



COACHING FOR START-UP MANAGERS IN IMPROVING TEAM INNOVATION

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ABSTRACT

The development of digital technology and information has triggered companies to have new ways of running their business. Technological advances make business activities easier, more efficient and effective. Companies must have a strategy that is capable of innovation and transformation in running their business and developing their human resources. There are several industrial sectors affected by the Covid-19 pandemic, one of which is the tourism industry. The number of foreign tourist visits to Indonesia in January 2021 was recorded to have decreased by 89.05 percent compared to January 2020, namely from 1.29 million visits to 141.26 thousand visits. Therefore, companies need leaders who are able to provide encouragement and motivation so that their members can continue to innovate amidst difficult situations. With coaching, managers can also facilitate self-learning, personal growth and how to improve performance using several interventions.

Keywords : *Coaching, Industry, Innovation, Digital technology*

1. INTRODUCTION

The development of digital technology and information has triggered companies to have new ways of running their business. Technological advances make business activities easier, more efficient and effective. Companies must have a strategy that is capable of innovation and transformation in running their business and developing their human resources. Companies must have a good map of their business journey that is in accordance with the direction of their business development. The strategies that must be prepared are how the company must be ready for the changes that occur in its business development (Asbari, Novitasari, et al, 2020).

Especially during the pandemic, companies must be ready to carry out transformations starting from the way they work, how to face technological challenges and also innovate their products so that the company can continue to *struggle* with its business. With many new habits such as working from home, of course with the help of technology, for example in meetings using the *Zoom meeting application, Google Meet* . Then in several jobs such as *customer service* , which in the pandemic era has become popular with the rise of online purchases, and its function is no longer just receiving customer *complaints* but also how *customer service* can introduce products to potential customers (Joesah, 2021).

There are several industrial sectors affected by the Covid-19 pandemic, one of which is the tourism industry. The number of foreign tourist visits to Indonesia in January 2021 was recorded to have decreased by 89.05 percent compared to January 2020, namely from 1.29 million visits to 141.26 thousand visits (Central Statistics Agency, 2021). However, not only has it had a bad impact, the Covid-19 pandemic has also been a blessing for several sectors of the long-distance health service or telemedicine industry. With remote health services, people can

consult with doctors, psychologists and psychiatrists to solve public health problems. Remote health service providers such as Halodoc recorded double the number of application downloads in 2020 compared to 2019, with 18 million active users (Kompas, 2021).

Innovation is the spearhead of every company in running its business for the company. Apart from that, innovation is also very important in a country's economic growth. Innovation in a company aims to face various problems in facing business development and also to achieve competitive and sustainable advantages in facing global competition. In creating an innovation, something called strategic planning is needed so that the innovation that will be created can be in accordance with needs and the calculations are correct. Innovation can also reduce the level of operational costs, increase efficiency, obtain quality that matches the price, and the possibility of profit growth in the organization (Coyne, 2004).

To increase innovation in employees and also improve organizational performance, there needs to be a leader who can provide direction and is able to provide motivation to each member. So the role of a leader in an organization or company is very important to be able to carry out transformation or innovation, with the many changes that are currently occurring. Providing assistance to every member of the organization is an important task for a leader in the organization.

Therefore, in providing employee assistance and development, apart from conducting training, leaders within the organization can also carry out coaching. According to Partnership Research HCI and ICF, (2014) 65% of employees who have a strong coaching culture are better able to improve their performance. And 88% of employees increased their productivity after coaching by their organizational leaders.

In addition, many studies link *coaching* to increasing employee creativity. First, Maamari *et al.* (2021) reported that *coaching* can extract employees' hidden potential, encourage self-development and improve collaborative work which implicitly triggers their innovation. Second, Szabó *et al.* (2019) focus on the importance of the coach's role in encouraging creative behavior. They argue that coaches must be able to foster enthusiasm and self-confidence in coaches while highlighting problem solving. Employees' creative ideas and alternative solutions are extracted when they are "provoked" with *coaching* questions. When employees are forced to concentrate more on problems, creative thinking is therefore extracted from the subconscious as less creative ideas generally come to mind first (Maamari *et al.*, 2021).

Following the explanation above, it turns out that coaching is really needed by startups, including Psychology Notes. PSYCHOLOGY NOTES itself is a digital platform that provides counseling and consultation services in the fields of mental health, psychology and *self-development*. Psychological Notes was created with the aim of helping as many young Indonesians as possible to be more mentally healthy and able to develop themselves to become more empowered, so that they are ready to face the times (Notepsikologi.com, 2023). Based on performance data from Psychological Notes, to increase employee productivity and innovation. They need *coaching* carried out by their managers. In this study, we will discuss how coaching can increase innovation in startup employees in Psychological Notes.

2. LITERATURE REVIEW

2.1 Coaching

Coaching is the act of providing guidance to employees to improve their knowledge and skills to achieve desired work targets. *Coaching* itself in Indonesian can be translated as fostering. A manager's job is to get results through other people and other sources, and as more and more organizations rely more heavily on knowledge and services, people, skills and performance are becoming a concern for organizational leaders. Organizations have a great interest in the abilities of their employees, which they try to develop through formal assignments, on-the-job training and ongoing assignments. They also expect managers and supervisors to develop employee abilities through *coaching* (Katherin & Bernardo, 2021).

Coaching is a process that can help individuals and groups to close the gap between where they are and where they want to be, in this case a position in the organization (Shukla, 2014). Coaching must have closeness, where there is a one-on-one connection between the individuals involved, this will enable the coach to help individuals unlock their potential and have a perspective that looks from the outside in, thereby increasing self-awareness and understanding of the impact of their behavior on others.

The term coach was originally used in the world of sports in the 1880s. Coaches are viewed as instructors who instruct individual athletes (e.g., in sports, tennis, golf, and skiing) and teams of players (e.g., basketball, soccer, and rowing) on how to improve their performance in team sports. Coaches have played a central and important role for individuals and teams in most organized sports over the past century (Evered & Selman, 1989). In work settings, the essence of a coach's role is to empower employees by promoting independent learning, personal growth, and improved performance (Bresser & Wilson, 2010).

Meanwhile, Whitmore in Passmore (2013) believes that coaching is the key to unlocking a person's potential to maximize their performance. Coaching is more about helping someone to learn and not teaching them. Referring to *the Association for Coaching* in 2005 (Passmore, 2013) revealed that coaching is a collaborative process that is solution-focused, results-oriented, and systematic, where the coach facilitates improvements in work performance, life experience, self-learning, and personal growth of coachee himself.

The four concepts above essentially show the same essence regarding Coaching. Coaching is a process of empowering the coachee's abilities to facilitate self-learning, personal growth and how to improve performance using several interventions. Referring to the definition above, coaching activities provide opportunities to correct mistakes that occur, develop new abilities, deepen understanding of a task, explain team goals and anticipate problems/difficulties at the next stage (Katherin & Bernardo, 2021).

Previous research explains that *managerial coaching* can produce the desired performance (Arshadi, 2011), and recent research has produced relatively consistent findings, namely that coaching practices have a positive and significant effect on employee performance (Admiral et al., 2021; Asbari & Prasetya, 2021; Nadeak et al., 2021; Novitasari, Asbari, et al., 2021; Novitasari & Asbari, 2021).

A. Coaching Stages

A member of the Forbes Council (Forbes: 2017), mentioned 4 (four) levels of coaching implementation, namely awareness, clarity, choice, and action.

1. In the initial stage, Awareness is carried out to invite a person's way of thinking in asking questions consciously and unconsciously and connecting in a world without ego.
2. At the Clarity stage, through coaching, someone is expected to be able to identify real problems by focusing on one part at a time, and be able to release their feelings.
3. At the Choice Stage, a person is expected to hold back his beliefs and explore possibilities for changing himself. Through coaching, new neural connections will be created that will develop new ways of thinking and behavior
4. The final stage, namely Action, will result in a person's commitment to a plan or exercise to improve their way of thinking and behavior.

2.2 Innovation

Innovation can be said to be a new business carried out by entrepreneurs through the application of thoughts, creative ideas and research that has been carried out (Sherly et al, 2020). Innovation can also be defined as the management of all activities which include the idea generation process, technology development, product production and marketing processes, manufacturing processes or new equipment. The definition of innovation as a management process also offers a distinction between innovation and products, which are the result of innovation (Trott, 2017).

Innovation is one of the important elements needed by entrepreneurs to maintain their business. Innovation can be differentiated into various types depending on the object, sector referred to, as well as its scope or insignificance. These types of innovation are not independent of each other. Some innovations may involve various types of innovation at once (Carayanis, Samara, and Bakorous, 2011).

Types of innovation according to objects according to (Carayanis, Samara, and Bakorous, 2011):

1. Product or service innovation

Product or service innovation refers to the case when a company introduces a new product or service, which they will offer to the market.

2. Process Innovation

This process innovation refers to how companies carry out their production processes or the service processes they offer. In developing new products or new services, companies are asked to create an effective and efficient production process, so that the company can produce products in large quantities. But don't forget the quality of the product.

Types of innovation according to the sectors referred to :

1. Administrative or organizational innovation

Administrative or organizational innovation affects organizational or corporate systems consisting of business executives and the relationships between them in the organization. In this case, administrative or organizational innovation is how companies introduce new administrative systems or new administrative processes. This innovation does not introduce new products or services, but indirectly the existence of new administrative processes can influence how new products or services are introduced.

2. Technological innovation

Technological innovation in companies is related to equipment or how to manage raw materials in the company's product production process into a product or service that can be enjoyed by many people. Not only that, technological innovation is related to the adoption of new ideas for products or services that can be enjoyed by many people in the future, and at the same time the company can compete in its business with technological developments that continue to develop rapidly.

Technological innovation can also help new administrative processes, where this administrative process can reach every element of the company and also departments, so that archiving or data is neat. Apart from that, technology can help solve problems in administration or communication patterns in companies.

Types of innovation according to intensity and scope:

1. Incremental innovation

Incremental innovation causes relatively small deviations from the changes made. Gradual innovation is carried out to improve old products or administrative procedures, but without intervening in the company's existing structure or strategy.

2. Comprehensive innovation

Comprehensive innovation brings fundamental changes in a company's activities which can cause significant deviations in changes in the company. In general, comprehensive innovation is rarely used by companies to carry out transformations in their products or services, or in their product processes. Because the risks that the company will face are quite high, which makes the company not want to take a big risk of failure in its innovation process or transformation process.

3. METHOD

This research uses qualitative methods for the purpose of obtaining descriptive data regarding how important coaching is in increasing innovation in team members. In its implementation, several limitations were imposed, namely: the researcher did not intervene in the data, the unit of analysis was the organization (start up), and it was cross-sectional in terms of the time of data collection. Data collection techniques are in-depth interviews, observation and document analysis.

4. DISCUSSION

Coaching is an action that provides guidance to employees to increase their knowledge and skills in achieving the work targets desired by the organization. Apart from

that, *Coaching* is a process that can help individuals and groups to close the gap between where they are and where they want to be in this case is their position in the organization (Shukla, 2014). In this way, a leader, especially a manager, not only gives targets to his members, but can also provide challenges so that he can come up with new ideas or innovations for his team.

Other research explains that *managerial coaching* can produce the desired performance (Arshadi, 2011), meaning that with coaching it is hoped that organizational members can also achieve predetermined targets and can also provide new innovations in completing each job that has been given.

Meanwhile, according to Whitmore in Passmore (2013), *coaching* is the key to unlocking a person's potential to maximize their performance. *Coaching* is more about helping someone to learn and not teaching them. Because a manager's job as a leader is not only to provide work targets that must be completed by its members, but also a manager must also be able to provide motivation to each member in completing their work, and must also help members of their organization to develop in accordance with the work interests that their members choose. , so that the learning process between managers and organizational members can occur.

Referring to *the Association for Coaching* in 2005 (Passmore, 2013) revealed that coaching is a collaborative process that is solution-focused, results-oriented, and systematic, where the coach facilitates improvements in work performance, life experience, self-learning, and personal growth of coachee himself.

Basically, *coaching* is a process of empowering the coachee's abilities to facilitate self-learning, personal growth and how to improve performance using several interventions. In coaching activities there will be opportunities to correct mistakes that occur, develop new abilities, deepen understanding of a task, explain team goals and anticipate problems/difficulties at the next stage (Katherin & Bernardo, 2021).

5. Conclusions and recommendations

Coaching is a process that can help individuals and groups to close the gap between where they are and where they want to be in this case is their position in the organization (Shukla, 2014). In this way, a leader, especially a manager, not only gives targets to his members, but can also provide challenges so that he can come up with new ideas or innovations for his team. Referring to *the Association for Coaching* in 2005 (Passmore, 2013) revealed that coaching is a collaborative process that is solution-focused, results-oriented, and systematic, where the coach facilitates improvements in work performance, life experience, self-learning, and personal growth of coachee himself.

Suggestions for future researchers include increasing sources or references about coaching that can increase innovation, which later this research can be used by practitioners such as managers or company leaders who are building their teams to develop motivation and innovation in their organizations.

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