

**TRAINING COACHING & COUNSELING TO SUPPORT QUALITY OF WORK
LIFE (QWL) ON PT. X.**

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Abstrak. 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 action research. 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. To conduct the EAP program it is necessary that supervisors have the coaching and counseling 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.

Key words : *Quality of Work Life (QWL), Training, Coaching, Counseling.*

Introduction

The development of the industry today is very rapid. Companies must be prepared for this situation. For preparation this situation companies must be have the good workers. 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. Nowadays any theory attention to Quality of Work Life (QWL). 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. QWL is focus about balances work and work balance and productivity job satisfaction employes (Baitul, 2012). According to J. Lloyd Suttle QWL is the organization's ability to meet all the needs that are important to employees, based on experience in an organization. It includes their physical and psychological health in working life (Nair, 2013).

QWL has been widely developed in the European region. QWL is known since the 1960s. Dimensions QWL are Health and Wellbeing, Job Security, Job Satisfaction, Competency Development, dan Work and Non Work Balance (Rethinam & Ismail, 2008). To achieve the good Quality of Work Life, employes must be satisfied for all dimension on the QWL. If the QWL on the company good it make a company achieve they goals (Sojka, 2014).

Many benefits if employe have good QWL, employe feel have a good life, make better social life employe, and improve organization performance. QWL is also, make employe have hight commitment with they work (Vanisharee, Nanjudeswaraswamy, & Swamy, 2017). Commitment employe is more important for developing companies. Employe with hight dedication for they work and can follow the roles on the company and enjoy with they work its has a big influence for QWL (Afsar, 2014).

Employe with a good QWL have the best performance (Mahdi & Banafsheh, 2016). When Employe have problame on they work, they must to have a good problame

solving. All activities employees on the company, have impact for the goals company, so this is a reason, why the employee must have a good performance. The companies must be manage and empowerment employees (Mahdi & Banafsheh, 2016).

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. Pre-Assessment data using a questionnaire from EWON (2002) obtained through a journal entitled "Construct of Quality Work Life :A Perspective of Information and Technology Professionals" (Rethinam & Ismail, 2008). The Result Pre Assessment is dimension Health and Wellbeing have a skor 62.08696, dimension job security 77.3913, dimension job satisfaction 60.52174, competency and development have a skor sebesar 94.26087 and dimension work and non-work life balance have skor 59.82609. More than 70 scores fall in the high category. The dimensions with high skor are job security and competency and development. The dimensions have a low skor are health and wellbeing, job satisfaction, and work and non work balance. So, PT. X must have a program for improve QWL.

To improve these three things, the company has made a program. The Program is called Employee Assistance Program (EAP), a program designed as a media mentoring employees. EAP it also help employee have a stress work (Lisa, Sue, & Robert, 2005). To conduct the EAP program it is necessary that supervisors have the coaching and counseling skill. Managers and Supervisors have the autonomy and responsibility to assist their subordinates while having the problems as well as motivating them to improve their performance.

Manager and Supervisor must be skillfull for coaching and counseling employee. They can be follow training coaching and counseling. This is also improve the

competencies about developing other. So they are can be aware and care with they employees.

Method

QWL is a theory intend to wellbeing employees on they work. The European Foundation for The Improvement of Living and Working Condition (EWON, 2002) have 5 dimensions, they are Health and Wellbeing, Job Security, Job Satisfaction, Competency Development, dan Work and Non Work Balance (Rethinam & Ismail, 2008). For Support QWL, researchers create design training about Training Coaching and Counseling. Coaching is a activities for improve skill (Whitnore, 2013). Counseling is a activities for improve attitude and motivated someone. Method this research is *one single group design* and for the data analysist make SPSS non parametric test (Wilxocon).

Result

Based on the pre-assessment results, an intervention design can be developed to support the dimensions contained in QWL. Researches make a design training coaching adn counseling. Training is designed for 4 hours. In the training measure the level of knowledge and skill participants. One week before the training, researches measure knowledge participants about coaching and counsleing. The participants is leader on the division. Activity on the training are lecturing, watching video, case study, games, paper assignment, role play and discussion.

Sesion I. Coaching

For 20 minutes lecturing about coaching, 10 minutes watching video coaching, 15 minutes discussion, 30 minutes case study, 15 discussion about case study and 30 role play coaching.

Sesion II. Counseling

For 30 minutes lecturing about counseling, 10 minutes watching video coaching, 10 minutes discussion, 20 minutes case study, 15 discussion about case study and 35 role play coaching.

After the training is completed the evaluation phase of the program evaluation stage of Kirkpatrick model there are 4 stages, that are

1. Reaction, evaluation to know the level of participants' satisfaction with the implementation of a training.
2. Learning, evaluation to know level knowledge, skill and attitude after training.
3. Behavior, evaluation to know level behaviour on they work, this is will do after 1 month training.
4. Result, evaluation to know impact behaviour to productivity work. (Kirkpatrick, 2009).

Discussion

In this research coaching and counseling training is chosen to improve QWL in PT.X. By training then hope can improve knowledge, skill and attitude, so that employee competence is increasing. 3 aspects of the training (knowledge, skill and attitude) employees are able to be more responsible for the task and also able to improve the performance (Zaim, Yasar, & Unal, 2013).

Training its also can improve dimension competency development. All activities improve skill employee it can be improve competency development (Rethinam & Ismail,

2008). Training has a great influence in improving employee productivity (Hanaysha, 2016). When the productivity employees improve it can be improve productivity organization. On the business, a productive organization will support its success in the future. The efective training can be organization have a good achieve.

The taring method is diverse, participants can see role model by video, its can be example how to coaching and counseling employee. By role play researches can measure skill participants about coaching and counseling. Sesion discussion can measure knowledge participants.

Skill coaching adn counseling has give insight for employes and this can relize their potential (Silva & Cooray, 2014). Sometime on companies any employee with bad emotion. When the employee have a stress full it make their very emotional and have a bad performance (Farahbakhsh, 2012). If the psychic it not good, their not satisfaction on dimension health and wellbeing. So employees must to searching how to improve self motivation or employees must to do coaching or counseling (Farahbakhsh, 2012).

Counseling is an act that can make a person get a more positive thinking (Ekpang, 2015). Basically the purpose of counseling is to increase employee motivation. In a study conducted by Ekpang (2015) proves that counseling can improve employee performance. Counseling can help employees get back to working properly. In this counseling process helps employees identify the problem so that it has an effect on the work situation.

This usually happens to employees who can not balance the life of work and outside work. Through counseling conducted by the manager or employee to employees are able to diagnose problems that exist in the employee. Managers can also work to help employee issues. If the problem can be resolved properly then this has an impact on employee work life (Ekpang, 2015).

Unlike the case with counseling. Coaching is an activity undertaken with the aim of improving employee performance that is results-oriented (Cavanagh, Grant, & Kemp, 2005). Coaching can also improve employees' wellbeing and job satisfaction or job satisfaction can also increase (Hicks, Carter, & Sinclair, 2013). Through the coaching process can make employees feel better in handling all the problems of his work, making employees aware of the problems faced and must think about the best solution, and make the employee aware that he was able to solve the problem (Hicks, Carter, & Sinclair, 2013).

Based on the benefits of coaching and counseling shows that both are very helpful in supporting employee performance and improve skills in solving employee problems. The coaching and counseling advantages are an important foundation for managers to do. In this case it is necessary for a manager to improve his skills in coaching and counseling. In this case the empowerment of managers and supervisors can increase. All problems are no longer resolved by corporate psychologists but have been assisted by superiors, so problem solving is also becoming more efficient. In addition, it is also useful as a briefing of EAP officers.

Conclusion

Based on the pre-assessment results, PT.X still needs to create a development program to improve QWL. The development programs that have been designed are coaching and counseling training. This program is assured to improve employee performance, improve wellbeing, and can improve job satisfaction. Through the training can also improve the aspects in QWL.

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