THE EFFECT OF COACHING ON EMPLOYEE PERFORMANCE IN PT. PLN (PERSERO) DISTRIBUSI JAWA BARAT DAN BANTEN

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Abstract:_This study aims to determine the effect of coaching on employee performance at PT PLN (Persero) Distribusi Jawa Barat dan Banten. The method used in this study is quantitative with a type of descriptive research. Researchers use probability sampling with random sampling techniques, a sample of 72 employees from a total population of 259 employees with a significance level of 10%. The analysis technique used is simple regression analysis. The results of the descriptive analysis showed that the two variables from all dimensions obtained an average in the good category. Based on the results of simple regression analysis and hypothesis testing, it can be concluded that caoching has a positive and significant effect on employee performance._

Keywords: Coaching, Employee Performance, Human Resources, Training

1. Introduction

The global economy that creates competition throughout the country results in fluctuating conditions for economic actors, especially in companies. The company always strives to keep the company in favorable conditions. In this condition the company must get the maximum profit (income) and with the minimum risk (expenditure). The success of a company can be obtained when the actors in the company perform according to their respective main tasks and functions. In addition, who can support the success of a company is effective and efficient so that it can generate strong competitiveness for the company in order to compete with other companies in this era of globalization.

In every company, people need human resources. Human resources or can be said as labor is the most important capital for each company because human resources are things that become the survival of a company. According to Kasmir (2015: 6) defining human resource management is a process of human management, through planning, recruitment, selection, training, development, compensation, career, safety and health and maintaining industrial relations until termination of employment in order to achieve corporate goals and increase stakeholder welfare. Human resource management is a very important thing for companies because they can help achieve company goals. The better management of human resources owned by the company, the better it will be to be able to compete in the current era of globalization.

Performance or work results can be said to be a benchmark for the extent to which a company can achieve agreed goals or set, so that in the future the organization can realize how important it is to form better human resources so that the company can be competitive in the current global era.

The main performance of the organization at PT PLN (Persero) Distribution West Java and Banten is characterized by three components. First, SAIDI (System Average Interruption Duration Index) is the duration of interruption of consumer disruption throughout the year. Second, SAIFI (System Average Interruption Frequency Index) is the frequency of continuous interruption or disruption of consumers throughout the year. Third, Depreciation of Distribution, namely technical factors in the form of network problems and non-technical factors, namely the incompatibility in recording usage or in the calculation of kWh.

Organizational performance data for the last three years at PT PLN (Persero) Distribution of West Java and Banten based on SAIDI, SAIFI, and Distribution Depreciation can be seen in Table 1.1.

TABLE 1.1 PERFORMANCE DATA FOR 2015-2017

No.		Year	SAIDI		
			Target	Realization	Percentage
1.		2015	219,00	202,80	92,6%
2.		2016	219,00	1.311,00	598,6%
3.		2017	219,00	204,00	93,1%

No.	Year	SAIFI		
		Target	Realization	Percentage
1.	2015	8,96	3,01	33,5%
2.	2016	8,96	10,91	121,7%
3.	2017	8,96	2,04	22,7%

No.	Year	Susut Distribusi		
		Target	Realization	Percentage
1.	2015	5,65	5,54	98,0%
2.	2016	5,65	5,56	98,4%
3.	2017	5,65	5,58	98,7%

Source: PT PLN (Persero) Distribution of West Java and Banten

Can be seen in the table above that the performance of PT PLN (Persero) fluctuates annually. The SAIDI and SAIFI components in 2015 and 2017 still cannot reach the target because it is shown by the achievement of SAIDI in 2015 which reached 92.6% and in 2017 which reached 93.1% followed by the achievement of SAIFI in 2015 which reached 33.5% and year 2017 which reached 22.7%. In the distribution shrinkage component in the last three years it has still not been able to reach the target.

The progress and success of a company is very dependent on individual performance in this case the employee. Employees are required to be able to work hard, loyal, disciplined and responsible for the work and tasks that have been determined where in the end can achieve optimal performance so that a positive impact on company performance. But in reality there are still problems related to employee performance which are indicated by the lack of achievement of company performance targets.

In addition to employee performance, the progress and success of a company can be seen from the training programs conducted by the company. Effective training can be completed by making the training program as a whole in the framework of strategic management planning and carried out in systematic stages. PT PLN (Persero) Distribution West Java and Banten have a training program called DIKLAT. The program is implemented in accordance with the needs of the company to their

respective

employees. The following is the invitation data for the DIKLAT training call in Table 1.2.

TABLE 1.2 CLASS CALLS OF PT PLN (PERSERO) DISTRIBUTION OF WEST JAVA AND BANTEN PERIOD JAN S.D AGT 2018

Sum of Invitation	Present		No Present		No Present For a Reasons	
	sum	Precentage	sum	Preentage	sum	Precentage

| 152 | 85 | 55,92% | 66 | 43,42% | 1 | 0,66% |

Source: PT PLN (Persero) Distribution of West Java and Banten

The training training program implemented by this company is very important because it can help develop employees to improve their performance. However, according to the data above there are still employees who were not present at the DIKLAT training. Based on the above data, according to DIKLAT calls, only 85 employees attended the training of 152 total calls.

However, to achieve success employee performance is not enough to be obtained from training alone. For day-to-day operations, guidance from supervisors is needed continuously, which is called coaching.

Coaching techniques are very important for companies because this technique aims to teach employees to be better than before. Coaching can be done anywhere and anytime, it will not always be in a formal form.

From the description above about coaching related to employee performance, to know and analyze the influence of coaching on employee performance. Research was conducted with the title "The Effect of Coaching on Employee Performance at PT PLN (Persero) Distribution of West Java and Banten".

2. Theoretical Framework

2.1 Employee Performance

According to Kasmir (2015: 182) performance is the result and work behavior that has been achieved in completing the tasks of each individual and the responsibilities that have been given in a certain period .. Dimensions of performance according to Bernadin in Sudarmanto (2009: 12) put forward the criteria for performance dimensions, namely:

1) Quality
2) Quantity
3) Timeliness
4) Cost-effectiveness
5) Need for supervision
6) Interpersonal impact

2.2 Coaching

Wilson (2011: 7) states that coaching is a process of ways to help someone find and act based on the solution that best suits him personally.

According to Kaswan (2012: 12-13) there are four important dimensions in coaching, namely:

1) Change
2) Concerns
3) Relationships / Relationships
4) Learning

2.3 Framework for thinking

Based on the above theories, a framework of thought that will be examined by researchers can be seen as Figure.
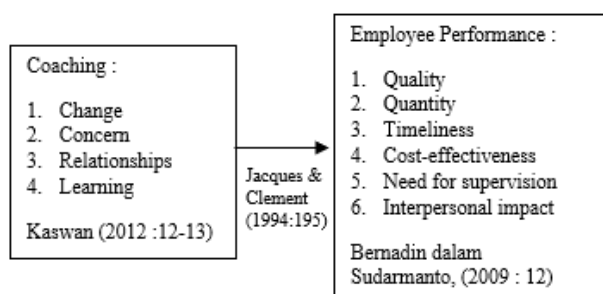
2.4 Research Hypothesis

The hypothesis that will be tested in this study is the effect of coaching on employee performance. In connection with the existing problems, the hypothesis will be formulated, namely: "Coaching at PT PLN (Persero) Distribution West Java and Banten has a positive and significant effect on Employee Performance".

3. Research Methods

3.1 Population and Samples

The population in this study was 259 employees. The sampling technique in this study uses probability sampling that is by random sampling without regard to the starata in the population. The amount until in this study was 72 employees obtained using the Slovin formula.

3.2 Analysis techniques

a. Descriptive analysis test

b. Classic assumption test, which consists of normality test, heterocedasticity test.

c. Hypothesis testing

4. Research Results and Discussion

4.1 Descriptive Analysis

Descriptive analysis based on employee performance variables and coaching variables is used to find out how the conditions can be seen in the field and applied to the continuum line.

No.	Variable	The average of the percentage of each variable
1.	Employee Performance	79,1%
2.	*Coaching*	79,9%

Based on the above data on employee performance variables get a percentage of 79.1% in the continuum line variable employee performance is in the good category. The coaching variable gets 79.9 in the continuum line the coaching variable is in the good category.

4.2 Test of Classical Assumptions

1) Normality Test

Normality test is done to find out whether the data obtained from the observations are normally distributed or not, so that the data can be used or not in the regression model.

Based on the normality test on the histogram graph, scatter plot graph, and P-P plot plot obtained from IBM SPSS 22 data used by researchers the results are normally distributed so that it can be further processed.

4.3 Test of Hypotheses

1) Simple linear regression analysis

Simple analysis of determine the effect of variable variable independent (Y) following is a table of simple regression analysis Table 4.3.

TABLE 4.3 SIMPLE LINEAR

Based on 22, the regression equation is

liner regression is used to independent (X) Coaching on Employee Performance. The coefficients on the results of using SPSS 22 as referred to in

REGRESSION ANALYSIS

regression analysis using SPSS obtained as follows

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,576	,241		2,390	,020
	X	,830	,070	,822	11,897	,000

a. Dependent Variable: Y

$$\hat{Y} = a + bX$$

$$\hat{Y} = 0{,}576 + 0{,}833X$$

The above equation can be explained as follows:

a) The constant value of 0.576 states that if the value and value of (0) of the variable X are from Y is 0.576.

b) The regression coefficient value X is 0.833 positive, meaning that the variable X has a relationship with Y and each increase in the status of Coaching (X) will affect the increase in Employee Performance (Y) of 0.833.

Based on these equations, the results show that Coaching has a positive effect on Employee Performance. This positive influence is shown by the higher the coaching, the higher the Employee Performance.

2) Test t

Hypothesis testing is used to prove whether Coaching has a significant influence on Employee Performance, then testing the statistical hypothesis as follows:

H0: t count <t table, Coaching PT PLN (Persero) Distribution West Java and Banten does not affect Employee Performance.

H1: t count ≥t table, Coaching PT PLN (Persero) Distribution West Java and Banten have a significant effect on Employee Performance.

Criteria for Employee Performance is a limit of the value of the table by considering the degree of freedom (dk) and the level of significance so that later this can be concluded that H0 is rejected or accepted.

Based on Table 4.16 the value of t arithmetic is equal to 11,897. While t table at a significant level of 0.05 and n = 72 is 1,669. Thus, because t count (11,897)> t table (1,669) then H0 is rejected and H1 is accepted. This states that the Coaching variable of PT PLN (Persero)Distribution of West Java and Banten affects employee performance.

Based on Table 4.3 also obtained a significance value of 0.000 where the significance of the study was <0.05. . This states that the Coaching variable of PT PLN (Persero) Distribution West Java and Banten has a significant effect on Employee Performance.

5. Determination Coefficient Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,822[a]	,675	,671	,24371

a. Predictors: (Constant), X

b. Dependent Variable: Y

The coefficient of determination (R Square) with a value of 67.6% means that the Coaching variable has the highest influence on Employee Performance variables of 67.6% and the remaining 32.4% is influenced by other variavel not examined in this study.

6. Conclusion

a. Employee Performance at PT PLN (Perser) Distribution of West Java and Banten is in the good category, with the highest dimension is cost-effectiveness.

b. Coaching at PT PLN (Persero) Distribution of West Java and Banten is in a good category, with the highest dimension being learning.

c. Coaching has a positive and significant effect on employee performance at PT PLN (Persero) Distribution West Java and Banten

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