



## Employee Performance: Training, Coaching and Employee Engagement

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**Abstract:** Employee Performance: Training, Coaching and Employee Engagement is an article of scientific literature study within the subject of human resource management science. The objective of this article is to build a hypothesis of the role between variables that will be used in future research. **The object of research** is online libraries, Google Scholar, Mendeley and other academic online media. **The method** is a research library method, from e-book and open access e-journal. **The results** of this article are: 1) Training affects Employee Performance; 2) Coaching affects Employee Performance; and 3) Employee Engagement affects Employee Performance.

**Keyword:** Employee Performance, Training, Coaching and Employee Engagement

### INTRODUCTION

All students, including those pursuing Undergraduate, Graduate (Master), or Postgraduate (Doctoral) studies, are required to undertake research paper such as theses and dissertations as examples. Similarly, lecturers, researchers and other functional personnel are engaged in undertaking research and publish scientific papers in scientific journals as both national and international. In Indonesia, it is mandatory for students to submit scientific papers in order to fulfill the requirements of their education at all academic levels ranging from undergraduate (S1) to graduate and postgraduate studies (S2 and S3).

Based on experience, finding relevant articles are a challenge for authors to support the research. Relevant articles are needed to strengthen the theory of the object of research, to examine the relationship between variables, to build hypotheses and to discuss the results of the research. This article analyzes the affect of training, coaching, and employee engagement on Employee Performance, a literature review study in the subject of Human Resource Management.

### LITERATURE REVIEW

#### Employee Performance

An employee's performance is the outcome of the quality and quantity of work they produce while carrying out their assigned responsibilities (Mangkunegara, 2012). Employee

performance is the result of work achieved by a person in carrying out his duties based on skill, experience, work sincerity and time. Indicators of employee performance are quality, quantity, responsibility, initiative, cooperation and obedience (Soehardi et al., 2022).

Employee performance is the result of work that can be achieved by individuals or group in an organization, according to their respective authorities and responsibilities, to achieve the goals of the organization while not violating the law, morals and ethics (Prawirosentono, 2008). There are several performance indicators including ability and motivation factors (Mangkunegara, 2017). Other Indicators of performances such as goals, standards, feedback, tools and means, competencies, motives and opportunities (Wibowo, 2017).

Employee performance is the result of a process that refers to and is measured over a certain period, based on predetermined provisions or agreements (Fahmi, 2017). The dimensions or indicators of employee performance according to Robbins and Coutler (2016), are quality of work, quantity of work, punctuality, effectiveness and independence (Ibrahim et al, 2021). The performance of employee has been studied by previous researchers including (Soehardi et al., 2022), (Metalia & Aryani, 2023), (Ibrahim et al., 2021) and (Julianry, 2017).

### **Training**

Training is a systematic process to change the work behavior of an individual or group of employees to improve organizational performance (Ivancevich, 2008). Indicators of training are training materials, training methods, infrastructure, participants, training time and training facilities (Soehardi et al, 2022). Training is a short-term educational process using systematic and organized procedures so that operational employees learn technical knowledge and skills and expertise for specific purposes (Hasibuan, 2012). Indicators of training are the materials needed, training methods, learning principles, accuracy and suitability of facilities, and the ability of trainees (Rivai, 2014).

Training is a process of teaching certain knowledge and skills as well as attitudes so that employees are more skilled and able to carry out their responsibilities better, in accordance with standards (Mangkunegara, 2012). There are several dimensions or indicators in the training, namely infrastructure, participants, materials and objective methods (Mangkunegara, 2012). Training variabel has been widely researched by previous researchers including (Julianry et al, 2017), (Wibowo, 2021), (Agustina et al, 2021), (Elizar & Tanjung, 2018) and (Hartanto et al, 2022).

### **Coaching**

Coaching is an important method to support not only employee performance but also organizational performance (Utrila et al, 2015). Coaching is a purposeful, structured and continuously monitored development process that directs individuals in achieving optimal work performance in the organization (Colomo-Palacios & Casado-Lumbretas, 2006). Coaching indicators are recognizing potential, formulating goals, making decisions, and building relationships (Nazifah, 2021). Coaching is a process to assist employees in clarifying career goals, facing potential problems at work, and improving employee performance (Cummings and Worley, 2009). Coaching indicators are morale, learning stimuli, support for self-development, and changing the perception of workload into a challenge (Sulistiyawan, 2021).

Downey in Aziz & Mayowan (2018) states that coaching can be interpreted as a skill to provide learning, performance, and improve people's abilities. There are four dimensions of Coaching (Kaswan, 2019) including: change, concern, relationships and relationships, and learning.

Coaching has been researched by previous researchers including (Nasrullah, 2020), (Sulistiyawan, 2021) and (Fauziatunusa, et al, 2018).

### Employee Engagement

Employee engagement is the ability and willingness and ability of individual employees to realize organizational success in achieving goals by contributing thinking and continuous efforts (Perrin's Global Workforce Study, 2003. Indicators of employee engagement are seriousness in work, struggle in work, absorption, focus, involvement, thinking and working proactively, not tied to the job description and focus on goals, expanding capabilities, and never giving up. (Adnans, 2021). Employee engagement is an effective relationship with work activities so that employees are able to handle job demands (Schaufeli and Bakker 2004). Indicators of employee engagement according to Schaufeli are vigor, dedication, and Absorption.

Employee engagement can be interpreted as physical, cognitive and emotional involvement with the their responsibility (Nurjanah et al, 2016). Indicators of employee engagement is satisfaction and enthusiasm in the work resulting in extra effort in the work ((Albrecht, Simon L., et al, 2015; Denison, Daniel R,2011; Kreitner & Kinicki, 2014). Employee engagement has been studied by previous researchers including (Sonhadi et al, 2020), (Lusianingrum et al, 2017), (Muliawan et al, 2017), (Paramita & Kartika, 2020) and (Afridhamita, 2020).

### The Review of Relevant Articles

Reviewing articles is necessary to develop a research hypothesis. This involves analyzing previous research results, identifying similarities and differences from previous research plans as indicated in Table 1.

**Tabel 1: The Review of Relevant Article**

No	Authors (Year)	Previous Research Results	Similarities With This Article	The Difference With This Article	H
1	Julianry et al (2017)	Training and Motivation affects Employee Performance	Training affects Employee Performance	This article does not use motivation as an independent variable This article add <i>coaching</i> and Employee Engagement as an independent variable.	H1
2	Hartanto et al (2022)	Training affects in Employee Performance	Training affects Employee Performance	This article add <i>coaching</i> and Employee Engagement as an independent variable	H1
3	Nasrallah (2020)	<i>Coaching</i> and Organizational Commitment affects Employee Performance	<i>Coaching</i> affects Employee Performance	This Article does not use organizational commitment as an independent variable. This article add training and employee engagement variables as independent variables	H2
4	Fauzatunisa et al (2019)	<i>Coaching</i> and Work Ability affects Employee Performance	<i>Coaching</i> affects Employee Performance	This article does not use work ability as an independent variable. This Article add training and employee engagement variables as independent variables	H2
5	Sonhadi et al (2020)	Employee Engagement, Work-Life Balance and Organizational	Employee Engagement plays	This article does not use Work-Life Balance and Organizational	H3

		Commitment affects Employee Performance	affects Employee Performance	Commitment as Independent Variables. This article add Coaching and Training variables as independent variables	
6	Afridhamita and Efendi (2020)	Employee Engagement, Career Development, Interpersonal Communication and Work Involvement affects Employee Performance	Employee Engagement plays affects Employee Performance	This article does not use Career Development, Interpersonal Communication and Work Involvement as Independent Variables. This article add Coaching and Training variables as independent variables	H3

**RESEARCH METHOD**

The method used to write this literature review article is the qualitative descriptive method and library research. The research sources included the Google Scholar online application, Mendeley, and other online academic applications. This research uses a qualitative research model, the literature review should align with methodological assumptions and be used inductively. This approach ensures that the researcher's questions are not predetermined. Qualitative research is valuable due to its exploratory nature. (Ali, H., & Limakrisna, 2013).

**FINDINGS AND DISCUSSION**

**The Effect of Training on Employee Performance.**

Training is a series of processes in a systematic and organized in an effort to improve the work abilities of individuals or groups of employees in order to fulfill the set organizational goals. Training approach has a forward-looking perspective, with a focus on developing employees with specialized skills and capabilities that promote their success in the workplace. The principles or concept of training are that training must be carried out with the suitable training methods, adequate training facilities, sufficient training duration, and training material designed to meet objectives so that participants are able to receive training materials and develop their abilities. Effective and consistent training can have an effect on the performance of employees, thereby leading to overall improvement in the organization's performance. Training affects Employee Performance, this is in line with research conducted by: (Julianry et al (2017), (Hartanto et al, 2022), and (Soehardi et al, 2022).

**The Effect of Coaching on Employee Performance.**

Coaching is a method to help employees to find and develop the potential of employees to boost the employee performance. The purpose of coaching is to be able to achieve their goals and develop their capabilities possessed so as to be able to optimal employee performance. The principles or concepts of Coaching are that coaches assist employees in realizing their potential, enhancing work enthusiasm, learning from challenging circumstance, and improving their performance and contributions within the organization.

The effect of coaching on employee performance is that effective coaching activities can increase the employee's enthusiasm to understand and develop their potential. This makes employees more confident and motivated to work, thereby increasing employee performance, achievements, and boosting organizational performance. *Coaching* affects Employee Performance, this is in line with researches conducted by: (Nasrullah, 2020), (Fauziatunnisa et al, 2018), and (Chidir et al, 2022).

### The Effect of Employee Engagement on Employee Performance.

Employee Engagement is a connection between employees and organizational work activities, so that employees are willing and able to realize organizational goals by involving physically, cognitively and emotionally as well as their role in completing tasks according to their duties. The principles or concept of Employee Engagement are the existence of enthusiasm at work, working proactively and initiative, the seriousness of employees in completing tasks, and the struggle and unyielding feeling to complete tasks. To achieve this goal, it is necessary to work together to find solutions in solving existing problems. Employee performance, as a form of work, is able to contribute optimally in improving employee and organizational performance. Employee Engagement affect on employee performance. When employees are highly engaged in their work, they are motivated to invest their maximum efforts in solving problems and completing their tasks. As a positive work attitude, employee engagement has the potential to make a significant contribution to enhancing both individual and organizational performance. Employee Engagement affects Employee Performance, this is in line with researches conducted by: (Prasadjaningsih & Alexandra, 2022), (Sarikit, 2017), (Sonhadi et al (2020), and (Afridhamita & Efendi 2020).

### Conceptual Framework

The conceptual framework of this article is formulated based on problems, discussions and relevant research. The conceptual framework is presented in Figure 1 below.

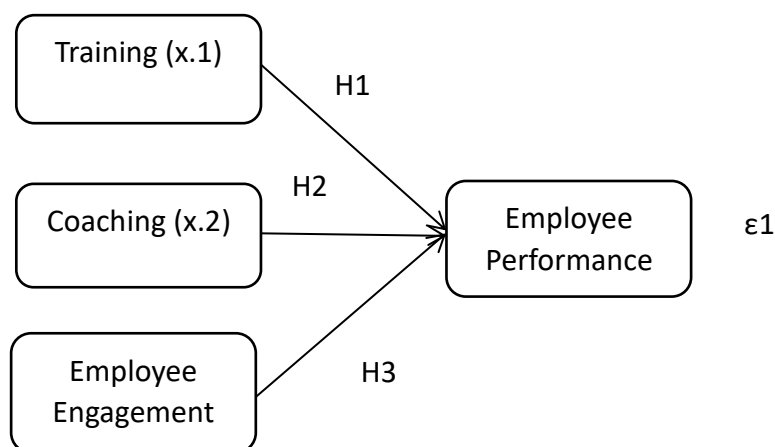


Figure 1: Conceptual Framework

The conceptual framework figure above can be described: Training, Coaching, and Employee Engagement affects Employee Performance. There are another variables outside of these three exogenous variables that influence in the subject of Human Resource Management, including:

- 1) Leadership Style: (Metalia, 2023), (Nuraini, 2023), (Martinus et al., 2023), (Ari, 2022)
- 2) Compensation: (Febrinol & Anik, 2021), (Widyatmini, 2011), (Poluakan, Runtuwene et al, 2019), (Utama, 2010), (Rakatama & Chaerudin, 2020), (Sukrasno & Elmi, 2021).
- 3) Work Environment: (Pohan, 2023), (Juniarti et al, 2022), (Magito, 2020), and (Parashakti, 2020).

### CONCLUSION

Based on the problem formulation and discussion of this article, the conclusion is to formulate a hypothesis for further research, there are:

1. Training affects Employee Performance.
2. Coaching affects Employee Performance.

### 3. Employee Engagement affects Employee Performance.

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