

## Strategies For Developing Employees' Potentials Through Coaching (Study At Plazakamera Surabaya)

Aris Setiowati

Master in Human Resource Development, [aris.setiowati@gmail.com](mailto:aris.setiowati@gmail.com)

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### Abstract

*Technology startups in Indonesia are indeed competent in technology development and business strategies, but many still lack an understanding of leadership, communication, engagement, and relationships between other employees. In the startup business, Coaching is an activity to provide direction by superiors or leaders in providing training and orientation to employees regarding the realities that occur in the startup business industry, including in dealing with obstacles or problems that occur. This study aims to determine the relationship between coaching and the development of the potential of employees in business atPlazakamera.com with qualitative descriptive research methods to direct resource persons*

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### PRELIMINARY

The world of business startups or industrial startups is experiencing a booming situation in various parts of the world, especially in Indonesia in recent years. There are high achievements starting from homeland startup businesses, including Gojek, Tokopedia, to a well-known travel business, namely Traveloka. This is the basis for the emergence of several start-up businesses or startups in Indonesia. In just a few years, many startup businesses have started to appear, even in 2020 there are more than 1500 local startup business names that have sprung up in Indonesia, as quoted from DailySocial.net. It is also proven that in 2019 Indonesia had thousands of startups with astonishing qualifications, namely 1 decacorn, 6 unicorns, and 27 centaurs.

According to the business accelerator, ActionCOACH, the owners of the startup business industry in Indonesia are very competent in developing technology and business strategies to keep their businesses growing, but some of them are still not aware of the level of leadership, communication, and



relationships between other employees. In fact, when viewed from the aspect of communication and leadership, this is also something that is quite influential in an industry or the business world at any level, including the newest business or startup.

The pattern of leadership (leadership), communication, engagement, and relationships between employees that can be done is by coaching. According to Delzy Chandra in LinkedIn.com (2018), Coaching is an activity in providing direction which is usually carried out by a supervisor or leader in providing training and orientation to employees regarding the reality in the work environment and providing understanding in overcoming problems in achieving company goals. What is usually taught during the coaching process is about a situation at work that occurs in the startup business industry, including dealing with problems or unpleasant situations. With the coaching process in a company or organization, it is expected that employees can work optimally.

The need for coaching in increasing the potential of employees is also carried out by JackMa, the founder of alibaba.com, where in 1999 he motivated 17 of his employees to develop the potential that exists in their employees to be big and develop, so 21 years later Alibaba.com became a large startup with income. 56 million dollars in one day (11/11/2020). This is evidence that the benefits of coaching for employees at startup companies or start-ups greatly affect the results obtained.

*Coaching* The success can be seen in providing better performance results, providing job satisfaction, and causing an increase in employee motivation. Being a coach who has good quality must master the knowledge, experience and intelligence in revealing the analysis needed on a problem.

Based on this description, this research was conducted at one of the startup companies in Surabaya, located at Jalan Mangkunegoro no 11 Surabaya, with the consideration that business development is quite high every year, so that the need for coaching as a motivation in developing the potential of employees can be applied. The purpose of this research is to find out the relationship between coaching and developing the potential of employees in the startup business (case study at Plazakamera.com). Furthermore, it is hoped that this research can provide useful input for startup business owners as an effort to improve the quality of human resources in developing the potential of employees by implementing a coaching system.

### RESEARCH METHODS

This research uses descriptive qualitative method. This method is used because it is hoped that in this study it can find out about phenomena that occur in natural conditions, not under controlled or experimental conditions. Researchers who go directly to the field make this research more appropriate to use this

method. The results of this study were taken by the researcher in several steps, namely data collection by interviews and direct observation in the field, accompanied by documentation studies so as to produce a preliminary analysis of researchers in determining research results. The location of this research is Plazakamera.com which is located at Jalan Mangkunegoro no 11 Surabaya, as a startup business that develops based on the background and objectives of this research. This research,

## RESULTS AND DISCUSSION

### THE ROLE OF COACHING IN THE DEVELOPMENT OF EMPLOYEES' POTENTIAL

Developing self-potential is one way to raise the standard of living of employees. Developing self-potential is usually done through the process of learning and teaching (learned action). Education to develop self-potential can take the form of formal, namely education taught in elementary schools (SD), junior high schools (SMP), high schools (SMA), or the equivalent of vocational high schools (economics and business, technology, arts, and education). others), to high schools, institutes, and universities.

All these formal educational institutions are actually substantially an effort to develop their potential (in the form of talents and main interests) formally, with curriculum designs, credit systems, practicums, and their outputs as intermediate, undergraduate, master, or doctoral experts in philosophy. Although universities in Indonesia generally produce graduates who are able to master the field of science or science, it is not uncommon for the demands of the job market to require universities to also produce graduates who are ready to work in fields that are relevant to the knowledge and talents of their graduates.

On the other hand, non-formal education is no less important in order to develop the potential of its participants. Including training, courses, field work practices, observational studies, which are carried out in a relatively short period of time. But the main goal is to empower and hone one's potential and talents. Thus the development of self-potential is part of the process of filling life with interesting things, according to interests and abilities.

Self-potential development must be carried out continuously and must be able to increase one's potential abilities. Lifelong education or long life education has become a holding slogan among educators around the world from various levels of education to types of education.

The results of interviews regarding employee perceptions of coaching stated that coaching is a mechanism held by the company to change habits and culture at work. With the aim as an effort to achieve a common goal, which has



a focus on human behavior and prioritizes factors for developing the potential of employees.

In his book entitled *I'm a Coach* (2015), Pramudianto explains three main things in the implementation of coaching in a company, namely partnership, empowerment and optimization. Where of the three things used by researchers in forming indicators as a basis for searching data in the field, the following is a detailed explanation of this:

### 1. Partnership.

Partnership and equality has the principle that is, bringing the coach or coaches focused on the goal to support the coachee or being trained in order to achieve better results. This is in line with the situation on the ground that coaching does not have to be teaching like teachers and students, but by placing employees as work partners will give employees their own motivation in carrying out their duties and work optimally.

This is as stated by Miftah, one of the employees of Plazakamera.com in the Finance Accounting section, namely:

*"I love Plazakamera, employees and superiors are very closely related like friends, by sharing experiences with each other can help achieve common company goals."*

In line with the opinion expressed by Miftah, in the Purchasing division, Witri stated that:

*"When our superiors pay attention to our ideas, it feels like they play a role in the progress of the company. And it was fun."*

In contrast to mentoring, the role of coaching at Plazakamera is mentioned by exploring the future solutions of a person and a company that comes from the employees themselves through asking and answering questions so as to bring up new ideas that can be applied in the company.

### 2. Empowering.

In the Empowering method, employees' mindsets tend to be in the form of dialogue, discussion, or question-and-answer methods, so that they inspire coachees to find answers from their own thoughts that they may not have realized before.

As stated by Yuri, one of the employees of Plazakamera.com in the online sales department, namely:

*"As a leader, he is not only a controller, but also develops and improves the knowledge, skills and performance of his subordinates. Company leaders also play a role in improving employee performance which is useful for themselves and the company."*

Dana, head of sales and marketing for Plazakamera.com, added that:

*"Rico's way of teaching is really cool, because it directs us to think*



*differently than usual. The question becomes like growing our enthusiasm*

*to continue to explore ways to achieve a large turnover, how? How about digital marketing management? Things we usually don't think about until we get there finally come to mind."*

All employees from various divisions can help provide their mindset in anti-mainstream or unconventional ways in an effort to help the company progress. In addition, in its implementation the company can begin to regulate the performance of its employees, where the final result will affect the company's performance. In the business world and growing industry, especially in the human resources department, coaching is a technique to develop self-potential in employees.

### **3. optimization.**

The capacity of a coach is to determine whether the coachee or participant can create a way out of every existing problem, as well as how the participants can apply it in taking concrete steps that must be done so that in the end they are able to optimize their potential. In coaching, it is not only giving direction or teaching to employees as a form of developing their own potential, but also other trainings and after-coaching attention are needed in achieving the company's needs in developing employees' self-potential that is still not visible. This is as stated by Harrys, one of the employees of Plazakamera.com in the Finance section, namely:

"Coaching is not only completed when the training is given, but must continue in monitoring the development of the employee's potential so that it remains monitored and not in vain."

So far, Coaching on developing the potential of employees at Plazakamera has been carried out directly by Mr. Rico Satria Chandra, as CEO of plazakamera. So that the role and motivation of employees can be seen directly during the learning process through direct motivation.

## **CONCLUSIONS AND RECOMMENDATIONS**

Efforts to increase the potential advantages of human resources owned by the company is a strategic action in the face of technological advances and global competition as it is today. Quality human resources will provide positive involvement for the performance of the organization or company, especially in startup businesses that are developing at this time. One method that can be used and applied in developing the potential of employees or human resources in the company is to use coaching techniques. The coaching technique as an activity carried out as a communication link between employees requires adequate leadership or interpersonal skills. If this is deemed insufficient, coaching activities will become a formality in the workplace which will actually affect social



relations and poor communication. With *Coaching* considered to have a positive effect on the development of self-potential of employees in a startup business because employees can feel valued by management as an important asset, which has a positive influence on business development.

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