

The Effect of Coaching on Employee Performance

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Abstract—The study aims to determine the effect of coaching on employee performance at PT. Sari Ater Hotel and Resort Subang. The research uses descriptive analysis technique and verification. It adopted an explanatory survey method involving 62 respondents that are selected using saturation sampling with population taken from employees who have experienced coaching. Data collection was obtained through questionnaires distribution and used simple linear regression analysis to analyze the data. The result showed coaching is categorized well give influence equal to 60, 6% to employee performance.

Keywords—*coaching; employee performance*

I. INTRODUCTION

Human resources regulate the role of the workforce to be effective and efficient in achieving organizational goals [1,2]. The human element in the organization is an important productive asset that needs special management [3]. Organizations without human resources that are good in terms of strategy and operations will not be able to maintain and achieve organizational goals [4]. The goal of the organization that has been achieved is due to the collaboration among all organizational actors [5]. Human resource management has a long-term influence on the organization [6] and relate to time, decreased the productivity and costs that associated with employee replacement [7].

Employees are still the company's top priority, so that maximizing performance is a major challenge for many organizations [8]. Organizations are required to retain their employees to produce good performance and employees can dedicate themselves to the organization in the workplace [9]. Good employee performance is related to employee effectiveness [3]. Ensuring the effectiveness of employee performance in the organization will depend on the ability of the organization's management to utilize various approaches or techniques in order to improve performance [10].

Study on employee performance has been done by many researchers such as in the manufacturing industry [11-16]. A study conducted by Hanantoko and Nugraheni regarding the performance of employees in the manufacturing industry states that companies engaged in the manufacturing sector rely on the high quality and employee performance [13]. And study in the service industry such as the health industry [17], community service organization [18,19], education, hospital [6,20,21] and hotel management. A study by [12] states that the manufacturing sector in Nigerian companies is listed as one of

the engines of growth in jobs that can create wealth for development and the manufacturing industry is considered to be one of the sector that plays an important role in the process of structural transformation in the economic cycle.

Companies that engaged in the manufacturing sector rely on the high quality and employee performance [13]. The manufacturing industry is one of the sectors that play an important role in the process of structural transformation in the economic cycle [12]. Compared to the service industry sector, such as hospitality from hotel services, investigation, supply, reception, accommodation, meals, business centers, entertainment [22], tourism, transportation to billing and payment is very dependent on the performance, skills, and emotions of the employees [19]. Performance problems also occur at PT. Sari Ater Hotel and Resort at Subang from 2015 to 2017; many of the planned performance targets were not well achieved. PT. Sari Ater Hotel and Resort at Subang is one of the tourism industries of hot springs in West Java. The facilities are demanding employees to produce a good performance.

Mathis and Jackson suggest that performance is basically what is done and what is not done by employees and employee performance affects how much they contribute to the organization [1]. Performance is a level of achievement towards a result of carrying out certain tasks [23]. The success of a system in achieving an increasing employee performance depends on the objectivity of the appraiser, validity, reliability, and methods that are used and influenced by predetermined performance criteria [24]. Gomez-Mejia et al. revealed that the performance aspects assessed by an employee include Quantity of work, Quality of work, Job Knowledge, Creativeness, Cooperation, Dependability, Initiative and Personal quality [25].

Employee performance is influenced by many factors, either from internal factors or external factors [26]. Performance can be influenced by ability factors, motivation factors, individual competencies, organizational support, management support, Self-efficacy, Empowerment factors, and coaching [27]. Coaching is often considered as a useful tool for developing individuals and organizations [28] and is a method that is considered to be able to encourage the awareness of an individual and team to achieve satisfactory work results [29].

According to Mathis and Jackson coaching is an activity that is carried out by a leader to improve the performance of subordinates [1], while Minor said that coaching is more translated as fostering [29]. Fostering is a directing process that

is carried out by a manager to train and give orientation to an employee about the reality of the workplace to overcome any obstacles in achieving an optimum performance. Coaching is a learning process to develop individual capacity in which there is a process of various knowledge to develop behavior and it is expected that organizations who develop coaching can improve their companies [30]. According to Mathis and Jackson in coaching, the element of successful coaching is a well-established relationship between two things: coach and coaches [1].

Based on the background of the above problems, the purpose of this study was to obtain findings regarding: (1) the level of effectiveness of coaching, (2) the level of employee performance, and (3) the influence of coaching on employee performance

II. METHOD

Objects of the study are employees of PT. Sari Ater Hotel and Resort that is located on Jl. Raya Ciater, Subang, West Java. The method of the study was an explanatory survey involving 62 respondents that were selected by using saturation sampling with a population taken from employees who have experienced coaching. This research uses a cross-sectional method.

The data collection techniques were by distributing questionnaires and interviews. Meanwhile, the data analysis technique was by using descriptive and verification analysis. Analysis of verification data is using simple linear regression analysis with the help of SPSS 24.0 for Windows software.

III. RESULTS

Based on the results of questionnaire data collection on 62 employees, there is an overview of PT. Sari Ater Hotel and Resort Subang.

TABLE I. COACHING RECAPITULATION

No	Coaching			
	Dimension	Total Score	Ideal Score	%
1	Coach	5579	6944	80%
2	Coachee	5169	6944	74%
Total		10748	13888	77%

Based on the results of the calculation, the highest coaching aspect is found in the coach dimension with about 5579 scores or 80%. Meanwhile, the lowest dimension is the coach's dimension, which is about 5169 scores or 74%. Overall, the ability variable obtains 10748 scores or 77%. Based on the results, it can be said that almost all respondents stated the coaching of PT. Sari Ater Hotel and Resort is in a good category. One that shapes the effectiveness of coaching is the awareness in Coaches. With coaches awareness, there will be motivation to make a change [31]. The determinant of the effectiveness of coaching is the collaboration of coach and coaches, that is a coach identifies the objectives of the problems while coaches focuses on the solutions to the problems [32].

Based on the results of the data collection of 62 employee questionnaire data, there is an overview of the performance of employees of PT. Sari Ater Hotel and Resort Subang.

TABLE II. RECAPITULATION OF EMPLOYEE PERFORMANCE'S RESPONSE

No	Employee performance			
	Dimension	Total Score	Ideal Score	%
1	Work Discipline	5204	6510	79%
2	Appearance	5238	6510	80%
3	Trait and Behavior	3829	5642	81%
4	Work process	4604	5642	81%
5	Work result	5303	6076	97%
Total		24948	30380	82%

Based on the results of the calculation of the highest employee performance aspects, it is found in the work result dimensions with 5303 scores or 97%, while the lowest dimension is the work discipline dimension which is about 5204 scores or 79%. Overall, employee performance variables obtained 24938 scores or 82%. Based on the results, almost all respondents stated that the performance of employees of PT. Sari Ater Hotels and Resorts are in a very high category. Employees are still the top priority for the company, so that maximizing performance is a major challenge for many organizations [8]. Organizations are required to retain their employees to produce a good performance and employees can dedicate themselves to the organization of the workplace [14]. Good employee performance is related to employee effectiveness [33].

The influence of coaching on employee performance can be seen in the following results.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.606	.599	11.149

a. Predictors: (Constant), Coaching
b. Dependent Variable: Kinerja Karyawan
Sumber: SPSS 24.0 for windows 2018

Fig. 1. Partial determination coefficient.

Based on the results of calculations, can be obtained KD value of 60.6% which indicates the meaning that coaching has a partial influence on employee performance by 60.6% of employee performance. While the remaining 39.4% is influenced by factors that are not examined in this study such as the work environment, leadership, and communication [34].

In a study conducted by Kalkavan et al. this study was planned to examine the direct effects of managerial coaching on employees, work performance, job satisfaction, role ambiguity, and satisfaction with managers [35]. The findings show that behavioral managerial coaching in the insurance sector has a positive effect on a better understanding of the roles of employees, job satisfaction, career commitment,

employee performance in the workplace and commitment organizations. Another study by Neupane mentions that this study aims to examine the effects of coaching and mentoring on employee performance in the UK hotel industry [36]. It also examines the extent of employee performance in relation to coaching and mentoring and examines the effects of coaching and mentoring on overall organizational performance. This study confirms that coaching and mentoring are positively correlated with employee performance and both factors have a significant influence on employee performance. As regression analysis shows that coaching has a significant effect on overall employee performance as $\beta = 0.466$ and $P = 0.007$ which is less than 0.05.

IV. DISCUSSION

The impact caused when employee performance is ignored is the achievement of goals, even though the company has set standards for employees' goals, there are still many employees who produce poor performance. If the performance problems of the employees are left, this will have an impact on the ignition of the company's goals [37].

The weakness of the study limits to certain theories, dimensions, indicators of some experts and only one company. For further study, it is expected to be able to use more theory references.

V. CONCLUSION

Based on the results of the discussion, it can be concluded that the description of coaching at PT. Sari Ater Hotel and Resort Subang are in the category of effective. Meanwhile, the employee performance category at PT. Sari Ater Hotel and Resort Subang are in the high category. The present study is expected to be able to assist the next researcher in conducting research on coaching and employee performance by using different indicators from more diverse sources of theory, and to different objects, because there are still many limitations in this study, especially those related to research methods and data collection techniques.

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