

TRAINING COACHING & MENTORING UNTUK MENUNJANG QUALITY OF WORK LIFE (QWL) PADA PT. X.

INTISARI

Perusahaan terus berkompetisi untuk mengikuti persaingan industri. Perusahaan semakin gencar mencari pekerja yang memiliki potensi yang terbaik. Mengingat bahwa fungsi dari suatu organisasi sesungguhnya adalah membangun kompetensi sumber daya manusia dan mampu mendukung proses pemberdayaan manusianya. PT. X merupakan perusahaan yang bergerak pada industri manufaktur semen dan beton. Karyawan PT. X dituntut untuk mampu untuk mencapai target perusahaan dan bersaing menghadapi para kompetitornya. Oleh karenanya, perusahaan berupaya untuk memperhatikan Quality of Work Life (QWL) karyawan guna meningkatkan produktivitas kerja. Menurut The European Foundation for The Improvement of Living and Working Condition (EWON, 2002) terdapat beberapa dimensi QWL yaitu *Health and Wellbeing*, *Job Security*, *Job Satisfaction*, *Competency Development*, dan *Work and Non Work Balance* (Rethinam & Ismail, 2008).

Perusahaan telah membuat suatu program yaitu Employee Assistance Program, yaitu sebuah program yang dirancang sebagai media pendampingan karyawan. Dalam menjalankan program pendampingan kepada karyawan (EAP) maka perlu adanya peningkatan kompetensi *developing other*. Dalam meningkatkan kompetensi *developing other* dapat dilakukan peningkatan keterampilan *coaching* dan *mentoring*. Pelatihan *coaching* dan *mentoring* di PT.X akan diberikan kepada jabatan Kepala Regu.

Melalui peningkatan kompetensi *developing other* yaitu keterampilan *coaching* dan *mentoring* tersebut dapat membantu karyawan dalam meningkatkan performa kerja karyawan. Berdasarkan hasil penelitian seluruh peserta mengalami peningkatan *knowledge* baik *coaching* maupun *mentoring*. Pada evaluasi *skill* seluruh peserta juga mengalami peningkatan yang signifikan. Dalam hal ini, walaupun sudah terdapat peningkatan pada evaluasi *learning* namun kenyataannya di lingkungan pekerjaan masih belum dapat diaplikasikan. Hal ini dikarenakan beberapa faktor baik eksternal maupun internal. Ini dapat disimpulkan bahwa, perusahaan perlu mendukung karyawan untuk dapat mengaplikasikan *coaching* dan *mentoring* dalam lingkungan pekerjaannya. Perusahaan atau pihak EAP *officer* perlu untuk terus mengembangkan program lainnya untuk mendukung dan mempersiapkan karyawan dalam menghadapi kondisi bisnis dimasa yang akan datang.

Kata kunci : Quality of Work Life (QWL), Pelatihan, Coaching, Mentoring.

TRAINING COACHING & MENTORING FOR SUPPORT QUALITY OF WORK LIFE (QWL) ON PT. X.

ABSTRAC

The companies are trying to find workers who have the best potential. Workers with the best potential strongly support the company's success in the future. The function of the organization is actually to build human resources competencies and be able to support the process of human empowerment. This situation is increasingly requires resources that are able to work more effectively. PT. X is a company engaged in the manufacturing of cement and concrete. Therefore, the company must be able to give attention to Quality of Work Life (QWL) to improve productivity. The selected constructs of QWL that we use are derived from the European Foundation for the Improvement of Living and Working Condition (EWON, 2002) who have used the dimensions widely in their QWL studies. Dimensions QWL are Health and Wellbeing, Job Security, Job Satisfaction, Competency Development, dan Work and Non Work Balance (Rethinam & Ismail, 2008).

The methods used in the research was mix method. The pre asesment result showed that job satisfaction, Health and Wellbeing, Work and Non Work Balace are not good enough. QWL program can help employees to be able to balance his personal life. To improve these three thing, the company has made a program. The Program is called Employee Asistance Program (EAP), a program designed as a media mentoring employees and developing other. To conduct the EAP program it is necessary that supervisors have the coaching and mentoring skill. Managers and Supervisors have the autonoy and reponsibility to assist their subordinates while having the problems as well as motivating them to improve their performance.

The result is coaching and mentoring effective to improve competency developing other manager and supervisor on PT.X. PT.X must be use the skill coaching and mentoring, for helping the employee wellbeing with the work. Coaching and mentoring help employee to have a good performance. When employee have a good performance it can make employee have a good QWL. The Conclusion is coaching and mentoring it can be QWL employee on company better. So if the company want to accept the goal, manajer or supervisor must have a skill coaching and mentoring.

Key words : Quality of Work Life (QWL), Training, Coaching, Mentoring