

# **DID COACHING, TRAINING AND DEVELOPMENT, EMPOWERMENT AND PARTICIPATION ON SCHOOL EMPLOYEES PERFORMANCE?**

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**Abstract** - The purpose of this study was to analyze the relationship between coaching and employee performance, to analyze the relationship between training and development on employee performance, to analyze the relationship between empowerment and employee performance and to analyze the relationship between participation and employee performance. This research method is a quantitative method and the method for data processing is by using PLS and using the SmartPLS version 3.0 software. Data Collection by distributing online questionnaires to 120 schools employees from all fields who meet these requirements and the results of research, the questionnaire returned as many as 90 questionnaires. Based on the results of data analysis, it is concluded that the coaching variable has a significant effect on employee performance. An increase in coaching variables will be followed by an increase in employee performance and a decrease in the coaching variable will be followed by a decrease in employee performance. Training and development has effect on employee performance. The increase in the. The training and development variable will increase the training and development variable and the decrease in the training and development variable will decrease the employee performance variable.

Keywords: Coaching, Training and Development, Empowerment, Participation, Employee Performance

## **1. INTRODUCTION**

The development of increasingly sophisticated technology requires everyone to be able to follow these developments, including the human resources in a company. This is because many companies are already technology-based. The fast-changing high technology shows that technological innovation will continue to accelerate the company's work processes in the future (Adler, 1991; Pulakos et al, 2000; Quin, 1997, Tai, 2004). These changes require individuals to think creatively, work fast, and be appropriate to become individuals who are able to compete. Organizations or business companies if they want to survive in a competitive environment, generally have to have a number of resources that are used as a mainstay to compete with other companies (Hetami, 2008). The achievement of a goal in the company is closely related to the professionalism of employees who are able to be responsible for their work so that the goals of the company can be achieved. The right way that can be done in an effort to improve employee

performance is through employee development by conducting training and work discipline. By implementing this system, employees are expected to be able to carry out their duties properly and be responsible for their work so as to improve employee performance. [Mangkunegara \(2008\)](#) argues that training is a short-term educational process that uses a systematic and organized procedure in which non-managerial employees learn technical knowledge and skills for a limited purpose. The training is necessary to increase the knowledge, skills and attitudes of employees. It will also make it easier for employees to acquire further knowledge based on the foundations gained from training and the effects of further changes in other co-workers ([Jagero et al, 2012](#)). The achievement of a goal in the company is closely related with the professionalism of employees who are able to be responsible for their work so that the goals of the company can be achieved.

[Hetami \(2008\)](#) states that an organization or business company if it wants to survive in a competitive environment, generally must have a number of resources that are used as a mainstay to compete with other companies. Training alone is not enough, work discipline can also be said to be an effort to improve employee performance in a company. [Hetami \(2008\)](#) states that a disciplined attitude can improve employee performance, by issuing regulations that must be carried out by each employee in order to keep employees within the corridors of rules set by the company in an effort to achieve company goals. The regulations set by the company are expected to be able to foster employee awareness to be more disciplined. [Amran \(2009\)](#) states that Discipline implies a process of "strengthening training", "correction and sanctions", "control to create order and order", and "a system of rules of conduct". Discipline is associated with strengthening exercises, mainly determined on the mind and character to generate self-control, habits of obedience and so on. Performance is important in a company when it is related to the activities and activities ([Yuliati, 2009](#)). Performance appraisal according to [Noe, et al \(2006:\)](#) is basically a process where the organization obtains information about how well an employee is doing his job. Through performance, it can be seen the results of the work done by employees. According to the opinion of [Sinambela \(2012\)](#), employee performance is very necessary, because with this performance it will be known how far the employee's ability to carry out the tasks assigned to him.

[Abedini Koshksaray, A., Ardakani, A. \(A.\), Ghasemnejad, N. and Qhodsikhah Azbari, A. \(2020\)](#), Employees to be better in a company need to do things that can improve the performance of an employee, one of which is is employee empowerment or Employee empowerment. Because employee empowerment is an effort to encourage and enable individuals to take personal responsibility for their efforts to improve their ways and connect to the achievement of organizational goals, therefore often the path taken by companies to improve employee performance, motivation, commitment, and employee productivity is through Employee Empowerment. Employee empowerment carried out by the company to its employees can spur to increase the creativity, motivation, and innovative power possessed by each employee in carrying out their duties and responsibilities. [Duff, A.J. \(2013\)](#), The enactment of the Employee Empowerment program or employee empowerment will improve employee performance, so that the company's goals will be achieved properly, quickly, and flexibly. Employee Empowerment or employee empowerment is one approach in effective human resource management, especially applied in the service industry. In general, the service industry always emphasizes the delivery of reliable services, one of which is by ensuring that employees as service providers can provide fast and precise service responses to



customer needs. The Employee Empowerment Program provides employees with independence in making certain decisions and resolving problems encountered when delivering services to customers without interference from managers

Training for employees (new / old) needs to be carried out so that employees are able and ready to be placed in certain positions in the company, which means that they are able to work and are willing to comply with all the rules set by the company. [Kasmir, \(2016\)](#) said: Training is a process to form and equip employees by adding their skills, abilities, knowledge and behavior, meaning that training will shape employee behavior as expected by the company. [Wibowo, \(2019\)](#) said: Training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out their current work according to standards. [Mangkunegara, \(2017\)](#) said: Training (training) is a short-term educational process that uses a systematic and organized procedure where non-managerial employees learn technical knowledge and skills for limited purposes. Ivancevich in [\(Sutrisno, 2016\)](#) said: Training is an effort to improve employee performance in their current job or in other jobs that will be held soon. [As'ad \(2016\)](#) said: Training concerns businesses that are planned and organized in order to achieve mastery of skills, knowledge, and attitudes that are relevant to work.

[Abedini Koshksaray, A., Ardakani, A. \(A.\), Ghasemnejad, N. and Qhodsikhah Azbari, A. \(2020\)](#), Employee performance is one of the important keys for an organization or company because every company cannot experience an increase just from the efforts of one or two persons, but of the entire effort of the members of the company. An organization that can produce good performance is certainly inseparable from the performance results achieved by its members. For this reason, the organization must be able to coordinate each of its members in achieving optimal performance. Performance is an important part of organizational life. According to [Prabu Mengkunegara \(2000\)](#) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Based on research conducted by [Qaisar Abbas and Sara Yaqoob \(2009\)](#), employee performance can be improved through leadership development factors, namely, must be able to apply the leadership development factors above in order to improve employee performance while directing employee performance according to the strategic goals of the company or organization. The business phenomenon that occurs today is that organizations are too focused on facing competition so that conditions in the organization are sometimes treated ineffectively. Management is more interested in looking good than in doing what is necessary. The result is that the team leader focuses only on squeezing individual talents for the benefit of the organization and does not pay attention to aspects of employee development. In fact, employees can develop their potential through leadership development factors such as coaching, development training, empowerment and participation ([Qaisar Abbas & Sara Yaqoob, 2009](#)). The problems that occur in the automotive industry are that coaching has not been implemented optimally and thoroughly, employee empowerment has not been carried out optimally in the automotive industry.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT



## Coaching

According to Jaques and Clement (1994), the definition of coaching is as follows: "Coaching is a structured conversation that uses information about real performance between a boss and an individual (or team) which results in higher performance." above, the form of coaching is conversation and helping the person being mentored to improve their performance. Coaching can also be done anywhere, whether in the office or in the field, formal or informal. According to Jaques, coaching of employees / subordinates must be part of a supervisor's daily activities. Coaching can be in the form of sharing knowledge, skills and experiences related to employee work. The objectives of coaching are as follows: • Helping employees to understand the full opportunities in their position, namely the range of types of assignments available to employees according to their positions and to provide an overview of what benefits they can take from the opportunity of the assignment. • Assist employees in learning new knowledge such as methods, technology and procedures. • Bringing employee values more in line with company values and philosophy. • Helping employees develop discretion, for example with the experience of their superiors being able to solve similar problems. • Helping employees improve behavior that is inconsistent with their position. Coaching will not change the personality which is not part of the superior's accountability. If there is a problem related to employee behavior - behaviors that are not acceptable for the employee's position - the supervisor should raise this to the employee and explain what the consequences of the behavior are. In this case, a boss must also offer assistance to employees to improve their behavior. In carrying out coaching, a boss must be careful to avoid taking over employees' jobs. Superiors may show techniques or procedures for the implementation of an assignment, but employees must still be responsible for carrying out the work. Coaching also shows that superiors care about employee performance even though implementation can take time. The role of coaching is very important in building the employee's self-confidence, loyalty and team-work spirit. Types of Coaching Supervisors usually do three types of coaching: coaching for success, coaching for performance improvement and managing various performance issues.

Coaching for success is usually done proactively before people tackle a situation or task, or when they are doing it for the first time. Coaching for performance improvement and managing various performance problems is carried out as a reaction to fixing problems related to performance. The following is the definition of each type of coaching: Coaching for success - Coaching given to people to successfully handle a new situation or challenging situation. For example: • Acquiring new responsibilities, such as preparing cost estimates and work schedules. • Learn new skills, assignments, and job functions, such as using new computer equipment or programs. • Work with new co-workers, work groups or suppliers. • Handling new or difficult situations, such as making presentations or conducting difficult meetings. Coaching for performance improvement - Coaching given to people to improve their performance or ineffective work habits. For example: • Work that is always incomplete, always arriving late, chatting too much or using the Internet for purposes outside of work. • Ineffective in conducting meetings, impatient and impatient to work for long with other colleagues. • Always exceed the time limit that has been set, do not reach sales targets or always exceed the estimated costs that have been planned. • Get bad ratings



from customers or make too many mistakes. Coaching for managing various performance issues - aimed at addressing serious performance issues, work habits, or negligence. For example: • Continuously not achieving sales or production goals. • Repeatedly arriving late or failing to come because of illness, violating important rules. • Threatens or harasses coworkers. Effective Coaching Process Supervisors are constantly on the lookout for the need to guide — they observe what is going on in the work group, so they know when to step in to provide coaching for success to people who are tackling challenging tasks.

## Training

According to [Salim \(2014\)](#) Training is training in order to provide knowledge and knowledge about certain things brought by a trainer who has mastered the material. According to [Hamalik \(2007\)](#) Training is a management function that needs to be carried out continuously in the framework of developing manpower in an organization which is carried out continuously, gradually and in an integrated manner to achieve certain goals related to efforts to achieve organizational goals. According to [Handoko \(2001\)](#), training is any attempt to improve job performance in a particular job which is his responsibility or a job that is related to work so that it is effective. Training should usually include learning experiences, planned activities and designs in response to identified needs. Training is intended to improve mastery of various skills and techniques for carrying out specific, detailed and routine jobs. According to [Siagian \(1988\)](#) training is a teaching and learning process using certain techniques and methods conceptually intended to improve the skills and work abilities of a person or group of people. According to [Moekijat \(1991\)](#) Training is a process needed to help employees add skills and knowledge that are closely related to the job where the employee works.

According to [Hamalik \(2007\)](#) The training model is a form of implementing training in which there is a training program and procedures for its implementation. Based on the category and type of training, a training model can be determined. According to [Hamalik \(2007\)](#) There are 9 training models. Each model has different objectives and operating procedures. Overall, it is important to implement it based on the needs of the organization / institution. The training models are: 1. Public Vocational Training (Refreshing Course) Providing training to prospective workers. Training is linked to the needs of the organization, and is held outside the organization / company. 2. Apprentice Training To meet the needs of a steady and versatile flow of new employees. In-class practice procedures. Fieldwork practices last for a long time, with continuous supervision. 3. Vestibule Training (Off the job Training) The training is held in a special room outside the normal workplace, which mimics real working conditions. The aim is to properly train the workforce, for example due to job expansion. The training material focuses on production techniques work methods and work habits. 4. On the job training (training while on the job) To provide the skills needed in a particular job in accordance with the demands of the ability for that job, and as a tool for promotion. The activities consist of reading material, practical rotation, special courses, assignments, and others. 5. Pre employment Training (Training before placement) To prepare workers before being assigned / assigned to an organization to provide intellectual background, develop the art of thinking and use reason. The material is broader and theoretical. Training is held by educational institutions outside the company organization. 6. Induction Training (Placement Training) To equip new personnel with the information needed to have knowledge, about the practices and procedures that apply in the organization /



institution, such as: Policies, regulations, social welfare, and things that are expected by superiors and colleagues. 7. Supervisory Training (Training Supervisors) Develop skills as a supervisor. Participants are given information on theoretical and practical applications of supervisory techniques and other workforce training. 8. Understudy Training 19 To prepare a competent workforce in certain types of work by working directly in the job concerned, providing services as an assistant / assistant. 9. Internship Training System. Preparing educated and trained personnel by placing personnel who are being prepared as workers in an institution / company for a certain period of time with the guidance of experts from the training center and staff of these organizations / companies. The selected and organized training model is determined by the training function, workforce policies, problems in the organization, labor categories, funds and available time (Hamalik, 2007).

### **Empowerment**

According to Clutterbuck, (2004) employee empowerment is defined as an effort to encourage and enable individuals to take personal responsibility for their efforts to improve the way they carry out their jobs and contribute to the achievement of organizational goals. Employee Empowerment or in Indonesian, namely Employee Empowerment. Empowerment comes from the word "Daya" which gets the prefix ber- which becomes the word "empowered" which means having or having power. Daya means strength, empowered means to have strength. Empowerment means to make something empowered or have power or have strength. Empowerment in Indonesian is a translation of empowerment. Empowerment means enabling (to enable), giving opportunities (to allow) or permitting (to permit) through one's own initiative or triggered by others (Mulyadi, 2007). According to Hasibuan (2000), performance appraisal is a manager's activity to evaluate employee work performance behavior and determine further policies. Behavioral evaluation or assessment includes assessments of loyalty, honesty, leadership, cooperation, loyalty, dedication, and employee participation. The Thought Framework looks as follows: The thinking framework above explains how this research was conducted. The framework above shows the relationship between one component and another. These components are: 1. Knowledge management implementation Analyzing an effective knowledge management implementation in ensuring clarity of internal and external processes, helping management direct and providing the knowledge needed by employees. 2. Implementing Employee Empowerment Analyzing an effective implementation of empowerment in ensuring employee work activities run as planned, helping individual employees determine what they need. 3. Tacit Analyze Tacit knowledge embedded in the relationship between employees 4. Explicit Analyze explicit knowledge in understanding standard work procedures and understanding intranes, in other words explicit knowledge that is shared so that it can be accessed by many parties. 5. Employee performance To analyze employee performance and assess the results obtained with the application of Knowledge Management and Employee Empowerment. Previous research in this study found the following: Jessica Risha, Zeifania Kurniawan, Deborah Christine Widjaja (2014) found that there was an influence significantly and positively from the Employee Empowerment variable partially on employee organizational commitment. Margie Dewi (2015) found that there is a significant and positive influence of organizational culture variables on employee organizational commitment partially. Natalia Kosasih (2007) found that there is a significant and positive influence of motivation variables on employee organizational commitment partially.



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## **Employee Participation**

Participation theory is the various forms of participation of organizational members in using their energy and thoughts and time in realizing organizational goals (Hasibuan, 2005). Participation is an employee's responsibility that is based on full awareness in obeying and obeying and doing all their job duties properly (Malthis & Jackson, 2002). Employee participation is where employees in an organization play a bigger role in the decision-making process. That employees are given the opportunity to influence management decisions and can contribute to improving organizational performance (Amstrong, 2006). Based on some of the definitions above, it can be concluded that employee participation is a form of employee participation in using their energy and thoughts and time in realizing organizational goals based on full awareness of obeying and obeying and doing all their job duties properly. Employee participation has three important ideas, namely (Dewi, 2006): 1. Mental and emotional involvement / initiative. First and foremost, participation means mental and emotional involvement rather than just physical activity. Employees who like to express their opinions rather than just get involved in completing tasks according to deadlines 2. Motivation for contributions In participation, it is important to motivate employees who make contributions. They are given the opportunity to channel their sources of initiative and creativity to achieve organizational goals. Participation can increase motivation and help employees to understand organizational goals. 3. Responsibilities Participation encourages employees to accept responsibility for group activities. This is a social process so that employees can be directly involved in all organizational activities so as to generate a willingness to be able to realize organizational success. Employee participation encourages active employee involvement to contribute to the achievement of company goals. In this case, employee participation greatly influences the effectiveness of occupational safety and health. Where the effectiveness of occupational safety and health can be done through the form of employee involvement by complying with any regulations related to occupational safety and health and consciously always using personal protective equipment (PPE). According to Mullen, leaders who demonstrate a commitment to employee occupational safety and health by actively providing confidence and direction regarding occupational safety and health can help develop employee perceptions about the importance of implementing occupational safety and health. So that employees tend to comply with safety regulations and participate actively in every company's Occupational Health and Safety program (Mullen, 2005).

## **Coaching and Employee Performance**

According to Champates (2006), coaching is important to improve performance. Through coaching, there will be two-way communication between managers and employees so that managers can identify what should be improved and how to improve. In line with that Toit (2007) states that coaching talks about a person's beliefs and behaviors that hinder performance. Through this coaching, managers are able to see a person's level of confidence in work and what behaviors can hinder performance so that they can provide a way out. Previous research on coaching for employee performance by revealed that there was a positive relationship between coaching on work motivation and individual employee performance.

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*H1: Coaching has a positive relationship with employee performance.*

### **Employee Development and Performance Training.**

Wexley and Yukl (1976,) suggest that training and development are terms related to planned efforts, which are held to achieve mastery of skills, knowledge, and attitudes of employees or organizational members. The organization implements training and development in the form of planned programs. By choosing the right type of training as well as development, the organization can ensure that employees have the right skills. This will be a constant need for organizations to be continuously updated in the follow-up of HR practices. Previous research on training and development was carried out by Irene Ferguson Laing (2009) & Andika, R., & Darmanto, S. (2020). argues that through training and development, employees are an effective tool for achieving both personal and organizational success. Benedicta and Appiah (2010) in Sultana et al, (2012), say that there is a positive relationship between training and employee performance. Training generates benefits for employees as well as the organization by positively influencing employee performance through the development of knowledge, skills, abilities, competencies and behaviors. Sinambela (2012) states that training refers to efforts planned by a company to facilitate employee learning about work-related competencies. Sinambela (2012) states that work discipline can affect performance, as evidenced by the higher one's work discipline, the higher the person's performance. So it can be concluded that discipline is an attitude of obedience to a person or group of people to both written and unwritten rules. This proves that employee discipline has an influence on employee performance. The results of previous research by Farooq and Khan (2011) show that training and feedback can improve employee work skills. Sultan, et al (2012) show that training is a key element to improve performance, which can increase the level of individual and organizational competence. Meanwhile, Yuliati's research (2009) shows that there is no significant effect between training on employee performance. Erma Safitri; Effect of Training and Work Discipline. Amran (2009) shows that work discipline affects one's performance. Research by Adomi and Eruvwe (2004) shows that Staff Discipline is a measure needed by every library manager to take these steps in order to bring order to the organization, as well as to enable employees to work productively and effectively. Meanwhile, research by Hetami (2008) shows that there is a negative and significant influence between discipline and performance. Therefore, the purpose of this study is to determine the effect of training and work discipline on employee performance. As well as to find out the description of training, work discipline, and employee performance, based on the finding of research gaps in previous studies

*H2: Training and Development is positively related to employee performance.*

### **Empowerment and Employee Performance**

Duvall (1999) defines success as achievements and achievements which are a consequence of empowerment. He revealed that this achievement is also in the form of empowerment success through: (1) Network success in the form of employee role performance. (2) Organizational success achieved by organizational members includes a collection of organizational goals and objectives. (3) Members of the organization who meet and share the benefits of experience and job satisfaction that are useful for group and individual growth. Batram and Casimir (2007) revealed in their research that empowerment has a



significant positive correlation with both performance and job satisfaction. More specifically, empowerment has a stronger relationship with subordinate performance than satisfaction with the leader. This means that empowerment is an important factor in determining employee performance and job satisfaction. Kok Pooi Chen (2011) conducted a study in Malaysia on the effect of empowerment on employee performance in the Malaysian automotive industry, concluding that empowerment greatly affects employee performance. Natrajan et al., (2018) explained that in an effort to involve employees in an organization, it can also make these employees more productive because they feel needed in an organization, and will also affect the main goals of employee organizations that are empowered and involved more committed, engaged and excited for his job. Employees will also feel that they are recognized as valued if they are involved in an activity that is or will be taking place, which will make employees more responsible for being able to complete their work voluntarily and wholeheartedly (Natrajan et al., 2018). Nazir and Islam (2017) suggest that employees cannot be said to be tied to the work they do if the employee no longer takes into account the time and the amount of responsibility for his job. Natrajan et al., (2018) said that in their research, employee engagement played an important role in mediating the relationship between employee empowerment and employee performance. involving employees in all the momentum and the right policies have a positive effect on employee performance as a whole. By implementing employee empowerment and employee engagement in the organization, employees tend to be more committed, feel involved and excited for their work. That way, it can be stated that employee empowerment has an impact on employee productivity through employees who are more involved in an activity or job. Thus there is a mediating role of employee engagement in the relationship of employee empowerment to employee performance

*H3: Empowerment has a positive effect on employee performance.*

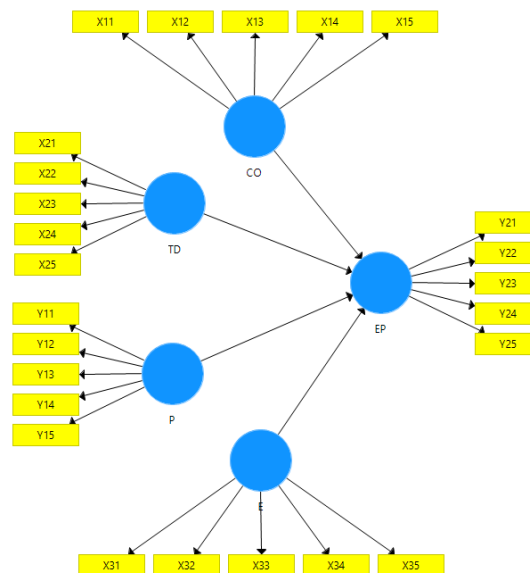
### **Employee Participation and Performance.**

Researchers suggest that participation is a useful way to use employee problem-solving skills. Chen and Tjosvold (2006) have conducted research on managers in China and America on the importance of participation. Employee involvement in the decision-making process makes employees feel valued for having the opportunity to discuss issues that will affect organizational decisions. The overall impact of this participation can improve employee performance achievements, such as the results of research conducted by Qaisar Abbas and Sara Yaqoob (2009). Full involvement and participation in the work of employees will create good performance and will actively participate in completing their work or tasks. Employees will be more satisfied and happy if they can spend most of their time, energy, and thoughts on their work. Mathis (2008:) defines employee engagement and participation as a positive action, job fulfillment or action related to a state of mind characterized by enthusiasm, dedication and absorption. According to Noe (2011:), employee involvement and participation in work is an employee's concern for the work being done. According to Gibson (2007), employee engagement and participation is the level at which employees are willing to work. Employees who have high work involvement or participation give the best effort in their work, including giving more than the job requires. It can be concluded that employee involvement and participation is the level where an employee actively participates and contributes to the organization. The underlying logic is the involvement and participation of employees in

decision making and increases employee autonomy and control over their work life. Employees will be more motivated, more loyal to the organization, more productive and more satisfied with their jobs. The full involvement and participation of employees in their work enables employees to create a good and orderly performance and of course they will actively participate in completing their work or tasks. Employees can feel satisfied and happy if they can spend most of their time, energy, and thoughts on their work. In the context of work involvement and participation proposed by Noe (2011), the possibility of individuals to be involved with work depends on the acceptance that work has the potential to fulfill important needs. If the work is deemed not providing opportunities to fulfill needs that are considered important, then the individual will develop a tendency. This tendency is in the form of withdrawal of work effort and to isolate oneself from work (alienation). Work is seen as important and meaningful to individuals so that individuals pay great attention and think about their work so that individuals are involved with their work. This process results in the achievement of organizational goals and objectives and psychologically will lead to a sense of success which will raise employee self-esteem where this condition will ultimately have an effect on increasing work involvement and participation.

*H4: Participation has a positive effect on employee performance*

Based on the theoretical basis and previous research, a framework of thought in this study can be prepared, as follows:



Source: Champates (2006), Toit (2007), Eko Nugroho et al, Wexley and Yukl (1976, p. 282), by Irene Ferguson Laing (bsc. Admin. Hrm) (2009), Duvall (1999), Batram and Casimir (2007), Kok Pooi Chen (2011), Chen and Tjosvold (2006), Qaisar Abbas and Sara Yaqoob (2009).

### 3. METHOD

This research method is a quantitative method and the method for data processing is by using PLS and using the SmartPLS version 3.0 software. Retrieval of data by distributing online questionnaires to 120 automotive industry employees from all fields who meet these requirements and the results of research, the questionnaire returned as many as 90 questionnaires. In the population research, all employees and middle-level managers from all fields have worked for at least six months and have undergone a development training process, and have been involved (participated) in decision making in the automotive industry. Of the existing requirements there are 120 employees from all fields who meet these requirements. From the research results, 90 questionnaires were returned. The method for data processing is by using PLS and using the SmartPLS version 3.0 software as a tool.

*The hypotheses in this study are:*

*H1: Coaching has a positive relationship with employee performance.*

*H2: Training and Development is positively related to employee performance.*

*H3: Empowerment has a positive effect on employee performance.*

*H4: Participation has a positive effect on employee performance*

### 4. RESULT AND DISCUSSION

#### Sample Description

**Table 1.** Respondents Profile

<b>Attribute</b>		<b>Total</b>
Age	< 30 Years	32
	30 - 40 Years	28
	> 40 Years	30
Gender	Male	47
	Female	43
Work Periode	< 5 Years	25
	5-10 Years	35
	> 10 Years	30

#### Test Results of the Validity and Reliability of Research Indicators

The testing phase of the measurement model includes testing for convergent validity, discriminant validity and composite reliability. The results of the PLS analysis can be used to test the research

hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity and reliability testing.

### Convergent Validity Testing

Convergent validity test is done by looking at the loading factor value of each indicator against the construct. In most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Hair et al, 2010; Ghozali, 2014). In this study, the minimum limit for the accepted loading factor is 0.5, provided that the AVE value of each construct is > 0.5 (Ghozali, 2014). To support the regression analysis, the validity and reliability tests were carried out. The validity test in this study was used to test the validity of the questionnaire. Validity shows the accuracy and accuracy of a measuring instrument in carrying out the function of the measuring instrument. The validity test is used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal what will be measured by the questionnaire (Ghozali, 2006). If the results show a significant value < 0.05 then each question indicator is valid

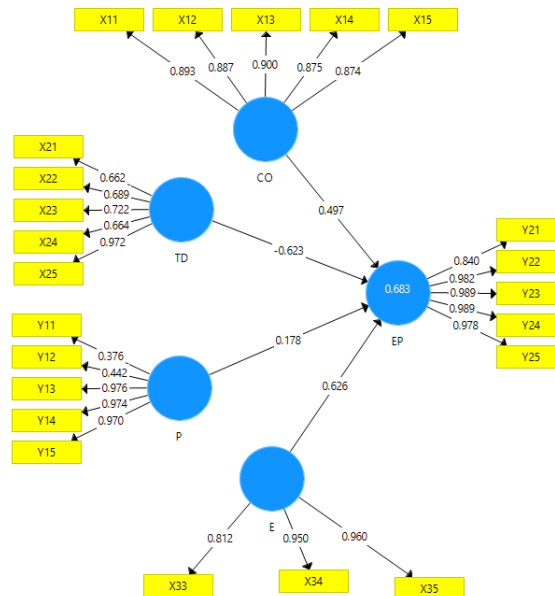


Fig 2. Model valid

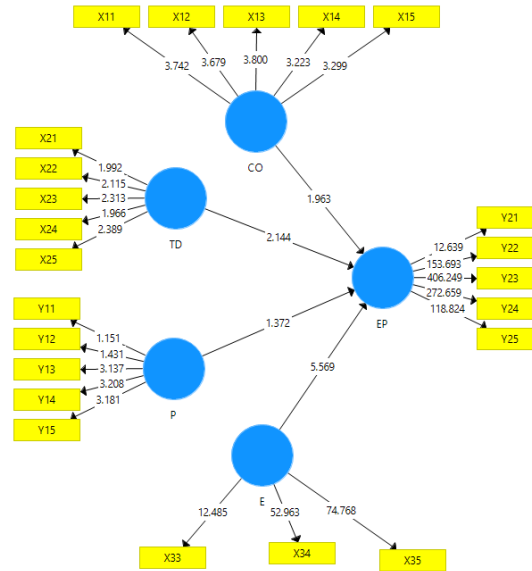


Fig 3. Model valid

Based on the estimation results of the PLS model in the image above, all indicators have a loading factor value above 0.5 so that the model has met the convergent validity requirements. Apart from looking at the loading factor value of each indicator, convergent validity was also assessed from the AVE value of each construct. The AVE value for each construct of this study is above 0.5. So the convergent validity of this research model has met the requirements. The value of loadings, cronbach's alpha, composite reliability and AVE for each complete construct can be seen in table 2 below:

**Table 2.** Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CO	0.933	0.960	0.948	0.784
E	0.898	0.972	0.935	0.827
EP	0.976	0.983	0.982	0.916
P	0.926	0.815	0.885	0.636
TD	0.949	3.068	0.863	0.564

### Construction Reliability Testing

Construct reliability can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and cronbach's alpha value is more than 0.7. (Ghozali, 2014). The reliability test results in Table 2 above show that all constructs have composite



reliability and Cronbach's alpha values are greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

### Discriminant Validity Testing

Discriminant validity is done to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE square value of each exogenous construct (the value on the diagonal) exceeds the correlation between this construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of discriminant validity testing using the AVE square value, namely by looking at the Fornell-Larcker Criterion Value are obtained as follows:

**Table 3. Item Loading and Cross-Loading**

	CO	E	EP	P	TD
X11	0.893				
X12	0.887				
X13	0.900				
X14	0.875				
X15	0.874				
X21					0.662
X22					0.689
X23					0.722
X24					0.664
X25					0.972
X33		0.812			
X34		0.950			
X35		0.960			
Y11				0.376	
Y12				0.442	
Y13				0.976	
Y14				0.974	
Y15				0.970	
Y21			0.840		
Y22			0.982		

The results of the discriminant validity test in Table 3 above show that all constructs have a square root value of AVE above the correlation value with other latent constructs (through the Fornell-Larcker criteria) so that it can be concluded that the model has met discriminant validity.

**Table 4.** Discriminant Validity

	CO	E	EP	P	TD
CO	0.886				
E	0.157	0.910			
EP	0.138	0.709	0.957		
P	-0.076	0.321	0.274	0.797	
TD	0.713	0.084	-0.196	0.107	0.751

### Hypothesis testing

Hypothesis testing in PLS is also known as the inner model test. This test includes a significance test for direct and indirect effects as well as a measurement of the magnitude of the influence of exogenous variables on endogenous variables. To determine the effect of transformational leadership and transactional leadership on teacher job perceptions and teacher job satisfaction, a direct and indirect effect test is needed. The effect test was performed using the t-statistic test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and significance test values are obtained as shown in the table below:

**Table 5.** Nilai R Square

	<i>R Square</i>	<i>R Square Adjusted</i>
<i>EP</i>	<i>0.683</i>	<i>0.668</i>

Based on Table 5 above, the R Square value is 0.619 which means employee performance variable can be explained by the coaching, training and development, empowerment variables by 61.9%, while the remaining 38.1% is explained by other variables. which was not discussed in this study.

**Table 6.** Hypotheses Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Decision
CO -> EP	0.497	0.231	0.253	1.963	0.050	Supported
E -> EP	0.626	0.699	0.112	5.569	0.000	Supported
P -> EP	0.178	0.072	0.129	1.372	0.171	Not Supported
TD -> EP	-0.623	-0.319	0.290	2.144	0.033	Supported

Meanwhile, Table 6 shows the T Statistics and P-Values which show the influence between the research variables that have been mentioned.

#### **Relationship between coaching and employee performance**

Based on the results of the analysis in table 6, it is obtained T Statistics of  $1.963 > 1.96$  and P-Values of  $0.050 < 0.050$  so that it can be concluded that H1 is accepted, coaching variable has a significant effect on employee performance. An increase in coaching variables will be followed by an increase in employee performance and a decrease in the E-Service coaching variable will be followed by a decrease in employee performance. The results of the analysis show that the average respondent gives a good perception of the coaching in their organization. The average coach is willing to have a meeting with his employees to discuss important issues in the organization. In addition, employees feel that they get something valuable after coaching. Performance barriers are discussed in coaching so that employees feel that there are benefits to be gained through coaching. This supports research on coaching employee performance conducted by [Flenky, F. \(2019\)](#); [Sidabutar, S. K. \(2018\)](#) & [Pousa, C., & Mathieu, A. \(2014\)](#) revealed that there is a positive relationship between coaching and work motivation and individual employee performance.

#### **Relationship between training , development and employee performance**

Based on the results of the analysis in table 6, it is found that T Statistics is  $5.569 > 1.96$  and P-Values  $0.000 < 0.050$  so it can be concluded that H2 is accepted. Training and development has effect on employee performance. The increase in the . Training and development variable will increase the training and development variable and the decrease in the training and development variable will decrease employee performance variable. The results of the descriptive analysis show that most of the respondents gave a positive assessment of the existing training and development within the organization. There are new job preferences that are given after the existence of a training program carried out by employees, existing facilities in the workplace support development training programs, there is a leniency from the boss when employees learn to apply what is obtained in the training and development program, and also a complete development training department in organization. This supports previous research conducted by [Irene Ferguson \(2009\)](#); [Indriani, R., Mulia, F., & Jhoansyah, D. \(2020\)](#) & [Wiyata, M. T., & Ayustiana, A. \(2020\)](#). argues that through training and development, employees are an effective tool for achieving both personal and organizational success. These results are in accordance with initial expectations and are supported by previous research conducted by [Kalkavan \(2014\)](#), that coaching has a positive influence on employee work. And it is different from the results of research by [Claudio \(2014\)](#). That coaching does not really have an impact on employee performance. The results above are in accordance with initial expectations and are supported by previous research conducted by [Moazzam \(2016\)](#). That the development has a significant effect on employee performance. And research conducted by [Motilewa \(2018\)](#) states that there is a positive and significant influence between employee development on employee satisfaction. The results of this study are supported by the theory put forward by [Mangkuprawira and Hubeis \(2007\)](#) which states that employees are influenced by extrinsic factors, one of which is training. According to [Kussriyanto \(2003\)](#), training can add experience and improve job skills to have the most direct impact on performance. In line with that, [Hasibuan \(2006\)](#) states that the

implementation of training programs forms and improves the skills and knowledge of employees, so it is hoped that the more frequent training programs are carried out, the higher the level of performance. According to [Mangkunegara \(2012\)](#), the general objectives of training are (1) to develop skills, so that work can be completed more quickly and more effectively, (2) to develop knowledge, so that work can be completed rationally, and (3) to develop attitude, so as to give rise to a willingness to cooperate with fellow employees and with management (leadership). Some of these opinions indicate that training has an effect on employee performance. Improving employee performance is a company priority that can be done by developing the quality of the workforce through continuous training. This is because training adds experience and improves work skills in accordance with the standards set by the company. [Benedicta and Appiah \(2010\)](#) in [Sultana et al, \(2012\)](#), say that there is a positive relationship between training and employee performance. Training generates benefits for employees as well as the organization by positively influencing employee performance through the development of knowledge, skills, abilities, competencies and behaviors. [Sinambela \(2012\)](#) states that training refers to efforts planned by a company to facilitate employee learning about job-related competencies. [Sinambela \(2012\)](#) states that work discipline can affect performance, as evidenced by the higher one's work discipline, the higher the person's performance. So it can be concluded that discipline is an attitude of obedience to a person or group of people to both written and unwritten rules. This proves that employee discipline has an influence on employee performance.

#### **Relationship between empowerment and employee performance**

Based on the results of the analysis in table 6, it is found that T Statistics is  $1.372 < 1.96$  and P-Values  $0.171 > 0.050$  so it can be concluded that H3 is not accepted. empowerment has not effect on employee performance. The increase in the empowerment variable will not increase the employee performance variable and the decrease empowerment variable will not decrease the employee performance variable. [Batram and Casimir \(2007\)](#) revealed in their research that empowerment has a significant positive correlation with both performance and job satisfaction. The results of descriptive analysis of empowerment variables show that the tendency of superiors to encourage employees to believe in themselves is well-executed and felt by employees. Bosses also provide flexibility to employees to experiment in performance. Bosses also help employees remove existing performance barriers. Bosses also help employees to set meaningful goals at work. From this evidence, it can be concluded that empowerment has been carried out well and its impact is felt by employees through performance. This supports previous research conducted by [Kok Pooi Chen \(2011\)](#) which concluded that empowerment greatly affects employee performance. The results mentioned above are in accordance with initial expectations and are supported by previous research conducted by [Muhapatral](#) that empowerment has a significant effect on employee performance. And research conducted by [Ozaralli \(2015\)](#) states that empowerment carried out by leaders will have a positive impact on the activeness of their employees.

#### **Relationship between participation and employee performance**

Based on the results of the analysis in table 6, it is found that T Statistics is  $2.144 > 1.96$  and P-Values  $0.033 < 0.050$  so it can be concluded that H4 is accepted. participation has effect on employee performance. The increase in the. participation variable will increase the employee performance variable



and the decrease participation variable will decrease the employee performance variable. Researchers suggest that participation is a useful way to use employee problem-solving skills. Chen and Tjosvold (2006) have conducted research on managers in China and America on the importance of participation. Employee involvement in the decision-making process makes employees feel valued for having the opportunity to discuss issues that will affect organizational decisions and the overall impact that can improve performance. From the results of the descriptive analysis itself, the average participation variable of all members of the organization has the same organizational goals related to the two indicators where the organization informs employees of the organizational situation and participatory decision making is widely used in the organization. In organizational practice itself the decisions made by the organization are taken through a joint process involving employees. Employees are asked to contribute thoughts and suggestions even though the highest decision is in the hands of their superiors. Employees tend to be invited to work together to solve existing problems so that there is a sense of appreciation given to employees. So it can be concluded that participation management has been done well and has a direct impact on employees. This supports previous research conducted by [Joseph Rowntree \(2005\)](#) which revealed in his research that the combination of employee participation with welfare measures can improve organizational performance and performance quality.

The results show that coaching, training and development, empowerment and participation affect employee performance above fifty percent. From the results of the regression analysis, coaching is the variable that has the greatest influence. This means that training and development in the automotive industry has been carried out well and has the greatest impact on employee performance compared to coaching, empowerment, and participation. While the smallest variables that affect employee performance are empowerment and coaching. In this study each of the variables positively and significantly affects employee performance. This supports the research of Qaisar Abbas and Sara Yaqoob which states that the combination of coaching variables, development training, empowerment, and employee performance affects employee performance above 50%. The t-test result also shows that each variable has an effect and is significant on employee performance. In this study, researchers also face limitations that can affect the conditions of the research being carried out. The limitation is that the employee performance appraisal is not based on KPI (Key Performance Indicator) or an assessment of the employee's direct supervisor, but is carried out using the self-rating method in which employees assess their own performance through distributed questionnaires. Based on the results of the analysis regarding coaching, training and development, empowerment and participation, suggestions can be submitted for coaching. Superiors should be more intense in providing time for employees to hold a coaching meeting so that coaching can actually run optimally. The training and development carried out by the automotive industry is categorized as good.

Development training is able to cover all employees. Superiors also tend to pay attention to the application of performance, they encourage and support employees who have participated in the development training program to immediately implement it in their work. However, what needs to be considered is the indicator of the pressure exerted by superiors on employees who have just finished participating in a training program. Superiors should be more patient to wait for employees who are





applying new skills at work by reducing existing work pressure. It makes employees feel more comfortable and less pressured when applying the new skills they have acquired. The empowerment carried out in the automotive industry is already good. Bosses are very supportive of employees in encouraging employee confidence and also helping to set meaningful goals for employees. Bosses also encourage employees to openly tell what the complaints are. This is very good because employees will feel more comfortable because of the trust given by their superiors. However, from the results of the descriptive analysis of empowerment variables, superiors do not help employees in getting rid of job barriers. It is proven that the index shows the smallest number on an indicator about getting rid of barriers to work. We recommend that in terms of empowerment, it should be more solution in solving existing work barriers. Also, superiors show less sense of ownership with their employees, in this case, superiors should show more ownership to their employees by using the word "we". Participation in the automotive industry is going well. There are no significant obstacles. In practice, organizational decision-making always uses the principle of collective deliberation, even though the highest decision is made by a competent superior. Employees are always invited to actively provide thoughts and solutions to existing problems. This certainly can develop employees' ability to solve problems and tend to provide employee motivation to work because they take part in decision making. It's just that one thing that needs to be considered from the results of the descriptive analysis of the smallest indicator index participation variable is the activeness of superiors to invite their subordinates to participate in making decisions. Even though it is classified as good, this should be maintained and not so that it decreases.

## 5.CONCLUSION

Based on the results of data analysis, it is concluded that the coaching variable has a significant effect on employee performance. An increase in coaching variables will be followed by an increase in employee performance and a decrease in the coaching variable will be followed by a decrease in employee performance. Training and development has effect on employee performance. The increase of the training and development variable will increase the training and development variable and the decrease in the training and development variable will decrease the employee performance variable. Empowerment has not effect on employee performance. The increase in the empowerment variable will not increase the employee performance variable and the decrease empowerment variable will not decrease the employee performance variable. Participation has effect on employee performance. The increase in the participation variable will increase the employee performance variable and the decrease participation variable will decrease the employee performance variable. Employee empowerment can be done by providing training to new recruits and this is done regularly. Providing opportunities for employees to continue their education, the goal is that employees can commit again in each of their duties and responsibilities. Companies need to pay attention to when training activities will be carried out by selecting trainers who master their fields and companies need to pay attention to employees who have participated in training activities, whether these training activities increase the knowledge and abilities of these employees or not. So that corrections can be made in case of things that are not desired by the company itself. With the career development provided by the company, employees will strive to improve their performance in order to achieve the next career ladder in a focused manner. Therefore, the company

should still maintain the career development provided to employees so that employees continue to improve their performance and develop their careers at the company.

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