

Conference Paper

Coaching As Determinant of Job Performance: Co-working Support As Mediating Variable

Dewie Tri Wijayati, Hujjatullah Fazlurrahman, Hafid Kholidi Hadi, Zainur Rahman, and Achmad Kautsar

Universitas Negeri Surabaya

Abstract

Employees become movers in all types of businesses. Good or bad depends on the job performance of its employees. Therefore, managers are currently starting to discuss investments that consist of coaching for employees. Intense inter-company relations, so that inter-company relations will affect his work and will have an impact on his Job performance. For the sake of hope is to improve employee performance and development. the purpose of the research is to find out the effect of coaching on the job performance that is moderated by co-worker support. This study discusses the relationship between providing coaching to XYZ employee job performance in a company that is moderated by co worker support. This study will explore the exploration of training provided to employees. The sample size of this study is 80 employees and author use PLS (Partial Least Square) to measure the research model. The results of the study explain significant coaching on job performance. However, mentoring is moderated by the support of coworkers is not significantly approved for job performance.

Keywords: Coaching, Co-working support and job performance

Corresponding Author:
Hujjatullah Fazlurrahman

Received: 27 December 2019
Accepted: 15 April 2020
Published: 23 April 2020

Publishing services provided by
Knowledge E

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Selection and Peer-review under the responsibility of the 3rd IRCEB Conference Committee.

1. Introduction

Employess as fundamental element in organizational process to make sustainability and organizational comfort with business environment. To reach it, coaching have to be implemented in organization to make employess increase their competence in the next jobs chalenges. As Stated by (Longenecker, 2010) employees need effective coaching following any training and development experience to make the individual is going to improve and increase their skills, then organizations are going to get a return on their investment.

Utrilla et al., (2015) found that coaching give positive impact both on employees and organizational performance. By increasing personal skill positively related to employees capability in their job. Pousa et al., (2017) in their paper said that salespeople in the early

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position of their careers will lower than more experienced employees, so, they could potentially benefit more from developmental process like coaching. Through coaching implementation, employees receive advice and mutual interaction by managers and learn to better adaptation to work challenges and increase job performance (Badri-narayanan et al., 2015). Employees in the first stage in the organization have to be attention to make the comfort and improve their skill by coaching.

Coaching usefull for some jobs but not for others, it's relevance for high complexity, comprehensive skills, and tacit knowledge (Champates, 2006). Varios research have approved that coaching have positive impact and increase employees performance (Utrilla et al., 2015); (Bowles et al., 2007) (Tee Ng, 2012) Kim, Egan, Kim, & Kim, 2013). But, Wageman (2001) foud different impact of coaching toward performance are negative. Thus, it shows that there are context that influence both coaching and employees performance linkage.

Leaders who take on the role of coaches are likely to stimulate the team performance by encouraging team reflection (Samardzic & Woerkom, 2015). In their reaserch reflect coaching process in the team level because it will be built Co-working support in the organization. Zellar & Kacmar (1999) stated that co-worker extrimely important for todays team oriented environment. Co-working support have significant influence in the team orientation and individual performance. So, this paper investigate the role of co-working support as moderator in coaching and employees performance relationship.

2. Literature Review

2.1. Coaching to job Performance

Coaching is a means for developing a partnership between the manager and employee that creates a shared understanding about what needs to be achieved and how it is to be achieved(BWENG, 2015). Performance coaching is a process or relationship that endures over time and involves many employee and more general knowledge, skill, and attitudes (Strom, 1997). In another definition performance coaching according to a "person – centered" management technique that requires manager to become involved with employees by establishing rapport and encouraging person communication. Four aspect in Performance coaching are mentoring, confronting, training, and career coaching.

Coaching is not teaching, teaching is typically one-way communication and coach has developed a essential method for performance improvement (Champathes, 2006).

According to (Bowles et al., 2007) coaching has the strongest impact of coaching on performance was for middle managers and their juniors (as contrasted to executive managers). Coaching couple succeeded in using coaching as an effective tool for stimulating the performance on teacher (Truijen & van Woerkom, 2008). Coaching can effect the performance teacher in Singapore (Tee Ng, 2012).

Managerial coaching had an indirect impact on employee satisfaction with work and role clarity and an indirect impact on job performance (Kim et al., 2013) managerial coaching behavior can help bank employees increase their performance (Pousa & Mathieu, 2014). Determine the effects enhanced by business coaching on company performance (Dobrea & Maiorescu, 2015). The positive effect of managerial coaching on frontline employee behavioral and sales performance (Pousa et al., 2017)

Coaching has an influence on both individual performance (Utrilla et al., 2015). Team reflection turned out to be a moderator and not a mediator in the relationship between managerial coaching and team performance (Buljac-Samardzic & van Woerkom, 2015). coaching can assist managers in evaluating employee performance (Utrilla et al., 2015).

H1: coaching has positive effect on Job performance

2.2. Co-working Support: Coaching and Job Performance

The term co-worker's relations refer to relationship amongst employees in the organization operate at same level and have no formal authority one over another (Ahmad, Bibi, & Majid, 2016). Co-workers and supervisors are persons who have a strong influence on employees' work performance, and co-workers are people who have close interactions with each other in the organization (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2016). Co-worker support has the ability to make a working environment a pleasure or an unpleasant place to spend your time (Bateman, 2009). Based on (Bateman, 2009), Co-workers' behaviours may be viewed as political or self-enhancing and therefore it may not always be associated with constructive work attitudes. Co-worker's support in term of organizational environment, is defined as their readiness to assist each other in their task (e.g., co-operation, support, respect. etc.) (Bateman, 2009).

According to (Karatepe & Aga, 2013) co-worker support is who share knowledge and expertise and assist them with challenging tasks in service encounters. Co-worker support has no significant relationship with job performance (Karatepe & Aga, 2013). The present study focused on co-worker support, because it is co-worker who is always in contact with other employees daily at work place and sharing knowledge

and encouraging in any difficulty (Ahmad et al., 2016). Employees with sufficient support emerging from co-workers will feel that they can better work under resource-depleted environments (Karatepe & Aga, 2013).

Co-worker support are probable to enhance employees' innovative behavior (Attiq, Wahid, Javaid, Kanwal, & Shah, 2017). An individual interprets a co-worker ingratatory behavior positive, negative, or neutral manner will be partially determined by whether such behavior inhibits equitable procedures and outcomes (Kelly & Michelle, 1999). Job sales performance is the degree to which salespeople are open to seeking, receiving, and using external resources to increase their sales performance in a personal selling context (Badrinarayanan, Dixon, West, & Zank, 2015) (Badrinarayanan et al., 2015). Performance is multiplication of ability, motivation and support (Longenecker, 2010).

H2: co-working Suport moderate coaching toward Job performance

3. Method

This research samples is employee at XYZ company, Samples were selected by purposive sampling method or judgment sampling. In purposive sampling. Samples were selected by their various specific criteria used by researchers (Sekaran and Bougie, 2009). The purpose of sample is employee what they got coaching from company. Sample size is 80 samples. The data collection was done by questionnaire online. Respondents gave responses that can be sent online. The research method describe the type of research, how the data acquisition and data analysis.

4. Result and Discussion

The convergent validity of the measurement model can be seen from the correlation between item score and indicator scores. An indicator is said to be valid if it has a correlation above 0.70. However, for the initial research or development stage, the measurement scale of loading values 0.50 to 0.60 is considered sufficient (Ghozali, 2014: 39). Following are the test results of the measurement model (outer model)

Based on the results of the measurement model test in the picture 1 above, then the loading factors of each variable can be seen in the following table:

Based on table 1. above it can be seen that the outer loading of each Coaching variable indicator is greater than 0.50, so it meets the requirements of convergent

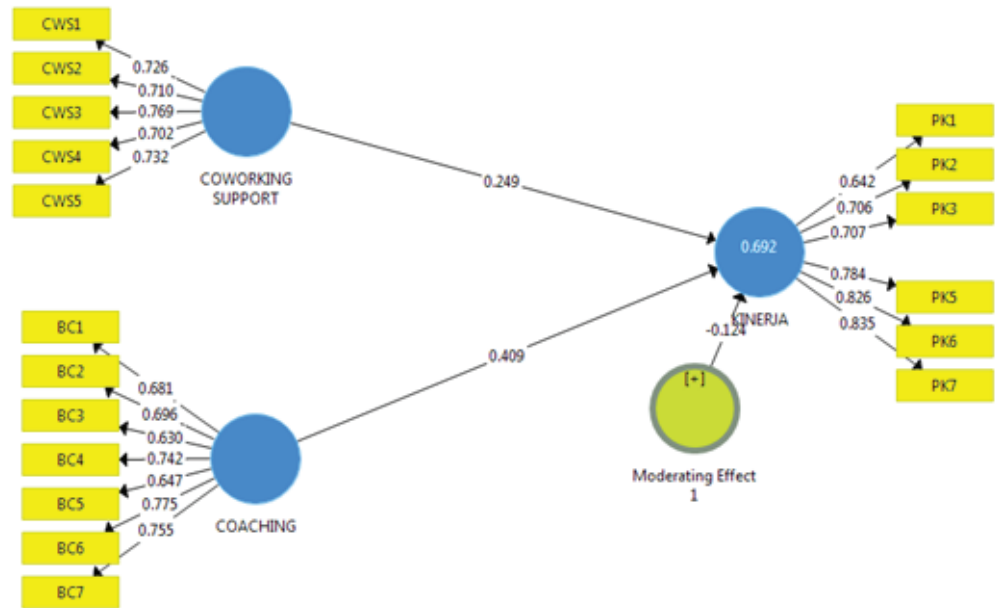


Figure 1: Outer model.

TABLE 1: Outer Loading Variabel Coachin g.

Item	Outer Loading	Keterangan
BC1	0,681	Valid
BC2	0,696	Valid
BC3	0,630	Valid
BC4	0,742	Valid
BC5	0,647	Valid
BC6	0,775	Valid
BC7	0,755	Valid

validity. This shows that the indicator of the coaching variable is declared valid or can measure the coaching variable appropriately.

TABLE 2: Outer Loading Variabel Coworking Support.

Item	Outer Loading	Keterangan
CWS1	0,726	Valid
CWS2	0,710	Valid
CWS3	0,769	Valid
CWS4	0,702	Valid
CWS5	0,732	Valid

Based on table 2. above it can be seen that the outer loading of each indicator Coworking Support variable is greater than 0.50, so it meets the requirements of

convergent validity. This shows that the indicator of the Coworking Support variable is declared valid or can measure the Coworking Support variable appropriately

TABLE 3: Outer Loading Variabel Kinerja.

Item	Outer Loading	Keterangan
PK1	0,642	Valid
PK2	0,706	Valid
PK3	0,707	Valid
PK5	0,784	Valid
PK6	0,826	Valid
PK7	0,835	Valid

Based on table 3 above it can be seen that the outer loading of each indicator of the Performance variable is greater than 0.50, so it meets the requirements of convergent validity. This shows that the indicator of the Performance variable is declared valid or can measure the Performance variable appropriately.

4.1. Composite Reliability

Composite reliability is to test the reliability value between the block of indicators and the construct that forms it. Besides, it aims to find out the extent to which the measurement results remain consistent.

TABLE 4: Composite Reliability.

Variabel	Composite Reliability
Coaching	0,873
Coworking support	0,849
Performance	0,887

Composite reliability is said to be good if the value is above 0.70. in the table above, you can see the composite reliability value for all variables is greater than 0.70. Then the variable model has met the composite reliability or has good reliability

5. Cronbach's Alpha

Cronbach's alpha can strengthen the reliability test results from the previous composite reliability results. Or it could be said that Cronbach's Alpha evaluates internal consistency. Following is the Cronbach's alpha output table:

TABLE 5: Cronbach's alpha.

Variabel	Composite Reliability
Coaching	0,831
Coworking support	0,779
Performance	0,845

Based on table 5 above it can be seen that Cronbach's alpha for all constructs is greater than 0.70. This shows that the construct has fulfilled Cronbach's alpha or has strong reliability.

5.1. R-Square Analysis (R²)

R-Square value of 0.716 which can be interpreted that the constructed variable of employee performance can be explained by the coaching and coworking support variables of 69.2% or it can also be interpreted that the magnitude of the effect of coaching and coworking support on employee performance is 69.2% While the variables Other variables not included in this study

5.2. Prediction Relevance Test (Q²)

In addition to seeing the R-square value, to see how well the observed value generated by the model, the PLS model can also be evaluated by looking at Q-square predictive relevance for the constructed model. The higher the Q2 value, the resulting model can be said to have a high prediction. Here are the results of calculating the Q-Square predictive value of the relevance of this research model:

$$\begin{aligned}
 Q^2 &= 1 - (\sqrt{1 - R^2})^2 \\
 &= 1 - (\sqrt{1 - 0,692^2}) \\
 &= 1 - (\sqrt{0,478}) \\
 &= 1 - (0,692) \\
 &= 0,308
 \end{aligned}$$

Dari perhitungan diatas diperoleh nilai *Q-square predictive relevance* sebesar 0,308 di mana nilai tersebut lebih besar dari nol. Hal tersebut menunjukkan bahwa model memiliki *predictive relevance* yang dapat menjelaskan model sebesar 30,8 %.

5.3. Uji Kausalitas

A causality test is done to test the relationship between constructs, which is done by the bootstrapping procedure. Variables are said to affect if t-statistics are greater than t-tables, with a significant t-table value of 5% = 1.96. The results of the bootstrapping in this study can be seen in the following figure and table:

TABLE 6: Cronbach's alpha.

Pengaruh Antar Variabel	Original Sample	T-Statistics	Keterangan	Kesimpulan
Coaching → Performance	0,409	3,624	≥ 1,96 (Signifikan)	Hipotesis Diterima
Coaching*CWS → performance	-0,124	2,184	≤ 1,96 (Tidak Signifikan)	Hipotesis Ditolak

Based on table 6 it can be seen that the test results of the influence between Coaching and performance variables show the original sample value of 0.409 which is positive. This positive value indicates that there is a positive relationship between Coaching and performance, which is when a company provides Coaching to employees it has an impact on the performance of employees at XYZ Company increases and vice versa. Then for the resulting T-Statistics value of 3.223, where the value is greater than 1.96. This shows that there is a significant influence between Coaching and performance variables. Then it can be concluded that the influence of Coaching on employee performance is significant and positive

In the test results, the influence of Coaching variables on performance moderated by Coworking support shows the original sample value of -0.124 which is negative and has a T-Statistics value of 2.184, where the value is greater than 1.96. This shows that there is a significant influence between the Coaching variable and the performance which is moderated by Coworking support. Then it can be concluded that Coworking support moderates the influence of Coaching on performance but has a negative value. The negative can be interpreted that coworking support does not strengthen the relationship between coaching and performance

6. Conclusion

Coaching have positive impact toward employees performance, effective coaching can improve employees competence and improve their performance. The dynamics environment challenges drive employees to be comfort and relevance with the next

position. Co-working support decrease the relation of coaching to employees performance. Coaching specifically related to high complexity, comprehensive skills, and tacit knowledge, but, for co-working support it's relevance to general skill and explicit knowledge. There for, co-working support have negative impact on coaching and employees performance relationship. This article has limitation with R^2 score just 69,2%, and there are 30,8% factors that affecting employees performance from the outside of model. For future reaserch can use both external and internal factors which influence employees performance, such as organizational support, leaders style, self-efficacy, etc.

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