an indicator and its construct or latent variable. Convergent validity testing can be assessed based on outer loadings or loading factors and the Average Variance Extracted (AVE).

a. Loading Factor

The loading factor is a crucial element in evaluating a measurement model. A high loading factor value indicates that the indicator effectively measures the latent construct, while a lower value indicates potential problems in the model. As a requirement for eligibility, an indicator is deemed to meet the criteria if it achieves a minimum loading factor value of 0.70 for the construct it is intended to measure.

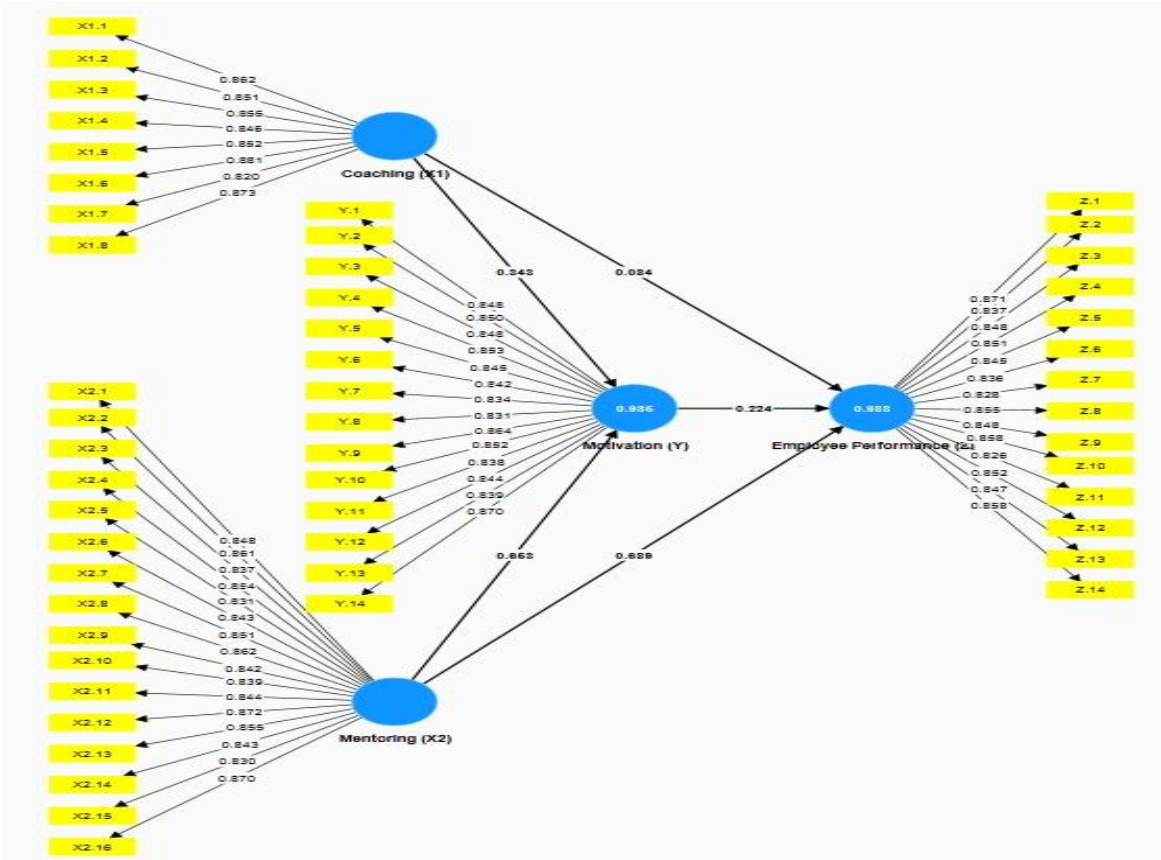


Figure 1. Outer Loading

Based on the SmartPLS 3.0 output, all research indicators showed outer loading values for each variable exceeding the minimum threshold of 0.70, thus meeting the convergent validity requirement. Overall, no indicators were eliminated because all met the convergent validity criteria, thus the measurement model was deemed suitable for proceeding to the structural analysis stage (inner model).

b. Average Variance Extracted (AVE)

Average Variance Extracted is used to assess the extent to which a latent construct is able to explain the variance of its constituent indicators compared to the variance caused by measurement error. Hair et al., (2022) stated that a construct is said to have good convergent validity if the AVE value is ≥ 0.50.

Table 2. Average Variance Extracted Values

Variables	AVE Value	Description
Coaching (X1)	0,732	Valid
Mentoring (X2)	0,721	Valid
Work Motivation (Y)	0,718	Valid
Employee Performance (Z)	0,718	Valid

Source: Smart PLS 3.0 Output (2025)

Based on Table 2, the Average Variance Extracted (AVE) for each research variable shows that all variables—Coaching, Mentoring, Motivation, and Employee Performance—have an AVE value > 0.50. A high AVE value indicates that more than 50% of the variance in the indicators of each construct is successfully explained by that construct, thus all four variables in this study have excellent convergent validity.

2. Discriminant Validity

This test was conducted using the cross-loading analysis method. An indicator is deemed to meet the requirements for discriminant validity if its loading value for the construct it is supposed to measure is higher than the loading value for the other constructs.

Discriminant validity testing is conducted to ensure that each concept within each latent variable is distinct from the other variables. An indicator is deemed to meet discriminant validity if its cross-loading value is > 0.70.

Table 3. Cross-Loading

Indicator	Coaching (X1)	Mentoring (X2)	Work Motivation (Y)	Employee Performance (Z)
X1.1	0,862	0,847	0,836	0,837
X1.2	0,851	0,836	0,843	0,833
X1.3	0,855	0,834	0,832	0,831
X1.4	0,846	0,847	0,844	0,855
X1.5	0,852	0,845	0,852	0,848
X1.6	0,881	0,872	0,864	0,857
X1.7	0,820	0,823	0,826	0,827
X1.8	0,873	0,842	0,854	0,843
X2.1	0,812	0,848	0,825	0,831
X2.2	0,850	0,861	0,867	0,854
X2.3	0,834	0,837	0,831	0,844
X2.4	0,842	0,854	0,840	0,842
X2.5	0,819	0,831	0,826	0,824
X2.6	0,834	0,843	0,836	0,829
X2.7	0,839	0,851	0,848	0,844
X2.8	0,862	0,862	0,856	0,842
X2.9	0,824	0,842	0,833	0,858
X2.10	0,840	0,839	0,837	0,826
X2.11	0,822	0,844	0,834	0,852
X2.12	0,882	0,872	0,865	0,854
X2.13	0,842	0,855	0,850	0,848
X2.14	0,825	0,843	0,829	0,833
X2.15	0,823	0,830	0,838	0,847
X2.16	0,843	0,870	0,840	0,858
Y.1	0,813	0,816	0,848	0,809
Y.2	0,846	0,848	0,850	0,858
Y.3	0,841	0,844	0,848	0,843
Y.4	0,839	0,844	0,853	0,835
Y.5	0,842	0,851	0,845	0,852
Y.6	0,824	0,826	0,842	0,828

Indicator	Coaching (X1)	Mentoring (X2)	Work Motivation (Y)	Employee Performance (Z)
Y.7	0,827	0,837	0,834	0,831
Y.8	0,817	0,822	0,831	0,823
Y.9	0,866	0,861	0,864	0,855
Y.10	0,844	0,851	0,852	0,853
Y.11	0,823	0,832	0,838	0,827
Y.12	0,846	0,848	0,844	0,844
Y.13	0,824	0,828	0,839	0,836
Y.14	0,848	0,843	0,870	0,832
Z.1	0,849	0,862	0,839	0,871
Z.2	0,823	0,833	0,841	0,837
Z.3	0,841	0,840	0,849	0,848
Z.4	0,841	0,848	0,834	0,851
Z.5	0,830	0,842	0,845	0,845
Z.6	0,828	0,826	0,833	0,836
Z.7	0,803	0,808	0,808	0,828
Z.8	0,846	0,847	0,844	0,855
Z.9	0,852	0,845	0,852	0,848
Z.10	0,824	0,842	0,833	0,858
Z.11	0,840	0,839	0,837	0,826
Z.12	0,822	0,844	0,834	0,852
Z.13	0,823	0,830	0,838	0,847
Z.14	0,843	0,870	0,840	0,858

Source: Smart PLS 3.0 Output (2025)

Table 3 shows that all indicators in the research variables have cross-loading values greater than 0.7. Based on these results, it can be concluded that the indicators used in this study have good discriminant validity in compiling their variables. All indicators have cross-loading values greater than the cross-loading values of other variables. Therefore, the requirements for discriminant validity are met, and the model can proceed to the next stage of analysis.

3. Construct Reliability

Reliability reflects the instrument's ability to provide stable and consistent measurement results. Therefore, an instrument that meets these parameters can be considered reliable for the research data collection process. Hair et al. (2022) stated that a construct is considered reliable if its composite reliability and Cronbach's alpha values exceed 0.70. The construct reliability results in this study are presented through the Composite Reliability and Cronbach's Alpha values for each variable.

Table 4. Composite Reliability and Cronbach's Alpha

Variables	*Composite Reliability*	*Cronbach Alpa*	Description
Coaching (X1)	0,956	0,948	Reliabel
Mentoring (X2)	0,976	0,974	Reliabel
Work Motivation (Y)	0,973	0,970	Reliabel
Employee Performance (Z)	0,973	0,970	Reliabel

Source: Smart PLS 3.0 Output (2025)

Table 4 shows that all variables are reliable because they have composite reliability and Cronbach's alpha values greater than 0.70. This means that all variables in the study are reliable and trustworthy, and the research data can be used to produce the best research. Therefore, the constructs in this model are reliable and can be trusted for further testing.

Structural Model Test (Inner Model)

The inner model test was conducted to determine the strength of the relationship between latent variables, namely whether the exogenous and endogenous constructs are able to provide answers to questions regarding the previously hypothesized relationships between latent variables.

1. R-Square

The coefficient of determination is a measure of the combined ability of exogenous latent variables to predict endogenous constructs. That is, the coefficient represents the amount of variance in the endogenous construct explained by all related exogenous constructs. This criterion is modified according to the number of exogenous variable constructs.

Table 5. R-Square Values

Variables	R-Square
Work Motivation (Y)	0,985
Employee Performance (Z)	0,988

Source: Smart PLS 3.0 Output (2025)

Table 5 shows the results for the R-square value of motivation at 98.5 percent and employee performance at 98.8 percent. These results indicate a strong relationship between coaching and mentoring and motivation. Likewise, the relationship between coaching and mentoring and employee performance is also strong.

2. Predictive Relevance (Q Square)

Hair et al. (2022) stated that a model is considered to have relevant predictive value if the Q square value is greater than 0 (>0). The predictive relevance value is obtained using the following formula.

$Q^2=1 – (1- R1^2) (1- R2^2)$

$Q^2= 1 - (1- 0{,}985^2) (1 – 0{,}988^2)$

$Q^2= 1 – (1- 0{,}970) (1- 0{,}976)$

$Q^2= 1 – (0{,}030)(0{,}024)$

$Q^2= 1 – 0{,}001$

$Q^2= 0{,}999$

The Q-square calculation result in this study was 0.998, indicating that the model in this study adequately explains the endogenous variables, as the value of 0.998 is greater than 0.

Hypothesis Testing Results

The purpose of structural model (hypothesis) testing is to determine the relationships between constructs. A positive path coefficient and a p-value <0.05 at a 5% margin of error indicate a positive and significant influence between the latent variables. This means the hypothesis of the constructed research model is accepted (proven), and vice versa, the model or influence between the latent variables is rejected (the hypothesis is not rejected). The results of the hypothesis testing were explained using bootstrapping and Direct Effect Analysis.

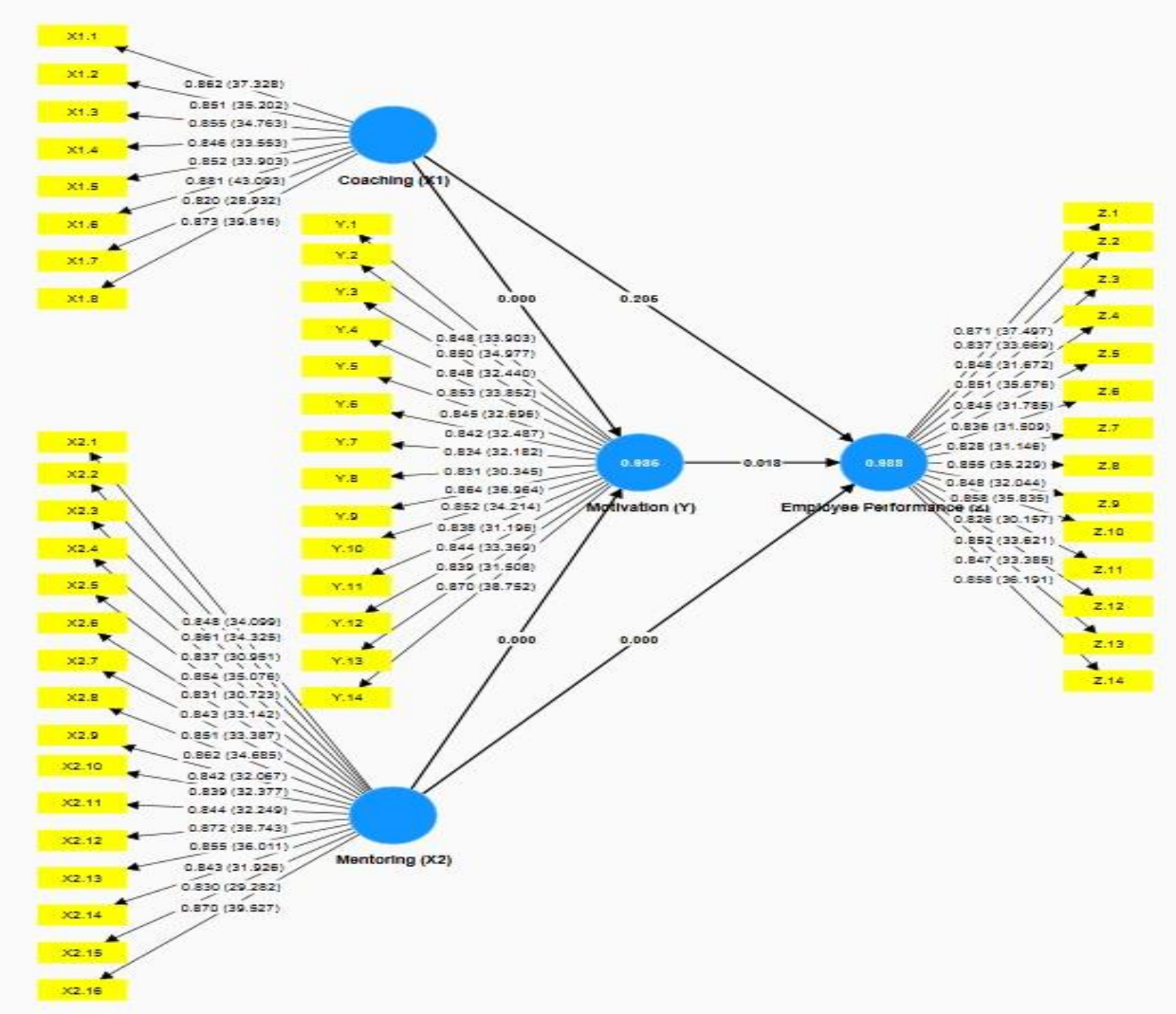


Figure 2. Bootstrapping

Direct Effect Analysis is conducted to test the significance of the causal relationship between the independent (exogenous) and dependent (endogenous) variables in a research model. This method verifies whether a predictor variable statistically influences the outcome variable. The results of the statistical computations from the test are shown in the following table:

Table 6. Direct Effect

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Coaching (X1) -> Work Motivation (Y)	0,343	0,345	0,066	5,203	0,000
Mentoring (X2) -> Work Motivation (Y)	0,653	0,651	0,066	9,959	0,000
Coaching (X1) -> Employee Performance (Z)	0,084	0,084	0,066	1,267	0,205
Mentoring (X2) -> Employee Performance (Z)	0,689	0,688	0,087	7,885	0,000
Work Motivation (Y) -> Employee Performance (Z)	0,224	0,225	0,094	2,370	0,018

Source: Smart PLS 3.0 Output (2025)

Based on Table 6, the direct effect test can be explained as follows:

1. The Effect of Coaching on Motivation
   The results of the hypothesis test indicate that the relationship between the coaching variable and motivation demonstrates a t-statistic of 5.203 > 1.96 and a P-value of 0.000 < 0.05, thus accepting hypothesis H1. These results indicate that coaching has a positive and significant effect on motivation. This means that if coaching increases, motivation will increase.
2. The Effect of Mentoring on Motivation
   The results of the hypothesis test indicate that the relationship between the mentoring variable and motivation demonstrates a t-statistic of 9.959 > 1.96 and a P-value of 0.000 < 0.05, thus accepting hypothesis H1. These results indicate that mentoring has a positive and significant effect on motivation. This means that if mentoring increases, motivation will significantly influence it.
3. The Effect of Coaching on Employee Performance
   The results of the hypothesis test indicate a relationship between the coaching variable and employee performance with a t-statistic of 1.267 < 1.96 and a P-value of 0.205 > 0.05, thus rejecting hypothesis H1. These results indicate that coaching does not have a significant positive effect on employee performance. This means that increased coaching will not affect employee performance.
4. The Effect of Mentoring on Employee Performance
   The results of the hypothesis test indicate a relationship between the mentoring variable and employee performance with a t-statistic of 7.885 > 1.96 and a P-value of 0.000 < 0.05, thus accepting hypothesis H1. These results indicate that mentoring has a positive and significant effect on employee performance, meaning that mentoring impacts employee performance.
5. The Influence of Motivation on Employee Performance
   The results of the hypothesis test indicate that the relationship between motivation and employee performance is significant. The t-statistics value is 2.370 > 1.96, and the p-value is 0.018, which is less than 0.05 (0.018 < 0.05). Therefore, hypothesis H1 is accepted. These results indicate that motivation has a positive and significant effect on employee performance. This means that increased motivation will improve employee performance.

Mediation Test Results

The mediation test is a statistical analysis method to determine whether an intermediary variable (mediator) is able to bridge or explain the influence mechanism between the independent (exogenous) and dependent (endogenous) variables. This variable makes the influence indirect.

Table 7. Indirect Effect Value

Relationship Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Coaching (X1) -> Work Motivation (Y) -> Employee Performance (Z)	0,077	0,077	0,035	2,178	0,029
Mentoring (X2) -> Work Motivation (Y) -> Employee Performance (Z)	0,146	0,147	0,065	2,262	0,024

Source: Smart PLS 3.0 Output (2025)

Based on Table 7, the indirect effect test can be explained as follows:

1. The Effect of Coaching on Employee Performance Is Mediated by Motivation
   The test results show that work motivation mediates the effect of coaching on employee performance, with an indirect effect value of 2.178 > 1.96 and a P value of 0.029 < 0.05. These results indicate that coaching has a positive and significant effect on employee performance, mediated by motivation.
2. The Effect of Mentoring on Employee Performance Is Mediated by Motivation
   The test results indicate that work motivation mediates the effect of mentoring on employee performance, with an indirect effect value of 2.262 > 1.96 and a P value of 0.024, which is less than 0.05 (0.024 < 0.05). Therefore, hypothesis H1 is accepted. These results indicate that mentoring has a positive and significant effect on employee performance, mediated by motivation.

Discussion

The Effect of Coaching on Motivation

The results of this study indicate that coaching has a positive and significant effect on motivation. This finding aligns with Nugroho et al., 2021, which states that coaching has a positive and significant effect on motivation. The impact of coaching on work motivation at Bank Jambi Head Office is due to the company's implementation of coaching that helps employees become more focused and develop in their work.

The impact of coaching on work motivation at Bank Jambi Head Office is due to its ability to improve skills, self-confidence, positive working relationships, and employee understanding of work goals. Coaching also helps employees feel more valued, have a clear development path, and are able to complete their work better, thus increasing employee work motivation within the organization.

The Effect of Mentoring on Motivation

The results of this study indicate that mentoring has a positive and significant effect on motivation. This finding aligns with research by Hutahaean & Johannes, 2023, and Khairul & Nawarcono, 2021, which found that mentoring has a positive and significant effect on motivation.

The impact of mentoring on work motivation at Bank Jambi Head Office is due to the mentoring process implemented by the company providing direction, support, and attention to employees in carrying out their work. This indicates that mentoring helps employees develop their potential and abilities, making them feel more confident and motivated to achieve work goals and pursue career development within the company.

The impact of mentoring on work motivation at Bank Jambi Head Office is due to the ability to provide support, attention, direction, and learning to employees. Competent, open, and caring mentors foster employee development, which can increase employee self-confidence, work enthusiasm, and responsibility, thus increasing employee motivation to support the achievement of organizational goals.

The Effect of Coaching on Employee Performance

The results of this study indicate that the relationship between coaching and employee performance does not significantly impact employee performance. This finding aligns with research conducted by Khairul & Nawarcono (2021), which found that coaching does not significantly impact employee performance.

The lack of impact of coaching on employee performance at Bank Jambi Head Office is due to the company's focus on developing employee skills, providing direction, and increasing employee confidence rather than directly improving work results. Besides that, the lack of

influence of coaching on employee performance can also be caused by employee performance being more influenced by other factors such as work experience, individual skills, work discipline, motivation, and communication skills at work.

On the other hand, coaching generally requires a considerable amount of time for results to be visible in improved employee performance. Coaching is more oriented towards the learning process, developing mindsets, and shaping work character, so its impact on performance cannot be directly felt in the short term. Therefore, although coaching at the Bank Jambi Head Office has been running very well, its impact on employee performance has not been significantly seen. Therefore, the lack of impact of coaching on employee performance at the Bank Jambi Head Office is due to the coaching's focus on self-development, increasing self-confidence, and interpersonal relationships between the coach and employee. Meanwhile, employee performance improvement is more influenced by individual abilities, work experience, motivation, and other operational factors directly related to daily work.

The Effect of Mentoring on Employee Performance

The results of this study indicate that the mentoring variable has a positive and significant effect on employee performance. This finding aligns with research conducted by Anjaningrum & Sapoetra (2018), which found that mentoring has a positive and significant effect on employee performance.

The impact of mentoring on employee performance at Bank Jambi Head Office is due to the company's ability to help employees improve their work skills, task understanding, and the quality of their work. These results indicate that mentors provide support and attention to employees when facing work challenges. This support makes employees feel more comfortable and confident in their work, which positively impacts their work results.

These results also indicate that mentoring helps improve working relationships, communication, and cooperation among employees within the organization. Good communication and cooperation are crucial factors in supporting smooth work processes and improving employee performance. Therefore, the impact of mentoring on employee performance at Bank Jambi Head Office is due to the mentoring's ability to provide direction, experience, support, and supervision of employee work quality. Competent mentors who care about employee development can help improve skills, responsibility, communication, and work effectiveness, thus positively impacting employee performance within the organization.

The Influence of Motivation on Employee Performance

The results of this study indicate that the relationship between motivation and employee performance is positive and significant. These results align with research conducted by Arfan et al. (2019) and Arini et al. (2017), which found that motivation has a positive and significant effect on employee performance. These results also align with research by Yulmasril et al. (2024), which found that motivation has a positive and significant effect on performance.

The influence of motivation on employee performance at Bank Jambi Head Office is due to the fact that employee work motivation fosters enthusiasm, responsibility, and commitment in carrying out their work. These results indicate that high work motivation makes employees more focused and strives to achieve company targets. High work morale also helps employees complete their work more effectively and responsibly, resulting in improved performance.

The influence of motivation on employee performance at Bank Jambi Head Office is due to the ability to increase employees' sense of responsibility, work enthusiasm, discipline, and desire to achieve optimal work performance. Rewards, career development, bonuses, and job placements that align with employee abilities also contribute to improved work quality, thus positively impacting employee performance within the organization.

The Impact of Coaching on Employee Performance Through Motivation

The impact of coaching on employee performance through motivation at Bank Jambi Head Office is due to the company's ability to initially increase employee motivation, which then impacts employee performance. Coaching does not directly impact employee performance, but through an effective coaching process, employees become more confident, have a clear work direction, and are motivated to perform better, resulting in improved performance.

The influence of coaching on performance through motivation is also evident in the trusting relationship between the coach and employee. This positive and trusting relationship makes employees feel valued and cared for by the company, thus increasing their motivation to perform their jobs. This high level of motivation then drives employees to deliver better results for the company.

Coaching also impacts the improvement of employee abilities and work skills. These results indicate that coaching helps employees improve their thinking and problem-solving abilities. These abilities make employees more confident and motivated to complete tasks with optimal results.

Furthermore, these results indicate that coaching that increases employee self-confidence and work skills can foster a sense of responsibility and work enthusiasm. This indicates that coaching that supports employee skill development can increase their work motivation to develop and achieve greater achievements within the organization. Therefore, the impact of coaching on employee performance through motivation at Bank Jambi Head Office is due to its ability to improve employee self-confidence, work skills, positive relationships, and work enthusiasm. Effective coaching will increase employee motivation, and this high level of motivation ultimately drives improved employee performance in achieving company goals.

The Impact of Mentoring on Employee Performance Through Motivation

The impact of mentoring on employee performance through motivation at Bank Jambi Head Office is due to the company's ability to increase employee motivation, which in turn improves employee performance. Mentoring helps employees gain direction, support, experience, and attention at work, making them feel more confident, comfortable, and motivated to achieve better work results.

The results of this study indicate that mentors are attentive to their employees' development and needs. The attention provided by mentors makes employees feel valued and cared for by the company, thus increasing their enthusiasm and motivation to carry out their duties.

Furthermore, mentoring can also increase work motivation because mentors are responsible for helping employees work effectively. The statement "mentors are responsible for ensuring employees' work effectiveness" received a score of 504, categorized as "Very Good." This indicates that mentors provide guidance and direction that help employees better understand their work. When employees feel supported in completing their work, their work motivation increases, leading to more optimal work results.

The impact of mentoring on performance through motivation is also evident in the strong competency of mentors. Mentors can serve as a source of learning and role models for employees. With a competent mentor, employees become more confident and motivated to improve their abilities and work quality.

Furthermore, mentoring also increases work motivation through open and honest communication between mentor and employee. A mentor's open and honest attitude helps employees understand their weaknesses and potential, encouraging them to improve and perform better. This indirectly increases employee work motivation within the organization.

On the other hand, based on respondents' answers to the work motivation variable, employee motivation is in the "Very High" category. The statement "Employees carry out tasks entrusted to them by their superiors" received a score of 509, categorized as "Very High." This indicates that effective mentoring can increase employees' sense of responsibility and commitment to the work assigned by the company.

This high work motivation then impacts employee performance. This indicates that high work motivation allows employees to optimally utilize their abilities and skills to produce excellent performance. Thus, the impact of mentoring on employee performance through motivation at Bank Jambi Head Office is due to its ability to increase employee morale, self-confidence, responsibility, and the drive to develop. This increased work motivation then encourages employees to work more optimally, utilize their abilities, and achieve better work results, thus positively impacting employee performance within the organization.

CONCLUSION

Based on the data analysis and discussion, it can be concluded that all variables studied among Bank Jambi Head Office employees meet the established criteria and align with the research's descriptive hypothesis. The coaching variable is in the very good category, the mentoring variable is in the very good category, the motivation variable is in the very high category, and the employee performance variable is in the high category.

Furthermore, coaching has a positive and significant effect on motivation, meaning that increased coaching leads to increased motivation. Mentoring has a positive and significant effect on motivation, meaning that increased mentoring leads to increased motivation. Meanwhile, coaching has no significant effect on employee performance, meaning that increased coaching leads to increased employee performance. Meanwhile, mentoring has a positive and significant effect on employee performance, meaning that increased mentoring leads to increased employee performance. Likewise, motivation has a positive and significant effect on employee performance, meaning that increased motivation leads to increased employee performance.

The findings also indicate that coaching has a positive and significant effect on employee performance through motivation, meaning that increased coaching leads to increased employee motivation and performance. Mentoring has a positive and significant effect on employee performance through motivation, meaning that increased mentoring leads to increased employee motivation and performance.

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