The Implementation of Coaching and Counseling to Overcome Work Stress at Arcamanik District (Case Study at the District Office in West Java)

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Abstract. Human Resources' role becomes vital and strategic to ensure the success of organizational goals. Continuous employee development is needed so that employees are able to develop competencies, improve performance, and be alert in overcoming problems within the organization. Coaching and Counseling are one way of developing employees needed to overcome this. The research method used in this study was Participatory Action Research (PAR) which was conducted on all research subjects, and then qualitative data was collected on 3 (three) key informants. The research began by providing advocacy for Coaching and Counseling in Arcamanik District. The importance of Coaching and Counseling will be explored in this study by looking at the needs of employees based on problems that often arise, the implementation of Coaching and Counseling, and their impact on employees. This study will also discuss the relationship between work stress and the employee's daily life in completing his duties as a public servant and the relationship between the role of HR in the Indonesian National Work Competency Standards (SKKNI) 2020 competency unit for the provision of handling work stress.

Keywords: Coaching · Counseling · Work Stress · Employee Development

1   Introduction

Stress can be said to be a mental disorder or emotional disturbance caused by external factors, for example, workload, problems with the work environment, and others that make a person mentally disturbed and feel uncomfortable in carrying out daily activities. An imbalance between demands and things experienced by individuals like this impacts work. It can also reduce the productivity of an institution. Because of this stress, work can be neglected, and it is not easy to concentrate on completing tasks from superiors. This work stress cannot be tolerated, and the risk of decreased performance can occur if employees who experience work stress are not appropriately handled. One of the factors

causing work stress is difficulty in completing work due to a lack of competence in a field. This can affect employee performance. Seeing the needs of employees based on these problems, therefore, the need for action from management as an effort to improve performance. There are so many ways of developing employees, coaching and counseling are one way of developing employees in the long term.

Coaching is a tool aimed at career learning, can be seen as a learning opportunity for employees, and can be used to ensure continued leadership. Coaching is also becoming increasingly popular with many practitioners who claim the importance of improving performance. However, the provision of coaching or training is basically seen from the competency gaps in employees in an agency. When a person has two or more gaps in competencies that he needs to master, then he needs a little learning so that the ability of these employees increases. The personnel division has to provide management to employees to reduce competency gaps as well as reduce the risk of work stress. The application of coaching can be made in individual, training, and organizational contexts [1–3]. Organizations use coaching to deal with work stress, improve performance, and achieve goals to help identify stress sources, how to overcome them, and maintain positive changes [4].

In contrast to coaching, counseling in the workplace is generally used to assist employees in overcoming personal problems, which can affect work quality and overall performance. The application of counseling in the workplace is also associated with efforts to reduce employee stress levels [5, 6]. Although in reality, it cannot directly overcome problems related to excessive workload or lack of supervision, which are related to the overall work process.

Kalliath and Brough [7] state that work-life balance is an individual's perception that work and non-work life activities can go hand in hand and encourage personal growth with individual life priorities. In addition, work-life balance is an individual's subjective assessment of the harmony of work and non-work activities and life in general [8]. A balance between personal life and work is needed to reduce risks arising from work stress; in this case, the role of human resource management in leadership is to overcome and provide direction for employees by implementing training following the duties, primary and functions of each employee, giving an explanation of the details of work also needs to be done in order to maintain organizational productivity [9]. Arcamanik sub-district office, this study collected quantitative data by distributing questionnaires to employees at the office by looking for actual data from the situation felt by employees of the Arcamanik sub-district office in completing work and working environment conditions and how to solve problems by superiors.

Implementation of coaching and counseling is one of the employee developments that can be carried out as feedback from the ASN performance appraisal. Based on the Republic of Indonesia State Administrative Institute Regulation Number 10 of 2018 concerning Competency Development for Civil Servants, coaching is a form of developing ASN employees through a process of mentoring to increase performance by providing training in the ability to solve problems by optimizing one's potential. PermenPANRB Number 3 of 2020 explains that performance counseling is a process for identifying and helping to solve performance behavior problems faced by ASN Employees in achieving performance targets.

This research was conducted because the implementation of coaching and counseling for government officials still needs to be improved. Besides that, as the front line in dealing with the community, government officials who can work professionally and manage stress levels to serve the community well are needed. Research on strengthening public services using peer coaching training was conducted in Croatia [10]. The purpose of this study is to determine the benefits of coaching and counseling for Arcamanik sub-district employees, to see how work stress affects employee performances at the Arcamanik sub-district office, and to analyze the role of the employee department in managing and developing employees in order to establish the concept of work-life balance.

2   Theoretical Base

2.1   Coaching

Coaching has become a concern in recent years; coaching is an individual process of gaining knowledge, abilities, and skills that are useful for self-development so that they become more professional and effective. Coaching can start with assumptions or beliefs about the people around them. Most people are genuinely interested in improving themselves and achieving everything they want. In this case, coaching can be done when an individual realizes or needs improvement in an individual that is useful for achieving what he wants.

The term coaching is used to describe several roles or interventions [11]. According to Whitmore, coaching is the key to unlocking a person's potential to maximize performance [11]. Downey says that coaching is the art of facilitating the performance, learning, and development of others [11].

Coaching is a process about building a foundation of trusting relationships, harnessing one's potential, creating commitment, and achieving goals [12]. According to Stone [13], coaching is a process when individuals acquire the skills, abilities, and knowledge needed to develop themselves professionally and become more effective at work. When employees get coaching, it is hoped that they can improve their performance and potential so they can work better in the future.

Within the organization's scope, coaching can be carried out by external coaches. However, recently organizations have also had to prepare so that superiors and executive management can become coaches for their subordinates. By carrying out the coaching process, superiors and executive management can map existing problems internally and externally, identify the organization's weaknesses and strengths, and find practical solutions to operational problems [13].

As a manager, there are five essential principles in coaching [13], which are as follows.

1. Ability to collect information. Managers need to be able to gather important information for the organization in order to solve various crucial problems.
2. Ability to listen to others. Managers who become good coaches are those who can listen, pay full attention to what is being said, and see from nonverbal signals and body language. What is expected is that managers, when practicing coaching, use empathetic listening.

3. Awareness of what is happening around. With frequent open communication, managers can see whether there are problems both in terms of morale and other causes that can cause work stress.
4. Ability to give instructions to employees. This relates to the manager's job to train his employees either individually or in groups.
5. Ability to provide feedback. Feedback has a vital role in improving the performance of employees in order to direct employees to work on the right track.

Based on this understanding, coaching can be helpful for:

1. Employees who focus on corporate values on strategic business values.
2. Clarity for employees regarding the performance and priorities expected by the company.
3. Motivation for employees to improve the performance that has been achieved.

Coaching aims to change employee behavior through cognitive and motivational changes. Therefore, studying internal employee changes related to performance improvement is very important in order to understand the mechanism of coaching effectiveness. A better understanding of the coaching process can help managers and organizations use coaching more effectively. This study not only looks at the impact of coaching on performance; It also tries to unravel the internal changes in employees resulting from the coaching process, such as learning, and further studies the effects of coaching and learning on performance [14].

2.2 Counseling

Counseling is designed to help individuals understand and explain their views on life and achieve self-determination goals. This is done through understanding the various options that have been well communicated in the counseling process and solving emotional problems and interpersonal character [15]. Professional trainers can help the manager by distinguishing four basic ways of counseling based on two fundamental dimensions, dominance–submission and hostility–warmth. In quadrant 4, where dominance and warmth meet, honest communication occurs between manager and subordinate. There is give and take, discussion, candor, and genuine 2-way exchange. Effective change is best supported when people see the connection between their own needs and those of the organization. Specific steps in conducting a counseling interview by quadrant four techniques are summarized. The subordinate's feelings and perceptions are drawn out before views are compared, and ways of proceeding to improvement are jointly defined.

Counseling means a way for meetings between employees who have problems so that they can understand and acknowledge the existing problems. Counseling is something that is done as a continuation of development which can be in the form of coaching to overcome a particular thing. Counseling in several companies is said to use two channels: employee performance problems and employee violations. Both have different handling in counseling.

Counseling itself as part of the communication process can include three things, namely:

1. Communicate openly, directly, and honestly. At this stage, it is essential to explain what is expected and provide explanations that do not confuse the causal effects of the appearance of behavior that is considered disruptive to the organization.
2. Can be an active listener. Be an active listener by paying full attention to the stories told by employees, not only paying attention but also being able to understand the complaints and provide appropriate responses.
3. Analyze and ask questions. After listening to and understanding what the employees are complaining about, the following way is to analyze it in stages based on the complaints or stories that have been submitted by asking questions that are relevant to the stories that have been submitted and making it possible to provide solutions to these stories.

2.3 Work Stress

Work stress is caused by sources called work stressors, one of which is the work environment that causes individuals to have psychological, physiological, and behavioral reactions [16]. Conditions that are considered as demands and discomfort have the potential to cause work stress.

According to Robbins [17], stress is a dynamic condition when an individual is confronted with an opportunity, constraint, or demand related to what is highly desired and whose results are perceived as uncertain and essential. Sagala and Rivai [18] state stress as an umbrella term that includes pressure, burden, conflict, fatigue, tension, panic, feelings of anxiety, depression, and loss of power. In general, stress arises because of various pressures that affect individuals in different ways and at different times.

Job stress is a condition of tension that creates physical and psychological imbalances in individuals so that they can affect emotions, thought processes, and the condition of an employee [18].

There are several visible symptoms of stress [19], namely physical symptoms, behavioral symptoms, and symptoms at work (see Fig. 1).

When individuals experience unsolvable problems over a long period of time, it can become a source of severe stress. From period, stress can be temporary and can also persist for a long time. The causes of stress that occur in the workplace can be grouped into four factors [20], namely: 1). Factors related to the work itself, b). Role in the organization, c). Relations at work, and d). Organizational change.

Regarding work-related factors, Robbins [17] said there are nine sources of stress that can be triggering factors, namely:

Physical Symptoms	Behavioral Symptoms	Symptom at Work
● Breathing becomes faster	● Feelings of annoyance	● Decreased job satisfaction
● Mouth and throat become dry	● Resentful of other people	● Reduced work performance
● Hands wet with sweat	● Misunderstood	● Loss of vitality and energy
● Muscles become tense	● Helpless	● Communication breakdown
● Indigestion	● Not able to solve the problem	● Poor decision making
● Diarrhea or complex bowel movements	● Restless	● Lack of innovation and creativity
● Head becomes sore and tense	● Failed	● Focused attention on unproductive tasks
● Feelings of restlessness	● Not interested	
	● Unmotivated	

Fig. 1. Several visible symptoms of stress

1. excessive workload,
2. pressure or time pressure,
3. poor supervisor quality,
4. the insecure organizational, and political climate,
5. insufficient authority to carry out responsibilities,
6. role conflict and coercion,
7. the difference between company and employee values,
8. type changes both in organization and leadership,
9. frustration.

Other work-related factors that can cause stress are a terrible work environment, commuting conditions felt by employees, the emergence of new technology, and working with limits or excessive time pressure [20].

3   Methods

The research method used in this research is qualitative research using a participatory Action Research (PAR) approach. Participatory Action Research (PAR) is an approach in applied research where all participants are asked to see, hear, and understand social phenomena that occur in organizations, especially in this research focused on implementing coaching and counseling. Prior to the commencement of the research, coaching and counseling advocacy was carried out for all research informants in the Arcamanik District. Providing material in advocacy in the form of an introduction to coaching and counseling, how to do coaching and counseling in the workplace, as well as coaching counseling methods that are commonly used. After the advocacy was given, the participants were asked to role-play the implementation of coaching and counseling in groups and take turns practicing and analyzing the implementation of coaching counseling. There are 6 (six) steps of Participatory Action Research which consist of: learning action, exploring problems, finding facts and listening, knowing actors, assessing options, and understanding the system.

According to Ife [21], qualitative indicators of participation are the existence of a growing community capacity to organize actions, an increase in community knowledge, the desire of the community to be involved in decision-making, and an increase in the capacity of those who participate. This research was conducted in Arcamanik District, with research informants, namely, 24 employees. Data collection techniques were carried out using in-depth interviews and participant observation.

4   Discussion

Changes in the workplace, work style, and communication carried out in the workplace will affect the dynamics of the relationship between managers and their subordinates [22].

Before carrying out coaching counseling advocacy, the researcher conducted a pre-test (see Fig. 2). Of 24 employees, all mentioned that they faced difficulties during work. Approximately 83.3% said they used informal communication with their supervisors or

Count of Type of Communication
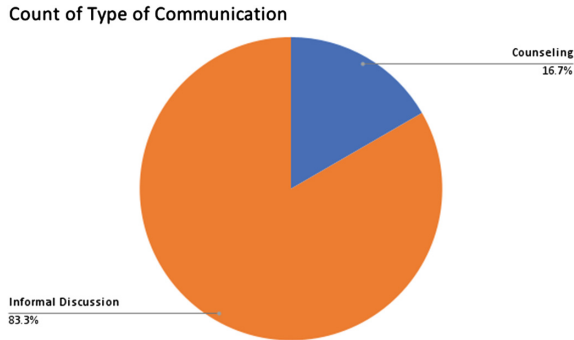
Fig. 2. Pre-test of 24 employees

coworkers to solve their problems. Only 16.7% were aware that they had already used counseling techniques.

After advocacy, the researchers provided assistance and data collection to the informants. Based on this, it was found that all participants practiced carrying out the coaching and counseling process in the workplace. A systemized procedure is needed for the better implementation of coaching and counseling in order to minimize work stress, such as starting to make the coaching and counseling form.

The interview result shows that the difficulty from the employee is caused by several factors such as difficulty completing work, work time allocation and discipline, conflicts with coworkers, conditions of the work environment and services, and the problem of public complaints that tend to affect work activities. Moreover, most of the informants answered about performance and the need for work motivation; therefore, the informants believed that one effective way to alleviate these problems was through communication and discussion. In addition, interviews with key informants stated that Coaching and Counseling had been going well in Arcamanik District but still needed to program fully.

Based on the aspect of the expertise of the employees at Arcamanik, there needs to be improvement in the aspects of knowledge and insight, causing hampered work performance. In addition, other factors that make employee performance less, namely differences in the work environment of employees who initially worked in the field, now have to work indoors. So that makes employees work differently and must adapt and adjust to the new environment.

Coaching counseling is an intervention method to help someone in overcoming problems. The difference is coaching related to technical skills and competencies, while counseling is related to work attitude, mentality, and personality. Coaching focuses on teaching a variety of technical and non-technical skills to an individual and demonstrating them. Counseling focuses on helping individuals manage their problems using their resources. Using closed communication and talking privately without pressure with employees is also a way of providing coaching.

The Indonesian National Work Competency Standards [23] include coaching and counseling in the competency unit regarding managing individual performance feedback processes. This unit of competence is divided into two elements of competence, namely managing the process of providing feedback also monitoring individual coaching and

counseling. Through coaching and counseling, there are several benefits can be obtained, including being able to help solve problems faced, increasing one's confidence in solving problems, and can improve the quality of interpersonal relationships.

5   Conclusions and Recommendations

Based on the research that has been done, it is necessary to develop guidelines or designs for the implementation of coaching and counseling in the workplace, along with coaching and counseling forms to help identify work and performance problems. SKKNI Number 149 of 2020 can be used as a reference in preparing these guidelines. In the implementation of coaching and counseling between superiors and subordinates, it is necessary to set clear goals. Coaching and counseling are essential to maintain an open and supportive organizational climate. Coaching and counseling help in improving employee performance, positive attitude, improving public services, and reducing work stress levels. Suggestions for further research, further research is needed to see the sustainability of the advocacy program that has been carried out. Research with different loci can also add insight into problems that occur on a broader scope.

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