

**ANALYSIS OF COACHING AND MENTORING TOWARDS EMPLOYEE PERFORMANCE
AT LOTTE GROSIR MANADO***ANALISIS COACHING DAN MENTORING TERHADAP KINERJA KARYAWAN DI LOTTE GROSIR
MANADO*

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Abstract: This study aims to analyze and find out if coaching and mentoring have an effect on Employee Performance at Lotte Grosir Manado's employees. This research is using quantitative method. It will explain the relationship of variables through Causal analysis in the scale method between two continuous independent variables and one dependent variable. Researcher distributed questionnaires and the sample used was 30 respondents from fresh and bakery division. The result showed both coaching and mentoring simultaneously have a positive effect on Employee Performance at Lotte Grosir Manado. But coaching partially do not has a significant effect on employee performance, but mentoring has a significant on employee performance. Based on the results it can be said that Coaching and Mentoring have an important role in effecting Employee Performance

Keywords: coaching, mentoring, employee performance

Abstrak: Penelitian ini bertujuan untuk menganalisis dan mengetahui pengaruh coaching dan mentoring terhadap kinerja karyawan pada karyawan Lotte Grosir Manado. Penelitian ini menggunakan metode kuantitatif. Penelitian ini akan menjelaskan hubungan variabel melalui analisis kausal dalam metode skala antara dua variabel independen kontinu dan satu variabel terikat. Peneliti menyebarkan kuesioner dan sampel yang digunakan sebanyak 30 responden dari divisi fresh dan bakery. Hasilnya menunjukkan bahwa coaching dan mentoring secara simultan berpengaruh positif terhadap Kinerja Karyawan di Lotte Grosir Manado. Namun coaching secara parsial tidak berpengaruh signifikan terhadap kinerja karyawan, namun mentoring berpengaruh signifikan terhadap kinerja karyawan. Berdasarkan hasilnya dapat dikatakan bahwa Coaching dan Mentoring memiliki peran penting dalam mempengaruhi Kinerja Karyawan

Kata Kunci: coaching, mentoring, kinerja karyawan

INTRODUCTION

Research Background

Nowadays many companies like to emphasize on gaining a competitive advantage in the market. The advance equipment, new technology, good marketing strategic, excellent customer services and many other elements can be the factors to build up for the advantages. However, human resource is still the most important element to determining the success or failure of an organization. Without human resource, the company daily business function will not be done well and ready. Human resource is always related to one organization profitability and their ability cannot be replaced by machines as discussed by Hargreaves and Jarvis (1998:3).

Human resource consists of a framework of activities and practices that support and develop a motivated workforce. Human resource is an important role in the management of this retail business, because it requires management readiness in terms of knowledge of skills (both soft skills and hard skills), managerial retail sales at the same time and sensitivity to see opportunities to be able have the competence to survive in the retail business. The importance of human resources will affect the sustainability of the company. The role of management for its human resources must be improve, because the company itself generally has the same goals and expectations, namely earning profit in the long-run so that the company it manages remains developing. In order to improve the human resources, a good company has to look in their employees and especially their performance. Some things related to human resources in retail have an important role in forming a retail.

Human resource management and the performance of the employees are very important for retailers to focus on strategic issues and developing in the organizational structure. Human resources' overall purpose is to ensure that the organization is able to achieve success through people. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in recruiting, training, employee-relations or benefits, recruiting specialists, find, and hire top talent. The company has to make sure that their employees are having supporting learning and development process to create development professionals that have continuous development in order to achieve the goal. In this case, coaching and mentoring are the potential approach to improve the employee performance. Coaching and mentoring have been popular technique of supporting learning and development of career among new recruits, potential business managers and graduates and has been defined as a process for improving work performance also the process of helping others to improve, to grow and to get to a higher level.

Lotte Grosir Manado is one of the companies that used coaching and mentoring strategies to staff development and performance management. Managing and improving performance of employees is a common challenge for the company especially to managers. Lotte Grosir Manado strives to meet the needs of business partners by providing quality products at competitive prices so that they can help, serve and develop small and medium enterprises in the Manado City region. In contrast to other large retailers, In January 2023, Lotte Grosir Manado had 85 employees in total that have trained an internal pool of coaches who are deploy to support staff learning and performance. Categorized as Store General Manager, Product Category Manager/Manager Division (Senior Manager), Section Head (Junior Manager), Senior Staff (permanent employee) and the last is Staff (contract work).

Clarifying job responsibilities and expectations, aligning their goals with the business priorities, developing talent to offer exceptional customer service, and keeping them motivated to increase business profits are some other issues that the managers face every day. Managers and supervisors as coach is where coaching skills seen as a necessary competence of line managers and included in management program so that line managers/team leaders integrate a coaching style into their 'everyday' interactions with staff and teams. Whitmore (2008) in Coaching for Performance prefers this explanation: 'Coaching is unlocking people's potential to maximize their own performance. It is helping them to learn rather than teaching them.' Coaching provides an invaluable space for personal development and that is what Lotte Grosir Manado would like to emphasize to their employees.

The mentors in Lotte Grosir Manado are the managers and supervisors that are more experienced or senior in the organization or profession, and often their services offered, and taken up, voluntarily. Mentoring may be either short term or long term that will usually involve personal, professional and career development. Mentoring is usually understood as a special kind of relationship where objectivity, credibility, honesty, trustworthiness and confidentiality are critical'. As with all the new trends, coaching and mentoring are often adopted without sufficient know-how or adequate training for coaches and mentors. If these techniques were carried out in the wrong way, results may backfire and not only do the learning and development objectives fail, otherwise coaching becomes ineffective. Therefore, it is important to remember that coaching and mentoring are two optional learning interventions amongst others. Until now, there has been no research about coaching and mentoring at Lotte Grosir Manado. Thus, this study was trying to analyze the influence of coaching and mentoring towards the employee performance of Lotte Grosir Manado. Therefore, based on the description above the researcher aims to find out with the title "Analysis of Coaching and Mentoring towards Employee Performance at Lotte Grosir Manado."

Research Objective

The objectives of this research are as follows.

1. To identify the influence of Coaching at Lotte Grosir Manado.
2. To identify the influence of Mentoring at Lotte Grosir Manado.

3. To identify the influence of Coaching, Mentoring, and Employee Performance at Lotte Grosir Manado simultaneously.

THEORETICAL FRAMEWORK

Human Resource Management

According to Hasibuan (2002), "Human resource (HR) is the science and art of managing relationships and the role of the workforce to be effective and efficient in helping the realization of company, employee and community goals". In other word, human resource management is the key that determines the company's development. In essence, human resources in the form of people who are employed in an organization as a mobilizer, thinker and planner in order to achieve the goals of the organization.

Coaching

A company should have resources human beings who are qualified and reliable in advancing the company and achieving company goals. To get good quality human resources, companies must train or guide employees through employee training programs, one of which is through coaching. The coaching method is currently believed to be able to effectively develop employee potential in a managerial and leadership context in a more natural and integral manner. When individuals get coaching from superiors, they can improve their performance and potential to do more in the future. Through coaching, usually the potential within a person can be more visible. Whitmore (2008:4) stated that "Coaching is training that opens up a person's potential to maximize their own performance, which helps them to learn rather than teach them". If the ability of its employees increases, then its performance for the company will also increase. In general, coaching can be done by anyone. Originally, the people who has a capable ability in their field that could be managers and supervisors in retail case.

Mentoring

In a company, the development of human resource capabilities is absolutely necessary. Not only through direct training, but a kind of sharing mechanism is needed so that the experience gained by the senior in the company can be shared with other employees. Mentoring comes from the word 'Mentor' which means advisor. Mentoring is a partnership where there are parties who share their experience, expertise, information, and perspective to assist personal development or career growth of others. In general, mentoring is an educational activity that includes teaching, educating, training, and fostering that is carried out with a sharing approach in which there is mutual trust between two main actors namely the mentor (main advisor) and mentee (mentoring participant). Mentoring is considered as one of the right tools for personal development and empowerment because it is an effective way of helping employees find their potential and develop their careers better.

Employee Performance

A company organization was founded because it has a purpose of certain objectives that need to be achieved. The definition of performance is a description regarding the level of achievement of the implementation of a program or activity policies in realizing the goals, objectives of the organization's vision and mission poured through an organization's strategic planning. Moeherionto (2012) stated that "The meaning of the word performance comes from job performance and in other words also call actual performance or work performance or work achievements that has been accomplished by a person". Thus, employee performance is an action of doing process or performing a function of organization to accomplish the work done by the employees where the outcome aspect states about the consequence of the employee's job behavior.

Previous Research

Neupane (2015) examined the effects of coaching and mentoring on Employee performance in the UK hotel industry. It also examines the extent of employee performance in association to coaching and mentoring; and examines the effects of coaching and mentoring on overall organizational performance. The study is based on cross-sectional method, deductive and quantitative approach. A sample of 172 managers and supervisors who have already worked as coach or mentors in the respective hotels are chosen by using convenience sampling technique. The survey strategy by using structured questionnaires was used for data collection. The collected data was analyzed by using arithmetic mean, correlation, regression with the help of SPSS 20. This research confirmed that coaching and mentoring are positively correlated to employee performance and both factors have significant

effect on employee performance. As the regression analysis shows that coaching has significant effects on overall employee performance as $\beta = 0.466$ and $P = 0.007$ which is less than 0.05. Similarly, mentoring has also significant effects on overall employee performance as $\beta = 0.457$, and $P = 0.008$ which is less than 0.05. Similarly, coaching and overall organizational performance are positively and significantly correlated as $r = 0.707$; and mentoring and overall organizational performance are also positively correlated as $r = 0.456$. The regression analysis shows that coaching has significant effects on overall organizational performance as $\beta = 0.700$ and $P = 0.002$ which is less than 0.05. But, mentoring has not significant effects on overall organizational performance as $\beta = 0.010$ and $P = 0.961$ which is greater than 0.05.

Peace and Ofobruku (2015) investigated the effects of mentoring on employees' performance in family business. The construction Industry in Abuja was critically investigated. The study employed a survey research design using both quantitative and qualitative approaches. The population was the construction industry in Abuja. Responses from three hundred and sixty-seven construction employees were analyzed. The data collected were analyzed using Pearson correlation coefficient statistics technique. The findings of the study revealed that mentoring had positive effects on employees' performance; career support had more positive effect on employees' performance than psychosocial support. This research concluded that performances among employees are based on the degree of mentorship program put in place in the organization. Employees respond better to career support in term of performance. The study concluded that mentorships had significant relationship with employee performance. The study recommends that for family business to sustain better employees' performance, the organization should be encouraged to have a mentorship program for the employees of the organization, which will result in better employees' performance for the business to achieve its objectives.

Pousa and Mathieu (2014) presented an empirical investigation from two international field studies, one using business-to-business salespersons working in Latin America and the other one using business-to-consumer frontline employees from a service organization in Canada. Building on leader-member exchange theory, they proposed that coaching increases individual performance beyond the potential impact of sales experience and tenure. They found that coaching can explain between 2.9% and 6.2% of the variance in performance when controlling for tenure and experience.

Conceptual Framework

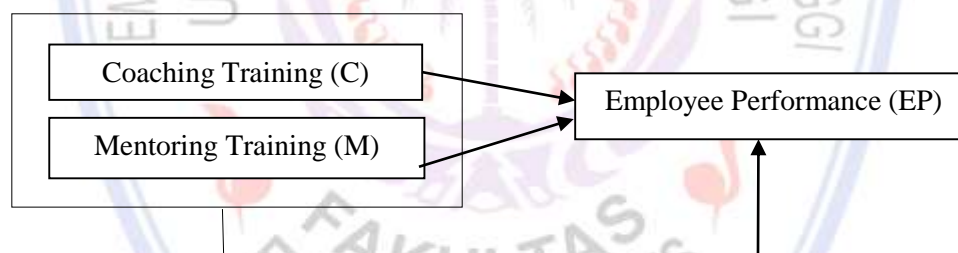


Figure 1. Conceptual Framework
Source: Data Processed (2023)

RESEARCH METHOD

Research Approach

This research is using a quantitative approach with questionnaire as a tool to collect the data. Quantitative methods are those research methods that use numbers as its basis for making generalizations about a phenomenon. Leedy and Ormrod (2001) state that quantitative research involves the collection of data so that information can be quantified and subjected to statistical treatment in order to support or refute alternative knowledge claims.

Population, Sample, and Sampling Technique

The population in this research are the employees of Lotte Grosir Manado. The sample in this research are 30 employees from fresh and bakery division. The sampling technique in this research uses nonprobability techniques and purposive sampling and the fresh and bakery division were chosen since the division is the largest division in Lotte Grosir Manado.

Data Collection Method

This research distributed questionnaires as the primary data and for the secondary data; existing records at Lotte Grosir Manado and some data that were obtained from articles, previous research, online data, and library records.

Operational Definition of Research Variables

Table 1. Definition and Indicator of Research Variable

Variable	Definition	Indicator
Coaching (C)	The process by which individuals get the skills, abilities and knowledge they need to develop themselves professionally and become more effective in their work	<ul style="list-style-type: none"> - Active listening - Giving feedback - Self confidence - Determine priorities - Problem solving
Mentoring (M)	A partnership where there are parties who share their experience, expertise, information, and perspective to assist personal development or career growth of others.	<ul style="list-style-type: none"> - Personal development - Sharing - Learning process - Encouragement - Challenge
Employee Performance (EP)	The level of achievement of the implementation of a program or activity policies in realizing the goals, objectives of the organization's vision and mission poured through an organization's strategic planning	<ul style="list-style-type: none"> - Work quantity - Job knowledge - Attitudes - Teamwork - Discipline

Source: Literature Data, (2022)

Data Analysis Method

Validity and Reliability

Validity test is used by researchers to measure data that has been obtained after research which is valid data with a measuring instrument used, namely a questionnaire. Criteria in the validity of a questionnaire are as follows (Sugiyono, 2005:109):

- If $r_{\text{arithmetic}} > r_{\text{table}}$ then the question is valid
- If $r_{\text{arithmetic}} < r_{\text{table}}$ then the question is invalid

Reliability Test reliability is the definition of how consistent a measure is of a particular element over a period of time, and between different participants. The reliability test is basically to ensure that the measuring instrument (questionnaire) really has a consistent/steady ability to measure the data even though it is repeated many times on the same object. This research used functional model as follows:

$$EP = f(C, M)$$

From the functional model above, can be transformed into multiple linear regression model as follows:

$$EP = b_0 + b_1C + b_2M + e$$

Where:

- EP = Employee Performance
- C = Coaching
- M = Mentoring
- b1 and b2 = The regression coefficient
- b0 = Constants
- e = Error

RESULT AND DISCUSSION

Research Result

Validity Test

This study uses a significance level of 5% (0.05) and uses two-tail tests. The number of respondents is as many as 30 people. The person correlation value of every indicator (r_{count}) of Coaching (C), Mentoring (M), and Employee Performance (EP) variables have a higher value than r_{table} which is 0.361 and the significant

value below 5% or 0.05, which means all the statements or indicators that are used in the questionnaire for this research are valid.

Reliability Test

Table 2. Reliability Test Result

Cronbach's Alpha	N of Items
.855	15

Sources: Output SPSS, (2022)

From the result from table 2 above, it can be seen that the Cronbach's alpha > 0.60, it is indicated that all research instrument indicator of variable is reliable.

Multiple Linear Regressions

Table 3. Multiple Linear Regressions

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	6.491	3.180		2.041	.051
Coaching	.151	.208	.136	.724	.475
Mentoring	.192	.192	.519	2.763	.010

a. Dependent Variable: Employee Performance

Sources: Output SPSS, (2023)

Based on data analysis using SPSS 25, the results of the regression equation are as follows:

$$EP = 6.491 + 0.151C + 0.531M + e$$

The regression equation above shows the relationship between the dependent variable and the independent variable partially, from this equation it can be concluded that:

- Constant value of 6.491 means that if all independent variables in this research: Coaching (C) and Mentoring (M) are equal to zero, then the Employee Performance (EP) is predicted to be 6.491.
- Coefficient value of 0.151 means that if the variable in this research, Coaching (C), increase one scale/unit, and then the Employee Performance (EP) will increase by 0.151.
- Coefficient value of 0.531 means that if the variable in this research, Mentoring (M), increase one scale/unit, and then the Employee Performance (EP) will increase by 0.531.

Correlation Coefficient (R) and Coefficient Determination Test (R²)

Table 4. The Coefficient of Determination (R²)

Model	R	R Square	Adjust R Square	Std. Error of The Estimate
1	0.606a	0.370	0.323	1.714

Source: Output SPSS, (2022)

Table 4 shows the result of the Correlation Coefficient (R) and Coefficient of Determination (R²) to measure and explain the correlation between variables in this research. The table shows the coefficient correlation (R) value is 0.608 which is the correlation of independent variables (C) and (M) on the dependent variable; (EP) is highly correlated because the value tends to be close to 1. The result of the Coefficient Determination (R²) Test. The test is to measure the ability of the model of dependent variables in explaining the variation of the dependent variable. Shows the value R square or coefficient determination (R²) is 0.370 or 37%. The rest 63% is explained by the variable which is not explained in this research.

Hypothesis Test

F-Test

Based on the table 5, shows the value of the F-count is 7.928 with a significant level of 0.002 with 5% or 0.05. The F-table is 3.34 ($f(k:n-k) = f(2:28) = 3.34$). So, the F-count is greater than f-table ($7.928 > 3.34$) and the significant level is less than 0.05 or 5% ($0.002 < 0.05$). Then, it concludes that hypothesis 3 (H3) of Coaching (C) and Mentoring (M) as independent variables have a significant effect on the Employee Performance (EP) as a dependent variable simultaneously.

Table 5. F-Test Result

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.570	2	23.285	7.928	.002 ^b
	Residual	79.297	27	2.937		
	Total	125.867	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Coaching, Mentoring

Source: Output SPSS, (2022)

T-Test

Table 6. T-Test Results

	Model	t	Sig.
	Coaching	.724	.475
	Mentoring	2.763	.010

Source: Data Processed (2023)

Based on the table above it can be explained as follows:

- The t-table using formula $t(\alpha / 2; n-k-1)$, $t(0.05/2; 30-2-1) = (0.025; 27) = 2.052$. The t value of the Coaching (C) is 0.724 with a significant level of 0.475. The t count of 0.724 has a lower value than the t table namely 2.052. While significant level has a greater value than Alpha (0.05) which is 0.475. This means that the first hypothesis (H1) of the (C) variable do not has a significant effect on (Y). Which is rejected.
- The t value for Mentoring (M) is 2.763 with a significance level of $0.010 < 0.05$. The t count of 2.763 has a greater value than the t table namely 2.052. While significant level has a lower value than Alpha (0.05) which is 0.010. This means that the second hypothesis (H2) of the (M) variable has a significant effect on (Y). Which is accepted.

Discussion

The Influence of Coaching on Employee Performance

Coaching is a condition in which an individual cannot fulfill a demand within a specific time. It is an individual's reaction towards working environment characteristics that seem to threaten emotionally and physically. An employee who experiences high working pressure is more likely to be unhappy, unmotivated, less productive, and less secure at work. Based on this, the researcher makes the hypothesis that coaching has a significant effect on the employee performance at Lotte Grosir Manado. Moreover, this hypothesis of this research was rejected. It can be concluded that the Coaching (C) has a positive but not significant effect on Employee Performance (EP) at PT. Lotte Grosir Manado. This result means that the coaching activities inside the company positively increase the employee performance in overall, but not significantly. Contrary from research by Pousa and Mathieu (2014) that coaching has significant effect on Employee Performance. Even though the coaching activities improving employee performance, but based on the result of this research, it is not significantly, and in the end, there are other variables more suitable to improve employee performance, which researcher do not consider to be researched in this research.

The Influence of Mentoring on Employee Performance

Mentoring is a formal and informal procedures for more experienced staffs to share their skills and experiences about industry or business in order to achieve organizational goals and objectives as well as individual goals of the employees. Based on this, the researcher makes the hypothesis that Mentoring (M) has a significant effect on the Employee Performance (EP) at Lotte Grosir Manado. Moreover, this hypothesis of this research was accepted. It can be concluded that the Mentoring (M) has a positive and significant effect on Employee Performance (EP) at Lotte Grosir Manado. This result means that the mentoring activities inside the company positively increase the employee performance significantly. This result similar to research by Peace and Ofobruku (2015) that mentoring had positive effects on employee's performance.

The Influence of Coaching and Mentoring on Employee Performance

The significant level is less than 0.05, this explains that the independent variables which are Coaching (C) and Mentoring (M) simultaneously have a significant effect on dependent variable (EP). Thus, the hypothesis

3 is accepted. The result similar to research by Neupane (2015) that confirmed coaching and mentoring are positively correlated to employee performance and both factors have significant effect on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Coaching (C) has a positive but not significant effect on the Employee Performance (EP) at Lotte Grosir Manado.
2. Mentoring (M) has a positive and significant effect on the Employee Performance (EP) at Lotte Grosir Manado.
3. The result showed that Coaching (C) and Mentoring (M) simultaneously has a significant effect on Employee Performance (EP) at Lotte Grosir Manado.

Recommendations

Based on the analysis and conclusions from overall results in this research are the following points:

1. Lotte Grosir Manado should provide more and develop their coaching and mentoring system, because based on this research, simultaneously these variables are significantly influencing employee performance positively. The company superiors must pay attention to their current work environment more specifically toward the relationship between workers by always give direct supervising and evaluation on each employee, and provide training to their employees on how to manage time and work more effectively and organized.
2. Research recommends developing human resource strategies to strengthen the level of employee performance. Further, a positive working environment with clear communication, trust and cooperation could also enhances employee performance
3. This research can be used as a reference for future study or research to develop or build a new concept that can be implemented into the study of human resources.

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