



Coaching and Mentoring of Corporate Culture in Efforts to Improve TDW Group Performance

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Abstract: This study aims to obtain some information regarding the performance improvement that has occurred in the TDW Group, especially several business units due to the organizational culture formed through the coaching and mentoring process through case studies. The paradigm in this study uses Post-Positivism which is naturalistic. The data analysis performed is inductive based on the facts determined. This research was conducted at TDW Group which has 11 business units. The selection of informants in this study used a purposive sampling technique. The sampling technique used is purposive sampling, with data collection through; interviews, literature studies, and observation. Data analysis in this study used interactive model data analysis techniques, assisted by the NVivo 12 plus software. Tung Desem Waringin made the coaching and mentoring process gain interest for participants to participate in the process. Coaching and mentoring with the title Friday with TDW can instill a corporate culture Juni Bawa Tali (Jujur, Nilai Tambah, Tanggung Gugat dan Lingkaran Malaikat) so that it is well remembered and understood by staff from several business units. Finally, there is the influence of the implementation of corporate culture on employee performance, which can personally increase employee productivity.

Keywords: Performance, Coaching, Mentoring, Organizational Culture

INTRODUCTION

Bank Indonesia said that 87.5% of MSMEs have been impacted by the Covid-19 epidemic. Approximately 93,2 percent of this amount was negatively impacted on the sales side. Then, data from the Katadata survey results The Insight Center (KIC) of around 206 MSMEs in Jabodetabek revealed that 82.9% or the majority of MSMEs were negatively impacted by the pandemic, whereas just 5.9% of MSMEs expanded positively. Additionally, 63.9% of MSMEs have experienced a decline in revenue of more than 30% due to the pandemic. Whereas only 3.8% of MSMEs witnessed a rise in revenue. Tung Desem Waringin (TDW) Group, the company formed by Tung Desem Waringin, the No. 1 Success Coach in Indonesia and the Best Speaker in Indonesia according to Marketing Magazine, has also been affected by the COVID-19 epidemic.(Marketing Magazine) and SWA magazine's "Most

Influential People in Business" list. With a number of business units reporting to him, including The Daily Wash Laundry, TDW Resources, Laruno, The Conversion, Muvi, Einstein, Central Group, TDW Property and Wakuliner, this outbreak has inevitably become a problem for him and his affiliates under TDW. The TDW group, an entrepreneur as well as a business trainer, hopes to advance the mentoring and coaching strategy called Friday with TDW. Where, the purpose of this event is to instill and control the application of corporate culture, namely: honesty, added value, accountability and a circle of angels and daily work activities.

Understanding the culture of each business unit is the most important point in this activity, because according to Tung Desem Waringin it is important for every employee to remember the work culture and the need for routine repetition every week so that it will become a program in the subconscious mind and have an impact on their actions at work. profession. Exposure to Sutrisno (2011) which states that a strong corporate culture supports company goals, whereas a weak or negative one hinders or conflicts with company goals. In a company with a strong corporate culture, shared values are deeply understood, embraced, and championed by most of the company's members (company employees). This is in line with the findings of Cherian & Jolly (2013) where the results of their research describe that corporate culture can affect employees at different levels, but employees admit that the influence is very strong. Activities with the title Friday with TDW are categorized as coaching and mentoring which is defined by Wilson (2011) coaching which is defined as a procedure that allows individuals to identify and take appropriate action on the most suitable solution and work for them. Based on the results of the study conducted by the author, there are at least two research gaps that encourage researchers to conduct this research, namely; 1) There is no research on the process of building corporate culture through coaching and mentoring qualitatively, 2) There are different views from several previous studies regarding the influence of corporate culture on performance.

LITERATURE REVIEW

Coaching

Sir John Whitmore, an influential figure in the world of coaching, as well as the originator of the concept of GROW (Goal, Reality, Option, Will) as a method in the coaching process, said Coaching is like a key that unlocks a person's potential so that he can maximize the performance he has. This is done by helping coachees learn through the coaching process without dictating or teaching them. In where Mathis & Jackson (2016) underlined that in the coaching process the element of a coach 's success lies in strong communication between the coach and the coachee (participants). Therefore, Noe (2010) states that coaches must have empathy, provide support, the coaching process is successful when staff members broaden their perspectives. In today's organizations and work communities, we most often encounter situations where no one has all the information or one right solution, where multiple perspectives and collaboration, with the development of adaptive solutions, is the best way forward.

Mentoring

The opinion of Crawford & Nahmias (2010) says that Mentoring is an interpersonal relationship in the form of caring and support between competent and experienced people and people who do not know or have experience. In addition, mentoring is explained by Fain & Zachary (2020) as a mutual and collaborative learning relationship between two or more people who share the same responsibility and accountability to assist the mentee in working to achieve specific and mutually determined learning goals. Furthermore, Turner (2012) stated that the application of the concept of mentoring the company is able to increase the

effectiveness of the company's human resources. Principals can then become more motivated as a result of coaching.

Organizational Culture

According to Schein (2017) theory, culture is a set of fundamental beliefs that a group discovers and develops when they work to solve problems, while also responding to their internal environment and the outside world. In addition, Schein (2017) argues that culture and leadership are closely related. due to the fact that today's corporate culture is a direct result of the culture of previous leaders. This happens because culture programs people's thinking to differentiate members of one group from members of other groups. Hofstede (2010) revealed that the values and beliefs that are nurtured and cultivated within the organization to direct the behavior and actions of employees are referred to as organizational culture (Tewal et al., 2017). In the end, it is the system that creates the main characteristics, which then become the value in a company.

Performance

Performance is a term used to describe the extent to which an activity, program, or policy has been implemented in order to realize the organization's goals, objectives, vision, and mission as described in its strategic planning (Moeheriono, 2012). Individual performance has an impact on group performance, which in turn has an impact on organizational performance. In contrast, performance, according to Rivai (2013), is a general term used to describe all or a portion of an organization's actions or activities over a period of time with reference to a number of standards, including past costs projected based on efficiency, accountability or management accountability, and similar things.

Framework

Based on the description above, where research will discuss coaching, mentoring, corporate culture to improve employee performance in groups. Where the owner of the company actively holds meeting every Friday called the TDW Joint Bridge. This routine activity is carried out with the concept of coaching and mentoring to instill a corporate culture so that it is expected to have an impact on the performance of each business unit under the auspices of the TDW group. The framework for this research is presented in the following flowchart.

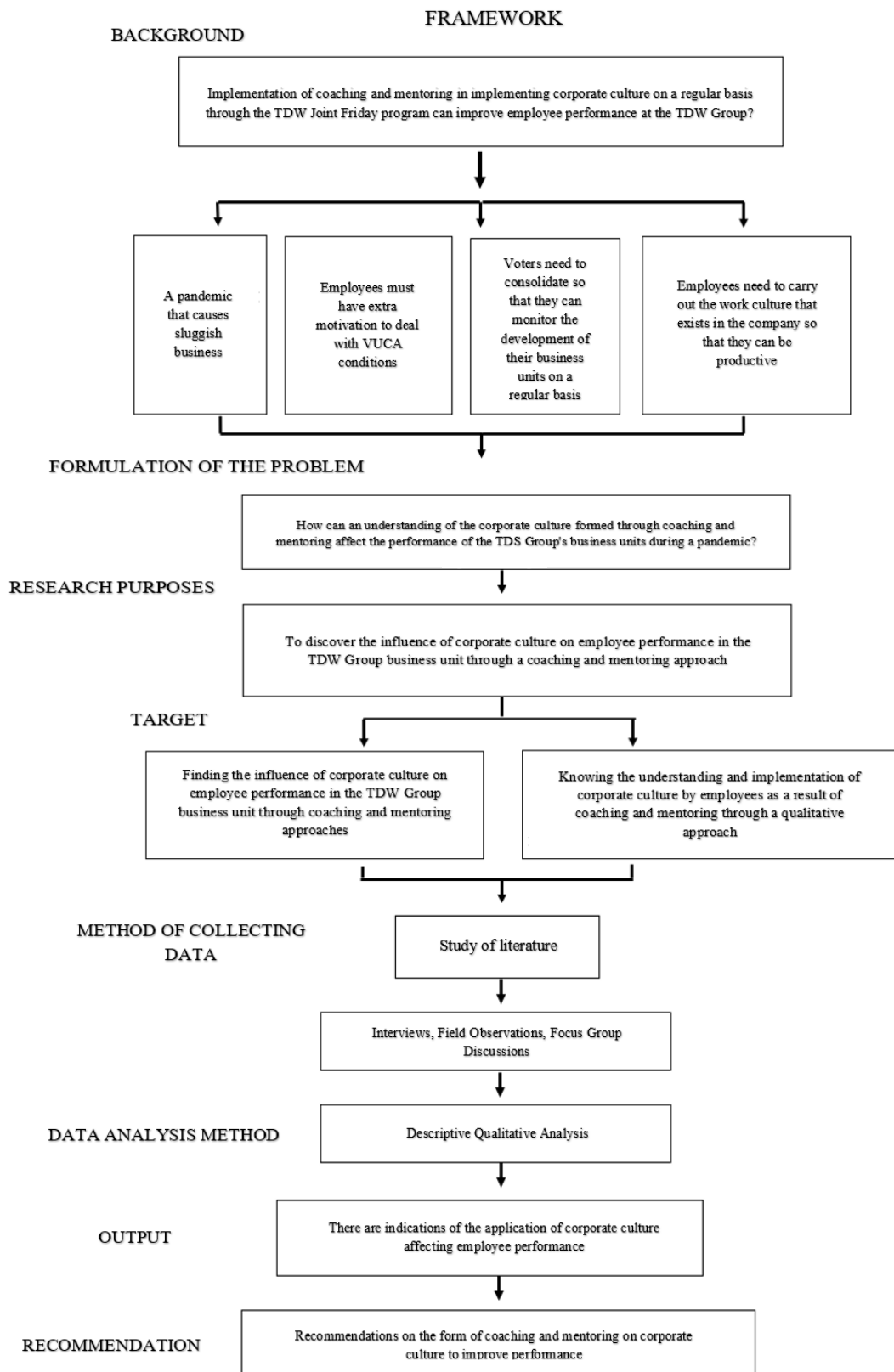


Figure 1. Thinking Framework

METHODS

The paradigm in this study uses Post-Positivism which is naturalistic in nature because the research is carried out in natural conditions (natural setting). The data analysis carried out is inductive in nature based on the facts specified in field and then constructed into a hypothesis or theory. The researcher chose this type of qualitative research to obtain some information regarding the performance improvements that have occurred in TDW Group, especially several business units as a result of the organizational culture formed through the process of coaching and mentoring through case studies. Furthermore, the research method used by researchers is a descriptive research method or design with a qualitative approach.

This research was conducted at TDW Group which has 11 business units under it. The selection of informants in this study used a purposive sampling technique. To obtain the informants and data needed in this study, the researchers took internal informants because only taking leadership informants from each business unit experienced a convincing increase in the TDW Group. The sampling technique used was purposive sampling, in where researchers tend to choose informants who are considered knowledgeable and trustworthy to be data sources. In this study, data collection was carried out through; interviews, literature studies, and observation. In order to get accurate results, the researcher participated in the Friday event with TDW so that he could see, observe and conclude the coaching and mentoring process in the formation of the corporate culture that occurred. Data analysis in this study was carried out during data collection until the conclusion was drawn. Data analysis was carried out in a qualitative descriptive manner. Data analysis in this study used interactive model data analysis techniques in where is the view of Miles et al. (2014) there are three processes that take place interactively, namely; 1) Data Reduction, 2) Data Display, 3) Conclusion Drawing / Verification. Researchers in conducting data analysis were assisted by the NVivo 12 plus software.

RESULT AND DISCUSSION

Research Result

The researcher started the research process by observing Friday activities with TDW which are conducted every Friday 10:00 – 11:00 via zoom, until they found an interesting phenomenon regarding the process of forming culture using coaching and mentoring methods. Furthermore, the researcher conducted initial interviews regarding the phenomena that occurred with several participants who actively participated in the Friday activities in order to obtain initial data regarding their performance as a result of the Friday activities with TDW. After obtaining initial data, that there is an increase in performance that occurs due to an understanding of corporate culture caused by coach and mentoring, researchers are trying to find out what process makes participants want to take part in the Friday event with TDW seriously even though using new media (zoom). The second variable concerns participants understanding of corporate culture which is often discussed in Friday events with TDW. Researchers also conducted tests on informants by asking them to explain their understanding of the company's culture. The third variable relates to the application of corporate culture in relation to its impact on personal and team performance experienced by informants or seen by informants in their business units.

conduct interviews based on the interview protocol. The results of these interviews, the researchers ascertained the correlation between the answers of the informants to obtain the level of linearity. If the answers are not in the focus of the research, then the answers from the informants will be reduced. Using NVivo, interview results from informants have a correlation coefficient level (Pearson Correlation Coefficient) as shown in the table below.

Table 1. Results of Informant Correlation Analysis

File A	File B	Pearson correlation coefficient
Files\\Vina	Files\\Herlambang	0.84375
Files\\Muhib	Files\\Herlambang	0.84294
Files\\Vina	Files\\Muhib	0.83506
Files\\Yuli	Files\\Diki	0.80978
Files\\Muhib	Files\\Dwi	0.80498
Files\\Herlambang	Files\\Dwi	0.79910
Files\\Dwi	Files\\Diki	0.79498
Files\\Yuli	Files\\Sonia	0.79383
Files\\Yuli	Files\\Muhib	0.78921
Files\\Vina	Files\\Sonia	0.78510
Files\\Yuli	Files\\Dwi	0.77378
Files\\Sonia	Files\\Muhib	0.77337
Files\\Yuli	Files\\Herlambang	0.75942
Files\\Sonia	Files\\Herlambang	0.75825
Files\\Vina	Files\\Dwi	0.75825
Files\\Herlambang	Files\\Diki	0.75121
Files\\Sonia	Files\\Dwi	0.74842
Files\\Yuli	Files\\Anton	0.74607
Files\\Muhib	Files\\Diki	0.74257
Files\\Yuli	Files\\Vina	0.73719
Files\\Muhib	Files\\Anton	0.72361
Files\\Sonia	Files\\Diki	0.70640
Files\\Vina	Files\\Diki	0.69479
Files\\Dwi	Files\\Anton	0.69186
Files\\Vina	Files\\Anton	0.66662
Files\\Diki	Files\\Anton	0.65474
Files\\Herlambang	Files\\Anton	0.64883
Files\\Sonia	Files\\Anton	0.62656

Source: Data Retrieval Results on NVivo 12

Quantitatively, the magnitude of similarity or similarity in between the two files can be seen from the value of the resulting correlation coefficient. The highest correlation coefficient value is 0.84375 which is the relationship between Vina files and herlambang. The smallest correlation coefficient value is the relationship between Sonia and Anton of 0.62656. Overall the Pearson coefficient value from the analysis results on NVivo has points > 0.60 (strong). So that the source triangulation of 8 respondents is classified as valid or has similar content. The validity of the interview script from 8 respondents makes the conclusions drawn from modeling in research have a high level of trust.

Results of Data Analysis

In the case of Fridays with TDW, the understanding and implementation of corporate culture is the dominant indicator in the implementation of corporate culture, when compared personally, teams and business units, the implementation of corporate culture that is carried out personally is an indicator that greatly influences the performance of an organization. Then indicators of understanding and implementing organizational culture in teams and business units also influence the increase in team and business unit performance due to the implementation of organizational culture. The dominance of understanding and implementing corporate culture is influenced by the existence of a Friday event format that is fun and useful for adding knowledge so that it creates motivation to attend Friday events both voluntarily and self-motivated because by participating in Friday events you will get benefits that can be felt. An understanding of corporate culture has an impact on company performance as seen from the increase in personal, team and business unit performance on

corporate culture variables, understanding and implementation, as well as company performance.

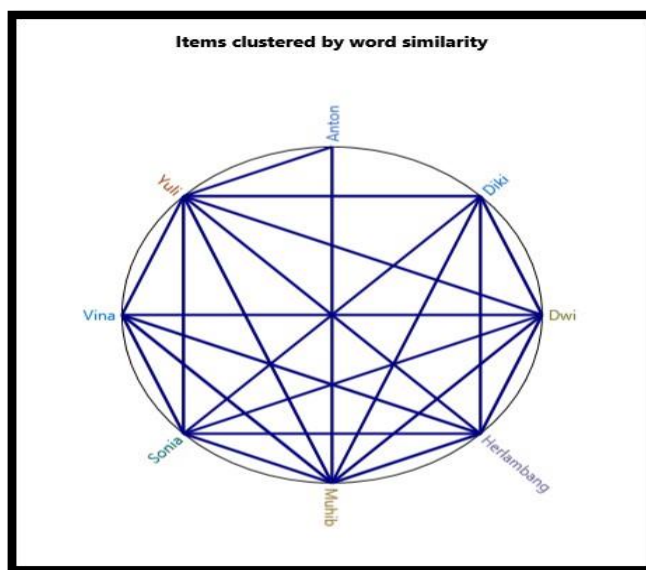


Figure 2. Source Triangulation

Based on the relationship of similarity or similarity of sources (source triangulation) based on research informants there is a similarity in content. The next feature is the same as the diagram above above, it's just that this feature displays in tabular form to show in numerical form to find out that there is a large correlation in the data being analyzed.

Discussion

Human resource development through corporate culture coaching and mentoring activities that are instilled in company members is a very effective way to help develop the human resources of an organization in this millennium era. Mentoring and coaching according to Martoredjo (2015) will improve the quality of performance and work effectiveness of company members through intensive conversations, self-direction, increased confidence in contributing positively to the company. A pattern of corporate cultural communication called Friday which is held by business owner and coach Tung Dasem Waringin which is held every Friday at 10.00-11.00 which is carried out with all staff of all business units using webinars. This is in line with said Sunnie Gules that business needs to conduct weekly all-hands meetings and speed up interactions. The most important thing in the pattern of communication in the TDW Joint Friday program is instilling corporate culture and its application in daily activities (Hojanto & Irawanti, 2022). The Friday event initiated by TDW Group to discuss corporate culture is carried out through a coaching and mentoring mechanism so that company members are motivated to attend the event, then can understand and implement it in their work both individually and as a work team. This can then affect company performance by increasing individual behavior, work teams which can then improve business unit performance.

The first thing the researcher wants to know is that the process of forming corporate culture in the TDW Group is carried out through a coaching and mentoring system in Friday events which are scheduled every Friday through the media or the zoom platform. In where, the terminology of coaching and mentoring was not explicitly stated by Tung Desem Waringin as the organizer of the event, but the process of implementing the Friday event itself. The process of forming culture is portrayed by researchers looking to find out the

benefits of media zoom as one of the applications that is considered to make it easier to gather members to attend a meeting, the next thing is the format of the event which is made in such a way that the process of transferring corporate culture goes well. And the last thing that researchers want to know is the motivation built by Tung Desem Waringin to encourage employees to regularly attend Friday events and actively participate in the event so that the process of transferring values in the corporate culture is formed in TDW. Group. This can be seen on the map from the picture on below.

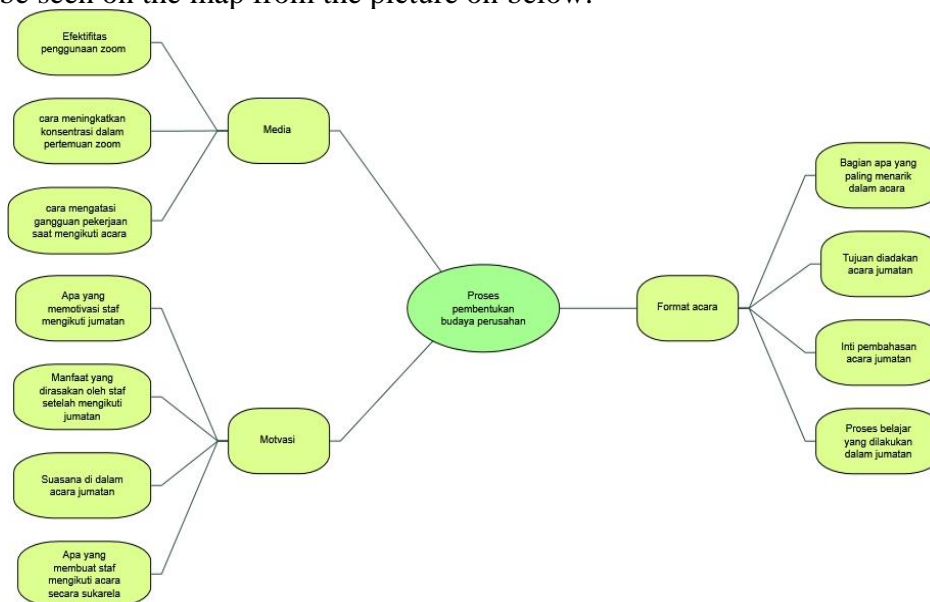


Figure 3. Formation of Corporate Culture

An overview of the process of forming corporate culture through coaching and mentoring, researchers then find out and compare understanding of company culture by respondents before and after participating in Friday activities with Tung Desem Waringin, be it personal understanding, colleagues or team and also the entire business unit led by the respondent, as shown in the following map.

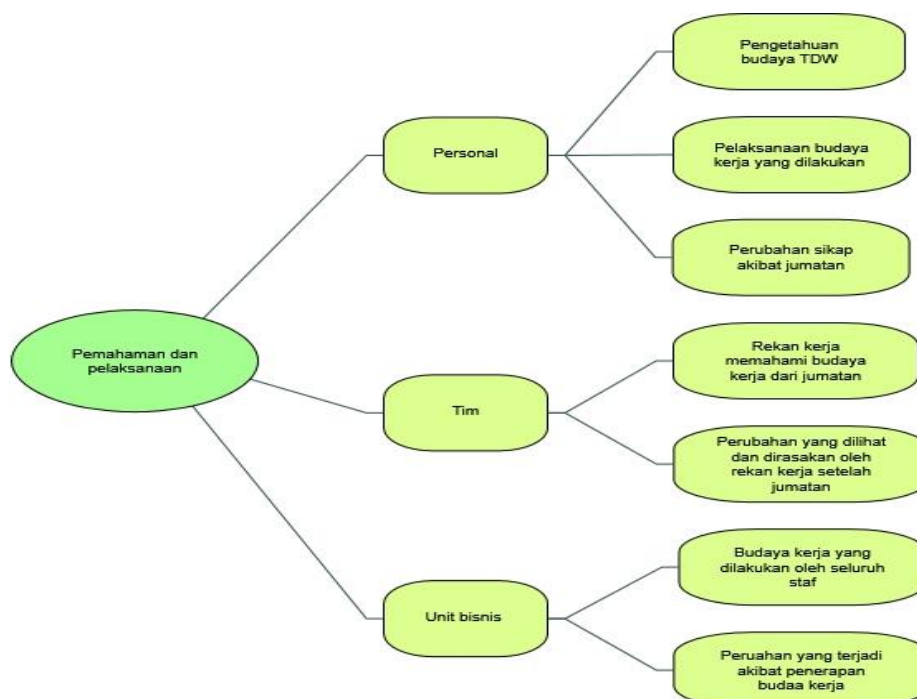


Figure 4. Understanding and Implementation of Corporate Culture

In the last section, the research wanted to find out the impact or influence of coaching and mentoring on corporate culture which was carried out with the title Friday with TDW related to the personal, team and business unit performance of each respondent. As in the image below.

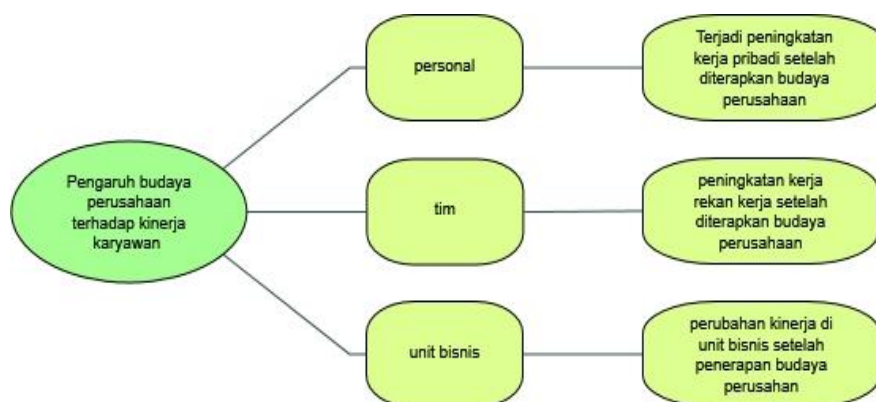


Figure 5. Formation of Corporate Culture

For the first time, researchers looked for the personal impact felt by respondents as a result of implementing the work culture they did. In which according to Napitupulu (2021) human resource management practices such as coaching and mentoring play an important role in developing employee skills and therefore can improve organizational performance. And this can be clearly illustrated from the answers of the respondents, that there has been an increase in personal performance as a result of coaching and mentoring at the Friday event with TDW. The corporate culture that influences the performance of respondents is; a) Value Added Culture, b) Accountability Culture, c) Circle of Angels Culture. Improved performance of colleagues after coaching and mentoring on corporate culture. Leaders in business units see that their work becomes light, when the staff adopts a work culture. The process of coaching and mentoring at the Friday event to instill organizational culture has an impact on improving the performance of the business units interviewed by researchers. This was conveyed by respondents through interview sessions with researchers.

CONCLUSION

Tung Desem Waringin succeeded in making the coaching and mentoring process gain interest for participants to take part in the process. The motivation for participating in coaching and mentoring events with the title Friday with TDW is an incentive for active participants. Furthermore, coaching and mentoring with the title Friday with TDW can instill Juni Bawa Tali (Jujur, Nilai Tambah, Tanggung Gugat dan Lingkaran Malaikat) so that staff from several business units remember and understand it well. Finally, there is the influence of the implementation of corporate culture on employee performance. Personally, it can increase employee work productivity, become more initiative at work, focus more on work performance.

It is recommended for companies to add a variety of activities to the Friday event with TDW, such as holding expert talks at where an expert was invited to share his experiences related to the company culture. Then in order to increase the number of participants who are on cam during the event by providing incentives to participants who are on cam. For future researchers to be able to conduct research using quantitative methods on the same topic so as to get a full picture of whether the coaching and mentoring process is effective for instilling corporate culture. Future researchers can also examine the coaching and mentoring process to instill corporate culture without using media zoom as a means of meeting.

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