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RESEARCH ARTICLE

IMPLEMENTATION OF COACHING PROGRAMS IN IMPROVING COMPETENCE, EMPLOYEE SATISFACTION AND SUSTAINABLE PERFORMANCE IN PT. PELINDO

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Abstract

In the competitive business world, human resource development (HRD) is an important priority to create a conducive work environment and increase job satisfaction. One increasingly popular method is coaching programs, which are designed to help individuals hone their skills, explore their potential and achieve professional goals. Although coaching programs have been widely implemented, their effectiveness on employee competence, job satisfaction, and sustainability of organizational performance still needs to be investigated. This study aims to analyze the effect of coaching programs on improving competence, job satisfaction, and sustainable performance. The study used a quantitative approach with a survey method. Data was collected from employees of PT. Pelabuhan Indonesia (PELINDO) who have participated in the coaching program. The variables analyzed include competency improvement, job satisfaction level, and employee performance. Data analysis was conducted using SmartPLS to test the relationship between variables. The results show that coaching has a positive impact on improving competence and job satisfaction. However, its effectiveness is influenced by contextual factors, such as organizational culture and managerial support. This study suggests that HR managers should ensure that coaching programs are in line with employee needs, supported by adequate facilities, and strengthen organizational culture that encourages individual development. For future research, it is recommended to expand the number of respondents and examine the role of external factors, such as technological changes and industry trends, in influencing the success of coaching programs.

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Introduction:-

In the era of global competition and rapid technological development, organizations are faced with great challenges to maintain their operational sustainability and competitiveness. The success of the organization is highly dependent

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on the ability to continuously improve productivity and adapt to changes in the business environment. In this context, employee competency is a key element that determines organizational success. Competencies include not only technical skills, but also knowledge and behaviors relevant to the company's strategic goals, as defined by (Dubois & Rothwell, 2004). PT. Pelabuhan Indonesia (Pelindo), as a state-owned enterprise engaged in port management, has high expectations for improving the quality of employee performance. As a form of commitment, the company develops various competency-based programs to support the achievement of sustainable performance. One of the flagship programs is coaching, which is designed to personally guide employees in developing technical and interpersonal skills, while increasing job satisfaction.

The coaching program is based on the concept that direct interaction through mentoring can provide personal feedback, as described by (Whitmore, 2010). Coaching has also been shown to improve individual engagement and performance. Research by Harvard Business Review (2018) showed that organizations that implemented structured coaching programs experienced a 53% increase in job satisfaction and 39% increase in team performance. Meanwhile, McKinsey & Company (2020) reported that companies that integrate coaching into their competency development strategy show better adaptability to industry changes.

However, the implementation of the coaching program at PT. Pelindo faces a number of challenges. These include time constraints, mismatch between coaching methods and individual needs, and lack of support from direct supervisors. In fact, an internal survey showed that many employees still felt less motivated and engaged despite having participated in the program. This indicates a gap between the company's expectations and the actual results on the ground. In addition, there are a number of research gaps that require further attention. Most previous research has focused on the short-term impact of coaching, while the long-term impact on organizational sustainability has not been studied. There is also limited research on the different effectiveness of coaching methods, whether individual or group. Furthermore, the relationship between coaching and job satisfaction is often discussed only in general terms, without exploring its influence in depth in an organizational context. Contextual factors such as organizational culture, managerial structure, and support from the work environment are often overlooked, even though they are highly influential in the success of coaching programs. Based on this background and research gap, this study aims to analyze the role of coaching programs in supporting sustainable performance, evaluate the influence of coaching on employee competence and job satisfaction, and examine the relationship between increased competence and job satisfaction on individual and overall organizational performance. This research is also expected to provide new insights into effective coaching implementation that is relevant to today's organizational context.

Coaching as a Method of Human Resource Development (HRD):

The role of coaching is very important in the development of Human Resources (HR), as it focuses not only on improving technical skills, but also on developing personal aspects such as communication, leadership, and interpersonal skills. Grant states that coaching helps employees through a process of self-reflection, constructive feedback, and skill development that enables them to achieve their professional goals (Grant, 2017). In the context of HR development, coaching also plays a role in creating individuals who are more adaptive and ready to face challenges in the workplace. Whitmore adds that effective coaching involves improving technical performance as well as personal development, which is essential in creating competent leaders and employees (Whitmore, 2010). By improving interpersonal and leadership skills, coaching helps employees become more balanced in dealing with the dynamics of work, so they can contribute better to the team and organization. This is particularly relevant in HR development programs because coaching enables individuals to develop in multiple dimensions that contribute to organizational success. Through coaching, organizations can not only improve employees' technical competencies, but also strengthen their soft skills, such as teamwork and effective communication. The importance of integrating coaching into HR development programs, organizations can ensure that employees have the skills needed to survive and thrive in a changing work environment. Coaching supports the achievement of a company's strategic goals by creating a workforce that is ready to adapt and contribute to long-term success.

Implementation of Coaching Programs in Organizations:

The implementation of coaching programs in organizations requires attention to various factors in order to achieve the desired goals. Garvey mention several key elements for successful coaching, the first of which is top management support (Garvey et al., 2014). This support ensures that the organization provides sufficient resources and sets clear goals for the coaching program, which should also align with the organization's strategic goals. Without commitment from leadership, the program may lose its direction and its impact on employees will be limited. In addition, the fit between coach and coachee is also an important factor. As Gregory and Levy explain, the quality of the relationship between coach and coachee can influence the success of coaching (Gregory & Levy,

2010). A relationship based on trust and open communication can create a supportive environment for the coachee to develop. If the coach and coachee have a positive relationship, the coaching process will be more effective and the goals set will be easier to achieve. However, challenges in implementing coaching programs often arise. One of the main challenges is the lack of time allocated for coaching sessions, as many organizations are hampered by busy day-to-day operations. In addition, matching coaches with suitable coachees can also be an obstacle. A mismatch in communication style or coaching approach can reduce the effectiveness of the program. Furthermore, measuring the direct impact of coaching on individual or organizational performance is often difficult. Therefore, it is important for organizations to design clear and realistic evaluation systems and provide adequate time and training for coaches to ensure that coaching is effective and delivers optimal results. The concept refers to the overall process and elements that influence the successful implementation of a coaching program, including management support, a relationship built on trust and open communication, the fit between coach and coachee, the practical challenges faced, and the need for proper evaluation to ensure effectiveness.

Coaching and Employee Competence:

The International Coaching Federation (ICF) states that coaching is a partnership with individuals through a creative process to maximize their personal and professional potential. This partnership is realized through goal setting, the creative process of two-way conversations and maximizing potential through ideas and action plans. The coaching process not only helps employees achieve their goals, but also develops new skills and strengthens competencies relevant to their role in the company. Employee competencies refer to the knowledge, skills and abilities possessed by an individual to effectively perform the duties and responsibilities of their job. In the context of competency development, coaching has been identified as an effective approach to improve various aspects of employee competence, be it technical skills, interpersonal skills, and leadership. Through coaching, employees are given the opportunity to learn, develop, and obtain constructive feedback in a supportive environment. This approach gives employees the space to reflect on strengths and areas that need improvement, while setting clear goals for their professional development.

Luthans and Youssef point out that coaching focuses on developing an individual's strengths, which in turn improves their performance (Luthans & Youssef, 2007). Coaching gives employees the opportunity to gain deeper insight into their own potential, which can improve the way they complete tasks and interact with colleagues. In addition, with the support of a coach, employees can feel more confident and motivated to achieve their goals. Jones, Woods, and Guillaume, confirm that coaching can improve leadership skills, communication, and decision-making abilities (Jones et al., 2016). Their research shows that coaching not only improves short-term performance, but also influences the development of competencies that can last in the long term. This is also supported by the results of research by Grant and Green, which found that coaching has a positive impact on building self-confidence, interpersonal skills, as well as the ability to manage change in the workplace (Grant & Green, 2018). Coaching serves as a highly effective tool in improving employee competencies, focusing not only on technical skills but also essential aspects of personal development in a changing world of work.

Coaching and Job Satisfaction:

Smither highlighted how coaching can improve employee job satisfaction by providing support for self-development (Smither et al., 2003). Effective Coaching plays a role in providing constructive feedback as well as assisting employees in the achievement of personal goals. This, in turn, not only increases the sense of satisfaction with their work, but also strengthens the attachment to the organization. This satisfaction contributes to increased employee engagement and reduced turnover rates. Effective Coaching enables the achievement of individual goals that can be aligned with organizational goals, which creates a better balance in the organization as a whole.

Gartner reinforces previous findings by showing how coaching can play a role in improving employee job satisfaction. The study concluded that coaching plays an important role in supporting the achievement of a balance between work and personal life, which is increasingly important in the modern workplace (Gartner, 2020). Coaching also empowers employees by providing opportunities to develop interpersonal skills that are crucial in their day-to-day interactions in the workplace. In Gartner's research, it was found that when employees feel supported in the coaching process, they are more likely to feel valued by the organization. This feeling of being valued increases overall job satisfaction. In addition, coaching provides a platform for employees to develop the skills necessary for their success, which ultimately strengthens the relationship between employees and the company. As a result, high turnover rates can be reduced, while employee engagement increases, which is critical to the organization's long-term performance. Overall, this illustrates how coaching is not only a tool for improving technical performance, but also an important driver of self-development, job satisfaction, and employee engagement. Effective Coaching

supports the simultaneous achievement of personal and organizational goals, strengthening the foundations of shared success in the workplace.

Coaching and Sustainable Performance:

Sustainable performance refers to long-term performance that is stable and continues to improve over time, which is especially important in the context of organizations focused on achieving long-term goals and adapting to changing markets and work environments. Kerns explained that coaching plays an important role in improving sustainable performance. Effective Coaching focuses on developing employee competencies, providing constructive feedback, and better managing change (Kerns, 2003). Coaching can strengthen the relationship between individuals and organizational goals, as well as help employees to develop continuously in order to be able to adapt to the growing demands of work. Increasing competence through coaching involves not only improving technical skills but also developing soft skills, such as communication skills, leadership, and better decision making. Employees who continue to develop in these aspects will be better prepared to face the challenges that arise in the future. Kerns also emphasizes that coaching allows individuals to understand their role in the organization and how they contribute to long-term performance.

Coaching not only improves individual performance but also supports the strategic goals of the organization. One of the important aspects emphasized in this study is the management of change. The dynamic business world requires employees who are flexible and able to adapt quickly. Coaching serves as a tool to improve employee adaptability, which in turn can reduce resistance to change and facilitate the achievement of organizational goals in the face of changing external challenges. Coaching allows individuals to see change as an opportunity to grow and not just as a threat. McGovern found that coaching focused on developing leadership and interpersonal skills resulted in significant performance improvements over the long term (McGovern et al., 2001). Employees who have good leadership skills tend to be more effective at leading teams and managing projects, which directly impacts the achievement of organizational goals. Both studies show that coaching serves not only as a tool to improve individual performance, but also as an important strategy to support sustainable performance in organizations. With a focus on skills development, increased job satisfaction, and adaptability to change, coaching serves as a key factor in creating a workforce that is competent and prepared for the challenges of the future. Coaching also strengthens the bond between individuals and organizations, increases employee engagement, and reduces turnover rates, all of which contribute to better and more sustainable organizational performance.

The Impact of Competence and Job Satisfaction on Employee Performance:

Bangun, said performance is described as the work achieved by employees in carrying out tasks in accordance with their responsibilities (Bangun, 2012). Bangun emphasizes that performance includes aspects of quantity and quality of work, which can be assessed based on certain standards that the organization has established. Performance is also influenced by three main factors: the individual's ability to include knowledge, skills, and competencies that are relevant to the job. Competence and job satisfaction have a significant role in influencing individual performance outcomes, with competence encompassing knowledge, skills, and abilities relevant to the job, as well as job satisfaction referring to the degree to which employees are satisfied with various aspects of their work. Hameed & Waheed identified that employee competencies, both technical and non-technical, have a crucial role in improving performance effectiveness (Hameed & Waheed, 2011). Interpersonal and managerial skills, for example, help employees interact more effectively with colleagues and superiors, increasing productivity as well as team performance. In addition, this study also reveals that job satisfaction plays an important role in supporting performance improvement. Employees who feel satisfied with their work tend to work harder and are more committed to organizational goals, which in turn increases productivity and results in better performance. Boyatzis emphasizes the importance of personal transformation through self-awareness, positive relationship development, and continuous learning (Boyatzis, 2008). This concept is about the importance of being a leader who is "resonant," a leader who is able to connect emotionally with others and create a positive impact through coaching, mentoring, and inspiration. Sonnentag and Frese suggest that increased competence has a direct correlation with improved performance (Sonnentag & Frese, 2002).

Employees who have a higher level of competence tend to be able to face job challenges effectively, complete tasks more efficiently, and achieve optimal results. The right competencies allow individuals to use more adaptive work strategies, manage pressure well, as well as take the right decisions in complex situations. Thus, mastering competencies not only increases productivity, but also contributes to individual success in meeting job demands on an ongoing basis, which ultimately has a positive impact on organizational performance. Judge showed that job satisfaction, which is influenced by various factors such as salary, recognition, and interpersonal relationships, has a

positive relationship with employee performance (Judge et al., 2001). The research suggests that in addition to intrinsic factors such as involvement in work and self-development, extrinsic factors such as fair compensation and a supportive work environment also contribute significantly to job satisfaction, ultimately improving individual performance in organizations. Kuvaas states that employees who are satisfied with the performance appraisal system and recognition of their competence tend to be more productive (Kuvaas, 2006). A transparent and fair grading system provides constructive feedback and supports competency development, which in turn increases job satisfaction and motivates employees to perform better. Competence and job satisfaction are not only interrelated but also serve as key drivers of better employee performance. For this reason, companies need to create conditions that favor the development of competencies through appropriate training, as well as ensuring employee job satisfaction through fair recognition, a positive work environment and an adequate compensation system. Managing these two factors well will result in more productive and committed employees, ultimately driving long-term success for the organization.

The Impact of Increasing Competency and Job Satisfaction through Coaching Programs on Sustainable Performance:

A well-designed coaching Program can create positive outcomes, both for individuals and for the organization as a whole. Effective Coaching can improve competence, job satisfaction, and ultimately sustainable performance. Luthans and Youssef revealed that coaching focuses on developing an individual's strengths, which in turn will improve their performance (Luthans & Youssef, 2007). Coaching gives employees the opportunity to explore their strengths and weaknesses, as well as get constructive feedback that can improve their skills. McGovern added that coaching also contributes to the improvement of leadership, communication, and decision-making abilities (McGovern et al., 2001). These skills are essential in creating better performance, especially in the face of constantly evolving challenges in the world of work. Employees who feel satisfied with their work tend to have higher levels of engagement and show greater dedication to their tasks. Smither showed that effective coaching can improve employee job satisfaction by providing support for personal development and achievement of individual goals (Smither et al., 2003). With coaching, employees feel valued and given room to grow, which strengthens their commitment to the organization. Gartner also confirms that coaching helps employees achieve a better work-life balance, which contributes to increased overall job satisfaction. Employees who feel supported through coaching are more likely to feel valued by the organization, which in turn increases their job satisfaction (Gartner, 2020).

Sustainable performance is the result of achieving stable and continuously improving performance over the long term. Kerns explains that coaching plays a role in creating sustainable performance by helping individuals adapt to changes and evolving challenges in the work environment (Kerns, 2003). Coaching focused on the development of individual competencies allows employees to constantly develop and contribute to the achievement of organizational goals. An ongoing coaching Program can ensure that individuals are always ready to take on new challenges and adapt to the changing needs of the organization. Hameed & Waheed in their research showed that the competence of employees, both technical and non-technical, a significant effect on the effectiveness of performance (Hameed & Waheed, 2011). Job satisfaction also plays a role in improving performance, because employees who are satisfied with their work will be more excited and committed to achieving organizational goals. Judge in a meta-analysis they also confirmed that factors such as salary, recognition and interpersonal relationships can increase job satisfaction, which in turn contributes to better performance (Judge et al., 2001). Thus, it can be concluded that coaching has an impact on improving competence, job satisfaction, and sustainable performance. An effective coaching Program can provide the necessary support for the development of technical and interpersonal skills, as well as increase employee attachment to the organization, all of which support the achievement of stable, long-term performance. Therefore, companies need to consider coaching as an important part of their human resource development strategy to achieve optimal results.

Research Method:

1. Hypotheses:

Based on the literature review and research gap that has been described, the hypothesis in this study can be built as follows:

Hypothesis 1 (H1): Implementation of the coaching program has a positive effect on employee performance

Hypothesis 2 (H2): Implementation of the coaching program has a positive effect on improving employee competence

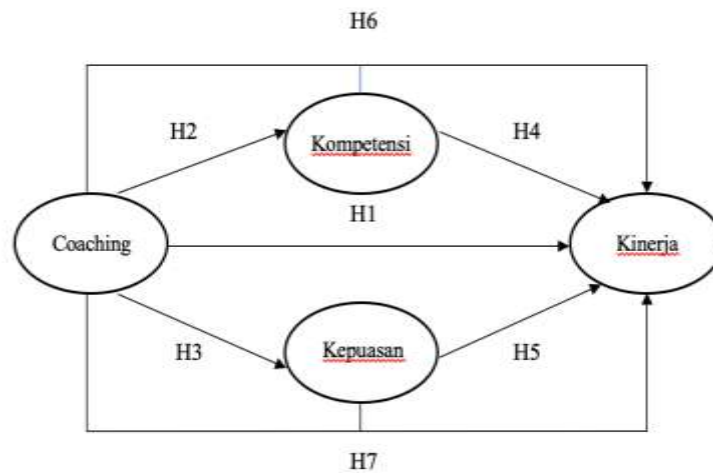
Hypothesis 3 (H3): Implementation of the coaching program has a positive effect on the level of job satisfaction

Hypothesis 4 (H4): Increasing employee competence has a positive effect on employee performance

Hypothesis 5 (H5): The level of job satisfaction has a positive effect on employee performance

Hypothesis 6 (H6): Increasing employee competency through coaching program has a positive effect on sustainable performance

Hypothesis 7 (H7): Increased job satisfaction through coaching programs has a positive effect on sustainable performance



Research Design:

This study will use a quantitative approach with cross-sectional survey design, which allows the collection of data at one point in time to test the relationship between variables. This study focuses on understanding the direct influence of coaching programs on variables such as competence, job satisfaction, and employee performance.

Population and sample:

The study population is the managers who follow the coaching program at PT. Pelabuhan Indonesia (PELINDO) as many as 160 people and 75 people were sampled using stratified sampling (more specific organizational structure) to ensure a balanced representation of various levels of positions, departments, and experiences.

Research Variables:

Variables this study is divided into 3 (three) variables, such as:-

- Independent Variable: Coaching Program
- Mediation Variables: Employee competence and Employee satisfaction
- Dependent Variable: Employee Performance

Data Analysis Techniques:

The data obtained were analyzed using statistical methods such as:-

- Linear regression to test the effect of the independent variable on the dependent variable.
- Structural Equation Modeling (SEM) to test more complex models with relationships between latent variables, SEM (with SmartPLS software) is used to ensure overall model suitability
- Reliability test using Cronbach's Alpha to test questionnaire consistency.

Hypothesis Test

a. Regression significance Test (t-test):

- To test any relationship between an independent variable (such as a coaching program) and a dependent variable (such as competence, job satisfaction, and employee performance), a t-test is used to measure whether the regression coefficient is significant at a significance level of 0.05 or less.
- Example hypothesis H1 (Coaching Program → employee performance): H0: coaching Program has no significant effect on employee performance. H1: coaching Program has a significant effect on employee performance.

b. Mediation Test:

To test the competence and job satisfaction of acting as a mediator in the relationship between coaching and employee performance, mediation tests are used. This can be done using techniques such as Baron and Kenny's mediation test or more modern bootstrapping methods.

Validity and Reliability Testing:

Before proceeding with the analysis, the validity and reliability of the instrument are tested:

- Validity: using construct validity tests (e.g., exploratory or confirmatory factor analysis) to ensure that the instrument measures the intended variable.
- Reliability: uses Cronbach's Alpha to test the internal consistency of the instrument (values > 0.7 are considered reliable).

Result and Discussion:-

Convergent Validity aims to determine the validity of each relationship between the indicator and its construct or latent variable. Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between item score or component score with latent variable score or construct score estimated with PLS program. Convergent validity is examined with the value of outer loadings where an item is said to be valid if it has an outer loadings value > 0.7.

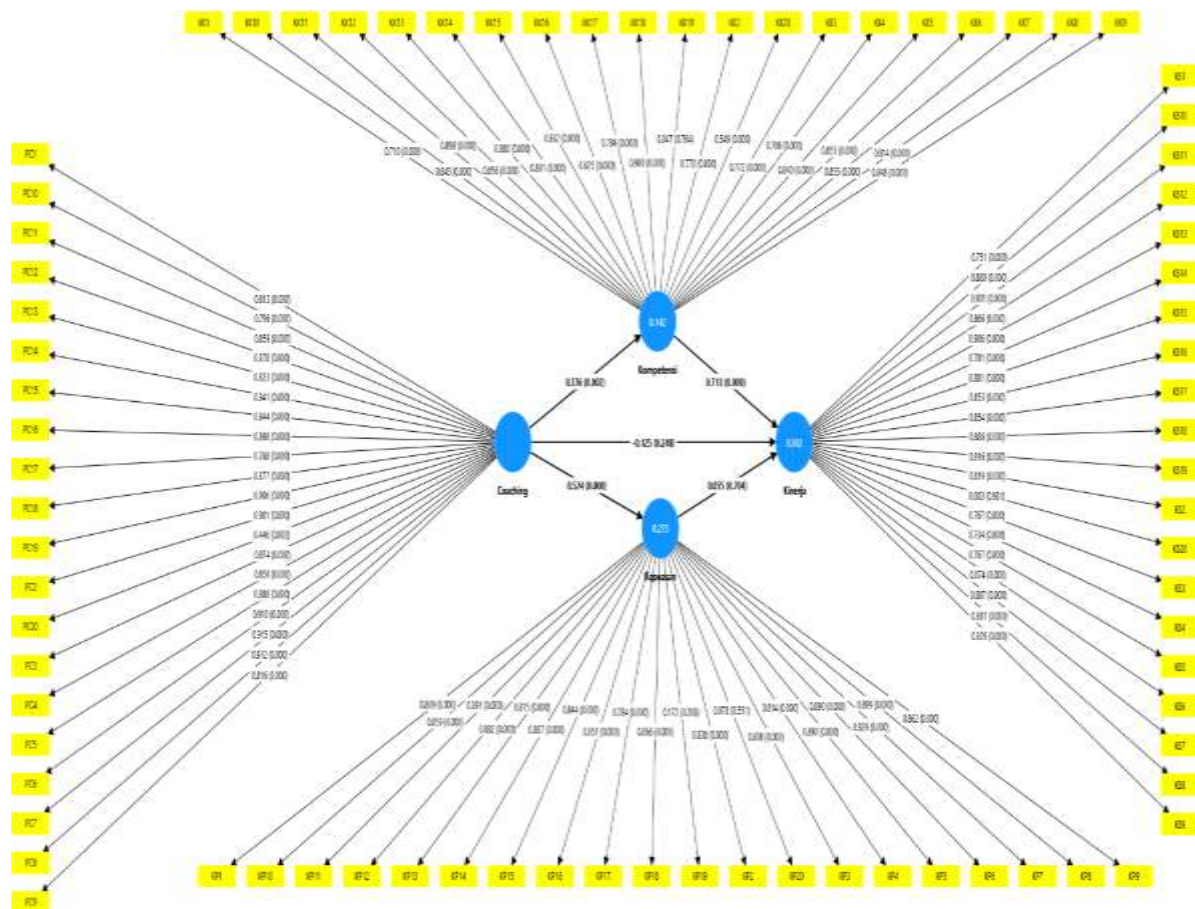


Figure 1: Convergent Validation based on correlation between scores with variable scores
(Source: SmartPLS Program)

In addition to measuring Validity, the outer model also measures the Reliability of the construct or latent variables measured by looking at the value of composite reliability and Cronbach alpha from the indicator block that measures the construct. The construct is declared reliable if the composite reliability value is above 0.7 and the Cronbach alpha value is above 0.6. The reliability test results are as follows:

Table 1: Measurements on construct Reliability or Latent Variables

Variable	Composite Reliability	Cronbach Alpha	Summarize
Coaching Programs	0.986	0.982	Reliable
Work Competence	0.975	0.974	Reliable
Satisfaction	0.981	0.979	Reliable
Performance	0.979	0.978	Reliable

(Source: SmartPLS Program)

Coefficient Of Determination (R-Square), the value of R-Square (R^2) indicates the degree of determination of the exogenous variable against its endogenous. The higher the value of R^2 , the better the level of determination.

Table 2: determination of exogenous to endogenous variables

Variable	R^2
Work Competence	0.094
Satisfaction	0.250
Performance	0.497

(Source: SmartPLS Program)

The result of R^2 calculation for each endogenous latent variable in the table above shows the following values:

- R^2 competency variable is 0.094 which means competency variable can be explained or influenced by coaching program variable is 9.4%. Meanwhile, the remaining 90.6% were influenced by other factors outside the modeling of this study.
- R^2 satisfaction variable of 0.250 which means that the satisfaction variable can be explained or influenced by the coaching program variable of 25%. Meanwhile, the remaining 75% is influenced by other factors outside the modeling of this study.
- R^2 performance variable of 0.497 which means that the competence variable can be explained or influenced by the coaching program variables, competence and satisfaction of 49.7%. Meanwhile, the remaining 50.3% were influenced by other factors outside the modeling of this study.

Predictive Relevance Test (Q^2), the value of Q^2 can be used to measure how well the observed values are produced by the model and also the estimation of its parameters. A Q^2 value greater than 0 indicates that the model is said to be good enough, while a Q^2 greater than 0 indicates that the predictions made by the model are judged to have been relevant.

$$Q^2 = (1 - (1 - R_1^2)) \times (1 - (1 - R_1^2)) \times (1 - (1 - R_1^2))$$

$$Q^2 = (1 - (1 - 0.094)) \times (1 - (1 - 0.250)) \times (1 - (1 - 0.497))$$

$$Q^2 = 0.094 \times 0.250 \times 0.497$$

$$Q^2 = 0.012$$

Based on calculations with equation Q^2 , this model also has a very high predictive relevance, because the value is greater than 0 (zero). Goodness of Fit (GoF) Calculation of Goodness of Fit Model (GoF) is used to measure the feasibility or accuracy of a research model. The GoF value is measured based on the AVE value and the R^2 value.

Table 3: GoF value measured based on AVE value and R^2 value.

Variable	AVE	R^2
Coaching Programs	0.751	-
Work Competence	0.694	0.094
Satisfaction	0.735	0.250
Performance	0.715	0.497
Average	0.724	0.280

(Source: SmartPLS Program)

Referring to the table above, the calculation for the value of Goodness of Fit as follows:

$$\text{GoF} = \sqrt{(\text{AVE} \times R^2)}$$

$$\text{GoF} = \sqrt{(0.724 \times 0.280)}$$

GoF=0.238

Based on the calculation of Goodness of Fit Model (GoF) of 0.238. This value explains that overall the research model is quite feasible, because the value of Goodness of Fit Model (GoF) approaches the value of 0.25.

Table 4: Hypothesis Test (direct effect) based on T Statistic, T Table and P Value

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Coaching -> Satisfaction	0.500	0.515	0.107	4.652	0.000
Coaching -> Competence	0.307	0.320	0.129	2.378	0.018
Coaching-> Performance	-0.116	-0.120	0.108	1.074	0.283
Kepuasan-> Performance	0.082	0.082	0.144	0.567	0.571
Kompetensi -> Performance	0.683	0.691	0.108	6.348	0.000

(Source: SmartPLS Program)

- Coaching effect on satisfaction, this is because the value of T statistic is greater than T table (1.96) and the value of P value is smaller than 0.05 ($0.05 > 0.000$) with a positive coefficient value. So it can be concluded that coaching has a positive effect on satisfaction
- Coaching influence on competence, this is because the value of T statistic is greater than T table (1.96) and the value of P value is smaller than 0.05 ($0.05 > 0.018$) with a positive coefficient value. So it can be concluded that coaching has a positive effect on competence
- Coaching effect on performance, this is because the value of T statistic is smaller than T table (1.96) and the value of P value is smaller than 0.05 ($0.05 > 0.283$) so it can be concluded that coaching has no effect on performance
- Satisfaction effect on performance, this is because the value of T statistic is smaller than T table (1.96) and the value of P value is smaller than 0.05 ($0.05 > 0.571$) so it can be concluded that satisfaction has no effect on performance
- Competence effect on performance, this is because the value of T statistic is greater than T table (1.96) and the value of P value is smaller than 0.05 ($0.05 > 0.000$) with a positive coefficient value. So it can be concluded that competence has a positive effect on performance

Table 5: Hypothesis Test (indirect effect) based on T Statistic, T Table and P Value

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Coaching -> Satisfaction -> Performance	0.041	0.044	0.078	0.520	0.603
Coaching -> Competence -> Performance	0.210	0.221	0.099	2.123	0.034

(Source: SmartPLS Program)

Based on the indirect effect test above, it is known that the influence of coaching indirectly to performance through satisfaction Meanwhile, the influence of coaching indirectly to performance by through competence Furthermore, will be tested with the examination method that aims to determine whether the mediation variables in this study included in the classification of mediation no mediation, partial mediation, full mediation or suppression mediation (Baron & Kenny, 1986).

The analysis is as follows:

- The mediating role of satisfaction on the effect of coaching on performance in the indirect effect test results above, it is known that the influence of coaching on performance through satisfaction has a statistical t value smaller than 1.96 and a P-value greater than 0.05, therefore the decision was rejected. Meanwhile, judging from the direct effect of coaching on performance is also rejected. Thus, it can be interpreted if the results of indirect and direct effects are equally insignificant. Thus it can be concluded if satisfaction in this study acts as no mediation or not as a mediation variable.

- The role of competence mediation on the effect of coaching on performance in the indirect effect test results above, it is known that the influence of coaching on performance through competence has a statistical T-value greater than 1.96 and a p-value smaller than 0.05, therefore the decision is accepted. Meanwhile, judging from the direct effect of coaching on performance is acceptable, it can be interpreted if the indirect effect is significant while the direct effect is not significant. Thus, it can be concluded that the competence in this study acts as a full mediation, which means that coaching cannot affect performance without going through competence as a mediation variable.

From the results of the above research, the discussion related to these results is described as follows:

- Coaching programs influence on sustainable performance in organizations:** Ongoing performance in the organization is not only influenced by the coaching program, although coaching has an important role in aligning individual goals with those of the organization. There are various other factors that also determine the success of the organization in achieving long-term performance. One of them is effective leadership, where a leader who is visionary and able to motivate his team can create a productive and innovative work culture. In addition, a supportive organizational culture, such as one that emphasizes collaboration, accountability, and innovation, plays a significant role in creating a conducive work environment. Another factor is strategic human resource management, including continuous training and an integrated performance appraisal system. Adoption of technology and innovation is also a major catalyst in improving work efficiency and organizational competitiveness. Employee motivation and engagement, which can be increased through rewards, recognition and work-life balance, also greatly affect productivity. On the other hand, fair and transparent incentive systems and the ability of organizations to adapt to external changes, such as market dynamics, contribute to sustainable performance. By integrating these various factors, organizations can achieve long-term goals more effectively. This is also confirmed by previous research that says coaching can improve individual performance by helping them develop their skills and potential and a structured and effective coaching program can result in a significant increase in employee productivity (Chidir et al., 2021; Lalitaratri, 2023; Napitupulu, 2021; Nashrullah & Saragih, 2020; Wulansari & Fauzi, 2023).
- Coaching Program can affect employee competence coaching:** Program is an effective approach to improve employee competence, both technical and non-technical. Coaching provides a supportive environment for employees to identify development needs, explore potential, and find solutions through personalized coaching. Structured Coaching helps employees master the latest technologies and digital work systems that are relevant in the era of digital transformation. In addition, coaching also improves non-technical skills, such as communication, leadership, teamwork, and time management. Research shows that coaching programs improve employees' ability to complete tasks, make decisions, and take work initiatives, which has a direct impact on individual and team productivity. With coaching, organizations can ensure that their employees meet competency standards while being able to adapt to changing work environments, making it an important strategy to increase competitiveness and support long-term organizational success. Previous research also confirmed that the coaching program is a process of improving employee performance that affects company performance and coaching is a technique to develop employee potential and employee performance (Fauziatunisa et al., 2018; Khonsa & Palupi, 2023; Riyanti, 2024; Riyanti et al., 2024).
- Coaching Programs can affect Job Satisfaction:** Coaching programs have a significant impact in improving employee job satisfaction through a personal and empathic approach. In coaching sessions, employees are given space to convey their views, challenges and aspirations, so that they feel heard and valued. This recognition not only strengthens the emotional connection between employees and the organization, but also creates a deeper sense of belonging to the organization's goals. In addition, coaching helps employees identify and overcome obstacles they face on the job, be it technical or emotional challenges. With structured guidance, employees learn to manage stress, improve work-life balance and find relevant solutions to everyday challenges. This process encourages them to look at work from a more positive perspective, thus increasing their motivation and satisfaction. Research shows that after participating in a coaching program, employee job satisfaction levels increase significantly. This is reflected in increased morale, loyalty, and commitment to the organization. By creating a more supportive work environment, coaching programs not only improve the well-being of individuals, but also contribute to the creation of a healthy, productive and harmonious work culture in the organization. Previous research also corroborated this finding by saying coaching programs not only positively affect the motivation of a staff but also affect job satisfaction and are able to serve as a mediator between managers in the workplace or organization (Chidir et al., 2021; Latif et al., 2023; Subariyanti, 2017; Usman et al., 2024).

- d. **The Impact of Increasing Competence on Employee Performance:** Increasing the competence of employees has a significant influence on their performance in the organization. Better competencies include technical ability, interpersonal skills, and a deep understanding of the tasks to be completed. With higher competence, employees can complete work more efficiently, accurately, and in accordance with expected standards. This not only increases individual productivity, but also contributes to the achievement of overall organizational targets. Research shows that employees with higher competencies are able to make a greater contribution to the quality of work and innovation in the workplace. For example, they are faster at adopting new technologies, finding creative solutions to problems, and collaborating effectively with teams. In addition, increased competence allows employees to face job challenges with more confidence, so that they are able to maintain consistency in their performance. Competence development also plays an important role in creating organizational competitiveness. In a dynamic business environment, employee competence becomes a strategic asset that supports the sustainability of organizational performance. Therefore, investments in training, skills development, and coaching programs are crucial elements to ensure that employee performance continues to evolve and aligns with organizational needs. Research that supports the results of this study says employee performance is influenced by employee competence which includes elements of knowledge, skills and attitudes so that employee performance increases in proportion to the increase in knowledge, skills and attitudes of employees (Manajemen et al., n.d.; Muslimah, 2016; Riyanti & Diwanti, 2023; Soetrisno & Gilang, 2018).
- e. **The Impact of Increased Job Satisfaction on Employee Performance:** Increased job satisfaction does have a contribution to employee performance, although the impact is not always immediately apparent. Employees who are satisfied with their work tend to show higher motivation, loyalty to the organization, and better morale. Job satisfaction provides a positive psychological basis for employees, which enables them to carry out tasks with more enthusiasm and contributes to a conducive working atmosphere. However, research shows that job satisfaction is not the only factor that directly affects employee performance. Other factors such as competence, workload, leadership style, and organizational culture also play an important role in determining the level of productivity and quality of employee output. For example, even if an employee feels satisfied with their job, without the support of adequate skills or an inspiring leader, their contribution to the achievement of the organization may remain limited. Job satisfaction more often serves as a trigger for building a positive emotional connection with the organization, which can then encourage employees to work harder. However, to ensure optimal performance, organizations need to combine increased job satisfaction with effective competency development and resource management strategies. With this approach, the positive impact of job satisfaction on performance can be maximized sustainably. (Halimah et al., 2024; Paparang et al., 2021; Putri & Nawatmi, 2024; Subiyanti & Trisnadi, 2022).
- f. **The Impact of Competency improvement through Coaching Program on Employee Performance :** Coaching programs play an important role in the improvement of employee competencies that directly impact their performance. Through a personal and focused approach, coaching provides an opportunity for employees to learn new skills and improve on existing skills. This process involves the analysis of individual development needs, the identification of competency gaps, as well as the preparation of specific learning plans according to the needs of each employee. The results showed that employees who participated in the coaching program not only experienced improvements in technical competencies, such as mastering new technologies or problem solving, but also in non-technical competencies, such as communication, time management, and decision making. More than that, coaching helps employees apply the acquired skills in their daily work, which in turn increases their work efficiency and effectiveness. This increase in competence has a direct impact on various performance indicators, including productivity, quality of work, and the ability to innovate. With coaching, employees also become more confident in carrying out their duties, which reinforces their contribution to the achievement of organizational goals. A coaching program is therefore not only a competence development tool, but also an important strategy to improve employee performance on an ongoing basis. This research is also emphasized by saying that the high achievement of coaching received can be maximized in helping to improve job performance because during training coaches are always friendly and pleasant in providing debriefing, so that after attending employee training they are able to cultivate a level of creativity in themselves (Asri & Moderin, 2024; Chidir et al., 2021; Fauziatunisa et al., 2018; Lalitaratri, 2023; Usman et al., 2024).
- g. **The Impact of Increased Job Satisfaction through Coaching Programs on Employee Performance:** Coaching programs are proven to increase employee job satisfaction by creating a supportive and empathetic work environment. Through coaching sessions, employees feel more valued and supported in facing work

challenges as well as in achieving personal and professional goals. The coaching process provides space for employees to explore solutions to the problems they face, while increasing their confidence. By feeling heard and guided by a coach, employees gain a more positive work experience, which ultimately increases their job satisfaction. However, although coaching can create a significant impact on job satisfaction, research shows that this increase has not had a direct effect on employee performance. When it comes to productivity, quality of work, and contribution to the team, there are many other factors at play, such as technical skills, organizational culture, and leadership style. Therefore, the coaching program needs to be designed holistically so that it not only has an impact on increasing job satisfaction, but is also able to become a strategic instrument in encouraging employee performance more thoroughly. This requires the integration of coaching with other organizational initiatives, such as competency development, recognition of achievement, and strengthening of common goals, to create maximum and sustainable results. This is also in line with research that has been done which says that many other aspects that affect job satisfaction other than coaching that have an impact on performance include leadership, compensation, and work environment and work quality (Fauziatunisa et al., 2018; Hutahaeen et al., 2023; Nurrohmat & Lestari, 2021; Rahman et al., 2023; Riyanti et al., 2024).

Conclusion:-

Based on the research findings, it can be concluded that the coaching program has a positive impact on various aspects of employee and organizational performance. Coaching programs are proven to improve sustainable performance by aligning individual and organizational goals, as well as improving employees' technical and non-technical skills. Employees involved in coaching note a significant increase in their competence, which has a direct impact on productivity, quality of work and innovation. In addition, coaching programs also increase employee job satisfaction, create a sense of value, and strengthen the emotional connection between employees and the organization. The hypothesis in this study shows that the coaching program has a significant effect on competence and job satisfaction, which in turn has a positive impact on employee performance. The accepted hypothesis is the effect of coaching on improving employee competence and performance, as well as increasing job satisfaction. However, despite increased job satisfaction, no significant direct effect on employee performance was found. This suggests that other factors, such as competence and leadership support, also play an important role in achieving optimal performance. For further research, it is advisable to explore additional factors that affect employee performance, such as leadership style and organizational culture. Further research may focus on the integration of coaching with other competency development strategies as well as its impact on overall team and organizational performance. In addition, research across different industries or with different demographic variables can also provide deeper insights into the effectiveness of coaching programs in a broader context.

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