

IMPACT OF IMPLEMENTATION OF METHODS OF COACHING FOR SUCCESS, PARTICIPATIVE, AFFILIATIVE, VISIONARY AND SITUATIONAL (COPAVISIT) AT OPERATIONAL MANAGEMENT OF CELLULAR TELECOMMUNICATIONS COMPANIES IN DIGITAL ERA

Hendra Jonathan Sibarani^{1*}, Nidya Banuari², Esther Praja Anggriany Panggabean³

^{1,2} Faculty of Social Sciences, Universitas Mahkota Tricom Unggul, Indonesia

³ Faculty of Economics, Universitas Prima Indonesia, Indonesia

*Corresponding Author:

hendrajonathansibarani@mtu.ac.id

Abstract

The development of the telecommunications industry in Indonesia is determined by the company's ability to manage operational with using methods of coaching for success, participative, affiliative, visionary and situational. The meaning of coaching for success are with treating people as they want to be treated, that is by indirectly giving punishment, participative by taking part in the problems faced by company management, affiliative by maintaining good relationships with employees and company partners, visionary support progress company, situational is done by looking at the condition of the company that is required to be able to implement the marketing industry 4.0. This research method uses a quantitative approach, the type of quantitative descriptive research with the nature of research that is explanatory. The data used are secondary data, namely employees of cellular telecommunication in Area of Regional I of Medan City as many as 800 people. The sampling technique used in this study using the Slovin formula so that the number of samples used in this study was 89 people. Sampling uses a simple random sampling approach. The results obtained in this study are coaching for success methods have a negative and significant influence, participative and affiliative, have a positive and significant influence, while visionary and situational have no influence on the operational management of cellular telecommunications companies in Medan City.

Keywords: Affiliative, Coaching for Success, Participative, Visionary, Situational

1. Introduction

Telecommunications companies in the revolutionary era of the marketing industry 4.0 are required to be able to participate in implementing them in the operational management of the company. Operational management of a company must be able to regulate and supervise the role of employees in increasing employee productivity to achieve targets set by the company. In addition, the company's operational management requires several ways to overcome the inability of employees to face job challenges that require more innovative thinking and higher creativity. The problems that often occur in company operational management are the lack of understanding and knowledge of employees in implementing the policies made by the company so far. This has an impact on the achievement of employee targets that are always not achieved especially important in serving company customers. Many things must be considered by companies, especially operational management, which is able to control the operation of customer service. Service to the company's customers is the final assessment given by the customer to the company where the customer will give a positive and negative assessment of the products

owned by the company. To overcome this, companies must have effective methods so that the company's operations can run well. The coaching method for success by treating employees as appropriate, taking part in the problems faced by employees is one way of approaching the management of the company towards employees. Besides maintaining a good relationship between employees and having a vision in supporting the company's goals by looking at the situation and conditions of the company faced to face competition between telecommunications companies in Indonesia. The Coaching for Success method is the development of individuals and teams through ongoing guidance and support. The goal is to help employees reach their full potential and improve overall performance and have an impact on improving employee performance by getting personalized guidance, improving their skills and competencies.

In addition, employees feel valued and supported in their career development, which can reduce turnover rates. With the right mentorship, employees can work more efficiently and effectively, increasing the productivity of the team and the company as a whole which has an impact in increasing employee productivity. This participatory method involves employees in the decision-making process, giving them a voice in matters that affect their work. Employees who feel heard and involved in company decisions tend to be more energized and committed. New ideas and creative solutions are more likely to emerge when employees from different levels in the company are involved, especially now that digital-savvy employees are needed so that work can be done more easily. Increased job satisfaction can be seen as participation in decision-making increases employees' sense of ownership and responsibility for the outcome of their work. The affiliative method emphasizes harmonious relationships and emotional bonds between team members. The main focus is on creating a positive and supportive work environment. Positive environmental conditions can also build good relationships between employees in creating a pleasant and conducive work atmosphere because employees who have good relationships tend to work together more effectively, increasing collaboration and synergy in the team. Companies should also pay attention to employee well-being as emotional employees can reduce stress and improve overall well-being. This visionary method focuses on delivering a clear and inspiring vision for the future of the company. Visionary leaders help employees understand the direction of the company and their role in achieving that goal. Another impact is that employees can understand the company's long-term goals and how their work contributes to achieving them. High employee motivation can occur when followed by an inspiring vision to increase employee motivation and morale. Consistency and having a clear vision can help the company stay focused on its strategic goals, despite challenges.

In the situational method, it recognises that there is no one leadership style that fits all institutions. Leaders must be able to adapt their style based on the current context and specific needs. The flexibility of a leader should also be able to adapt a leadership style that can respond appropriately to various challenges and situations. The effectiveness of a leader can be seen from the leadership style that tends to be more effective in managing teams in different situations. In addition, companies must also be able to adapt quickly to changes in the market or industry in order to better survive and develop. The implementation of the CoPAViSit method in the operational management of mobile telecommunication companies in the current digital era can bring various positive impacts. With Coaching for Success, employees are empowered to reach their full potential. The Participatory Method increases engagement and innovation. Affiliative Approaches create a supportive and harmonious work environment. Visionary

Leadership provides clear direction and motivation, while Situational style ensures flexibility and effectiveness in various contexts. Overall, this combination of methods helps companies improve employee performance, productivity, and job satisfaction, which is critical in facing the challenges and opportunities of the digital era. When this can be implemented properly, employees have productivity in contributing to their performance which can have an impact on the company's assessment in providing promotions and promotions.

2. Theoretical Background

2.1. Coaching For Success

According to Sibarani, Hendra Jonathan (2016), in his research entitled "Impact of Use of Coaching Method and Supervision of Sales Agents on Achieving Sales Volume Targets in Outbound Call Center Telkomsel Area of Regional I of Medan City", stated that coaching focused on ability, someone's knowledge, and capabilities, or in other words, coaching involves the process of working with members of the organization usually managers and executives on a regular basis to help them set their goals, deal with potential problems that may occur, and improve their work performance.

2.2. Participative

The leadership style at this stage encourages individuals or groups to share ideas and simultaneously facilitate work with the enthusiasm they show. This style arises when followers feel confident in doing their work so that the leader is no longer too acting as a director. Leaders maintain open communication but now do so by tending to be more good listeners and ready to help their followers. According to Tamara, Margaretha (2016) in her research entitled the influence of leadership style and work motivation on employee performance at headquarters of Samarinda City PDAM, participatory leaders consult with subordinates and use their suggestions and ideas before making a decision. Participatory leadership can increase subordinate work motivation.

2.3. Affiliative

According to Goleman, Daniel (2007), this type of leader highly respects the feelings of the people who work for him, because he does not emphasize the results or achievement of goals, but rather on the emotional needs of his employees. This style is very suitable for companies that have a group climate. The characteristic of this leader is to enjoy cooperation, harmonization, friendly interactions, build good relationships with the people they lead. Therefore, this type of leader highly appreciates leisure time, because then he can approach with subordinates to help them through the busy times later. Empathy is highly prioritized by him because he wants to care for his employees as a whole not just based on duty responsibilities.

2.4. Visionary

According to Juhana, Dudung & Reni Ambarsari (2012) in his research stated that the clarity of the leadership's vision of the organization he led and the efforts to make it happen, certainly greatly helped the employees in carrying out their respective duties. Because with a clear vision and mission, which is accompanied by a strategic plan up to programs to achieve each set target will make employees feel facilitated in carrying out their duties. So that in turn employees will feel satisfied with their own work.

2.5. Situational

According to this theory, everyone can be a leader, but in certain situations, because he has the advantages needed in that situation. In other situations where the advantages are not needed, he will not become a leader, maybe even just a follower. Thus a leader who wants to improve his abilities and skills in leading needs to know the scope of an effective leadership style. Leaders in the field of leadership have researched and developed leadership styles that differ according to the evolution of leadership theory. For the scope of leadership style, there are three main approaches, namely: the approach to the personality traits of leaders, leader behavioral approaches, and situational approaches or contingencies.

2.6 Conceptual Framework

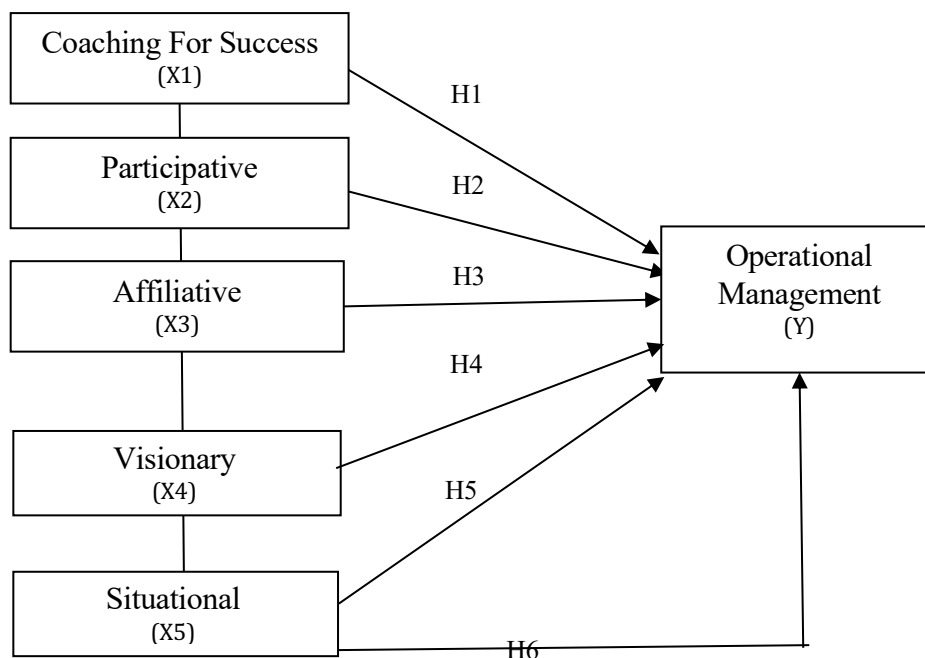


Figure 1. Conceptual Framework

Based on the conceptual framework above, the following hypotheses can be drawn:

- H1: Coaching for Success has a positive and significant effect at Operational Management of Cellular Telecommunications Companies in Digital Era
- H2: Participative has a positive and significant effect at Operational Management of Cellular Telecommunications Companies in Digital Era
- H3: Affiliative has a positive and significant effect at Operational Management of Cellular Telecommunications Companies in Digital Era
- H4: Visionary has a positive and significant effect at Operational Management of Cellular Telecommunications Companies in Digital Era
- H5: Situational has a positive and significant effect at Operational Management of Cellular Telecommunications Companies in Digital Era
- H6: Coaching for success, participative, affiliative, visionary, and situational has a positive and significant effect at Operational Management of Cellular Telecommunications Companies in Digital Era

3. Methods

The type of research used is quantitative descriptive research. Quantitative descriptive research involves collecting data to test hypotheses or answering questions about the final status of the research subject (Sugiyono, 2011). The nature of research is explanatory research. The population in this study is the population employees of Telkomsel Inbound and Outbound call centers in Area of Regional I of Medan City as many as 800 people. The sampling technique used in this study using the Slovin formula so that the number of samples used in this study was 89 people. The statistical analysis used in this study uses statistical analysis with multiple linear regression models, namely the analyst method used to determine the prediction of the effect that occurs between the independent variables on the dependent. Multiple linear regression is formulated as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + e$$

Information:

a = Constants

b₁, b₂ ... b₅ = Regression Coefficient of Each Variable

X₁ = Coaching for Success

X₂ = Participative

X₃ = Affiliative

X₄ = Visionary

X₅ = Situational

Y = Operations Management

e = % error (10%)

4. Results and Discussion

According to Siregar (2014: 405), stating the data analysis model in this study is multiple regression analysis where the application of multiple regression methods is used more than one which affects one dependent variable. The main purpose of multiple linear regression analysis same as with simple regression, which is using relationships between variables bound (response) and independent variables (factors) to predict or explain characteristics of variables (Freund, Wilson, & Sa, 2006: 73)

Table 1. Research Analysis Model Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.831	4.611		2.566	.012
	Coaching_for_success (X1)	-.376	.139	-.364	-2.705	.008
	Participative (X2)	.447	.141	.408	3.166	.002
	Affiliative (X3)	.733	.177	.574	4.140	.000
	Visionary (X4)	.084	.174	.067	.481	.632
	Situational (X5)	-.213	.174	-.179	-1.223	.225

a. Dependent Variable: Operations Management (Y)

Source: Primary Data Processed, 2024

Based on Table 1. above obtained multiple linear regression equation, as follows:

$$Y = 11,831 - 0,376 X_1 + 0,447 X_2 + 0,733 X_3 + 0,084 X_4 - 0,213 X_5 + e$$

The regression equation model above can be interpreted that the constant of 11.831 means that if the value of the independent variable is coaching for success, participative, affiliative, visionary, situational, zero is considered non-existent, it will affect operations management by 11.831%. Coaching for success (X1) has a regression coefficient of 0.376 and is negative, this means that every one percent decrease in coaching for success variables will give a decrease in operations management success of 0.376 or 37.6% if other variables are assumed to be constant. This provides an explanation that coaching for success is part of the change that is not in line with the success of operations management.

Participative (X2) has a regression coefficient of 0.447 and is positive, this means that for every one percent increase in the participative variable, it will increase the success of operations management by 0.447 or 44.7% if the other variables are assumed to be constant. This gives an explanation that participative is the part whose changes are in line with the success of operation management. Affiliative (X3) has a regression coefficient of 0.733 and is positive, this means that every increase of one percent affiliative variable will give an increase in the success of operations management by 0.733 or 77.3% if other variables are assumed to be constant. This provides an explanation that affiliative is part of the change in the direction of the success of operation management.

Visionary (X4) has a regression coefficient of 0.084 and is positive, this means that every increase of one percent of the visionary variable will increase the success of operations management by 0.084 or 8.4% if other variables are assumed to be constant. This provides an explanation that visionary is part of the change in the direction of the success of operation management. Situational (X5) has a regression coefficient of 0.213 and is negative, this means that every one percent decrease in situational variables will give a decrease in operations management success of 0.213 or 21.3% if other variables are assumed to be constant. This provides an explanation that situational is part of the change that is not in line with the increase in the success of operations management.

4.1 Hypothesis Testing

4.1.1 Simultaneous Hypothesis Testing (Test F)

Table 2. F Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	696.225	5	139.245	8.036	.000 ^b
	Residual	1438.247	83	17.328		
	Total	2134.472	88			

a. Dependent Variable: Operations management (Y)

b. Predictors: (Constant), Coaching for success (X1), Participative (X2), Affiliative (X3), Visionary (X4), Situational (X5)

Source: Primary Data Processed, 2024

Simultaneous testing or F test aims to see how the influence of Coaching for success, participative, affiliative, visionary and situational in increasing the success of operations management in cellular telecommunications companies in Medan City. Based on the results of the above test, the Fcount value is 8,036 and the significantly value is 0,000. Fcount value will be compared with Ftable value that is equal to 2.32 (obtained by seeing Ftable with criteria $df1 = 5$ and $df2 = 83$, then the results obtained are $F_{count} > F_{table}$

(8,036 > 2,32) and significance value of 0,000 < 0,05, so that It can be concluded that coaching for success, participative, affiliative, visionary and situational together has a positive and significantly effect in increasing the success of operations management in cellular telecommunications companies in Medan City.

4.1.2 Partial Hypothesis Testing (t test)

Table 3. T Test Results (Partial)

Model		Coefficients ^a				T	Sig.
		Unstandardized Coefficients		Standardized Coefficients	Beta		
		B	Std. Error				
1	(Constant)	11.831	4.611			2.566	.012
	Coaching_for_success (X1)	-.376	.139	-.364		-2.705	.008
	Participative (X2)	.447	.141	.408		3.166	.002
	Affiliative (X3)	.733	.177	.574		4.140	.000
	Visionary (X4)	.084	.174	.067		.481	.632
	Situational (X5)	-.213	.174	-.179		-1.223	.225

a. Dependent Variable: Operations Management (Y)

Source: Primary Data Processed, 2024

Based on Table 3 above, it can be seen that:

- 1) Test the partial hypothesis of the coaching for success variable from the table can be seen the value of tcount the coaching for success variable (X1) is equal to -2.705 with a significance of 0.008. Then the results of the study show that the H1 hypothesis is accepted because -tcount < -ttable (-2.705 < -1.98896) and is significantly smaller than 0.05 which means that the coaching for success variable (X1) has a negative and significantly effect in increasing the success of operations management (Y) in cellular telecommunications companies in Medan City.
- 2) Test the partial hypothesis of participative variable from the table can be seen the value of tcount the participative variable (X2) is equal to 3.166 with a significance of 0.002. Then the results of the study show that the H1 hypothesis is accepted because tcount > ttable (3.166 > 1.98896) and significantly smaller than 0.05, which means that the participative variable (X2) has a positive and significantly effect in increasing the success of operations management (Y) in cellular telecommunications companies in Medan City.
- 3) Test the partial hypothesis of affiliative variable from the table can be seen the value of tcount the affiliative variable (X3) is 4.140 with a significance of 0,000. Then the results of the study show that the H1 hypothesis is accepted because tcount > ttable (4.140 > 1.98896) and significance is smaller than 0.05, which means that the affiliative variable (X3) has a positive and significant effect in increasing the success of operations management (Y) in cellular telecommunications companies in Medan City.
- 4) Test the partial hypothesis of the visionary variable from the table can be seen that the value of tcount the visionary variable (X4) is 0.481 with a significantly of 0,000. Then the results of the study show that the H0 hypothesis is accepted because of tcount < ttable (0.481 < 1.98896) and significantly greater than 0.05, which means that the visionary variable (X4) has no effect in increasing the success of operations

management (Y) in cellular telecommunications companies in Medan City.

- 5) Test the partial hypothesis of situational variables from the table can be seen that the value of tcount the situational variable (X5) is -1.223 with a significantly of 0.225. Then the results of the study show that the H0 hypothesis is accepted because -tcount > -ttable (-1.223 > -1.98896) and is significantly greater than 0.05 which means that situational variables (X5) has no effect in increasing the success of operations management (Y) in cellular telecommunications companies in Medan City.

5. Conclusion

From the results of the research and discussion, it can be concluded that:

- 1) The results of partial hypothesis testing show that coaching for success variables have a negative effect which means that if coaching is carried out in operations management by directly giving punishment without changing the way employees think it will have a negative impact on the employee, while participative and affiliative have influence positive and significant towards increasing the success of operations management in cellular telecommunications companies in the city of Medan. Visionary and situational variables do not have a dominant influence in increasing the success of operations management in cellular telecommunications companies in Medan City.
- 2) The results of simultaneous hypothesis testing obtained that coaching variable for success, participative, affiliative, visionary and situational simultaneously have a positive and significant effect in increasing the success of operations management in cellular telecommunications companies in Medan City
- 3) Factors that influence the increasing success of operations management in cellular telecommunications companies in the city of Medan are affiliative variables because by maintaining good relationships between all employees in the management of the company will have a positive and most dominant impact on the implementation of operations management in cellular telecommunications companies in the city of Medan.

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