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## **The Effect of Coaching Organization Citizenship Behavior Model Grow on Employee Performance**

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### **Abstract**

The ultimate aims of research are to determine the effectiveness of the GROW model of OCB (Organizational Citizenship Behavior) coaching in improving the performance of PT employees. X. The subjects in this research were employees at PT. X, totaling 16 people from the Marketing Division, were divided into two groups. This research uses an experimental method, with the GROW model OCB coaching intervention in the experimental group. Data analysis used a parametric test with the ANOVA mixed design data analysis technique which looked at the effect of treatment on two groups of subjects. The results of this research were an increase in the performance of the experimental group with a significance score of  $0.003 < 0.05$ . Apart from that, looking at the results of the pretest and posttest comparison, it was 71.6% when compared to the control group. This indicates that there is a significant difference between the group that was given the OCB coaching of the GROW model and the group that was not given the same treatment. In line with the result, companies can therefore improve the performance of their employees by performing the OCB coaching of the GROW model. In addition, it is essential that researchers study the factors that help influence the success of the OCB coaching from different dimensions. Also, researchers should hire professional certified coaches to ensure that the coaching practice shows satisfactory results and is directed following the scientific method.

**Keywords:** Coaching, Organizational Citizenship Behavior, Coaching Model GROW

### **Introduction**

After the Covid-19 pandemic, there are still several things remaining in aspects of employee life in the work environment in particular. One of the influences is the application of new methods in living life, this is called the new normal. In carrying out its activities, the company also applies new work methods. This is an impact that can be felt since the pandemic

started until now it is gradually getting better. In fact, several countries have implemented new work methods, one of which is libraries in the USA. According to Risley (2020), the current conditions in one of the libraries in the USA are implementing a new work method, namely teleworking, which allows meetings between managers and staff not to meet physically, but communication can still run well and smoothly. Things like this are able to maintain good performance even in different conditions than usual.

Apart from that, the work method that is currently being widely used by companies is combining two methods, namely WFH (Work From Home) and WFO (Work From Office) or what is usually called the Flexible Working Arrangement (FWA) work method. This is also to keep employees productive even though they are not going to the office because of the new policy. Employees remaining productive ensure employee performance remains stable. Zameer et al. (2014) stated that employee performance is something that discusses the quality of work, work performance and work processes that can be displayed by employees. Employee performance must continue to be maintained in order to remain part of the company. In the midst of the issue of millennial employees frequently changing jobs because they prefer a flexible work environment, this creates challenges for retail companies that continue to apply conventional work patterns. This makes companies have to develop strategies that are able to maintain optimal employee performance even though they still apply conventional methods. One of the largest retail companies on a multi-national scale, for example. This company operates in the retail sector or sales of household goods. This company has branch offices spread throughout Indonesia. One of its branches is located in Makassar City.

Based on the results of an interview conducted by a manager at a retail company in Makassar City, he admitted that the current conditions had caused his office to experience a drastic decline in achieving sales targets because it did not meet performance standards. Millennial employees tend to be more passive in approaching customers and lack motivation to achieve the work targets given to them. Even though the work standard implemented by the company is to serve customers by accompanying them to the cashier. These conditions do not meet the performance aspects proposed by Koopmans et al. (2014), namely (1) task performance employee work behavior related to work quality and planning, results orientation, and working efficiently; (2) contextual interpersonal performance related to initiative, accepting criticism and suggestions, accepting cooperation with other people, and the ability to communicate effectively; (3) contextual organizational performance related to attitudes of responsibility, customer orientation, creativity and courage; (4) adaptive performance relates to the ability to withstand pressure, creativity, and the desire to continue learning and improving one's abilities. However, the current condition of employees in the company environment shows that when serving customers they appear to be afraid, like to stay away from customers, and are in a hurry to explain the product. Thus, making employees feel unsafe and uncomfortable working and meeting customers directly. According to Colquitt et al. (2011) stated that there are three factors that cause performance to decline, namely; (1) task performance, this is related to employee adaptation in carrying out their duties as employees, especially to new work methods and standards set by management; (2) counter productive behavior which is related to negative behavior that does not support the achievement of company goals, for example bringing down other employees by slandering, carrying out

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physical or verbal violence, (3) citizenship behavior, this is related to positive behavior carried out by employees to support In achieving the company goals that have been set, one example of positive behavior is helping other employees in completing their tasks even though this is not part of their responsibilities. According to Vipraprastha & Putra, (2022) stated that one thing that can influence employee performance is organizational citizenship behavior. According to Thiruvankadam & Durairaj (2019) stated that organizational citizenship behavior (OCB) is voluntary behavior to exert employee effort beyond their specific responsibilities and is an important component for the company to run effectively. Citizenship behavior is behavior that encourages employees to have a sense of responsibility to complete their work well and then help other employees in completing their tasks, as well as being willing without any element of coercion to work to exceed company targets.

One of the things that can be done to improve performance according to Cummings & Worley (2015), namely; (1) counseling is a form of psychological service in the form of providing psychological intervention to individuals experiencing psychological problems; (2) training is an effort carried out by individuals that focuses on improving skills and knowledge, (3) coaching is an effort made by companies to facilitate employees which aims to improve individual abilities and focuses on skills, knowledge and other efforts that can improve performance . Looking at the definition above, the maximum effort that a company can make is by coaching employees. This is considered more effective because it is able to see employee abilities not only in terms of skills and knowledge, but is also able to see the potential that employees have. The models that can be applied in coaching are STAR, EXACT, and GROW. According to Wilson (2007), the most effective coaching model to use is the GROW model. This is because it is able to provide a clear picture regarding the steps that the coachee should take. Therefore, what can be done to improve performance is to carry out GROW model organizational citizenship behavior (OCB) coaching.

According to research conducted by Al-Mahasneh (2015) which states that OCB has a significant positive influence on employee performance. In order to maintain the implementation of the company's vision and mission, efforts are needed from various elements within it. This extra effort from employees to work for the company is called organizational citizenship behavior (OCB). Research conducted by Kusumajati (2014) states that low levels of OCB in employees greatly influence company performance. If employees work carelessly and do not contribute optimally, company performance can be disrupted. Facing conditions in the midst of a pandemic like this, it is a challenge for companies to maintain productivity and maintain a sense of ownership and ownership of the company so that the company is able to survive in carrying out its functions. In line with research conducted by Hui et al. (2000) stated that many companies want their employees to work more than their job description has proven to have advantages compared to other companies, therefore companies want their employees to have OCB. One effort that can be made to improve performance is to increase OCB in employees. This is in line with research conducted by Yuniarto (2018) which states that OCB has a significantly positive effect on improving employee performance.

Whitmore (2009) states that coaching is a series of processes that help someone to unlock their potential with the aim of maximizing their performance, not by teaching, but

through the coaching process. Sidhu & Nizam (2020) stated that companies use coaching methods to improve performance, as well as as a method for developing employee management. This is also supported by (Riddle et al., 2016) who states that currently the most popular method used to develop employee abilities is the coaching method. The most popular method for implementing coaching is the GROW model proposed by John Whitmore.

The GROW model focuses on action and results or outcomes so that it can produce performance that is oriented towards achieving targets. This model was developed by Whitmore (2009) who stated that this model consists of four steps, namely: Goal, Reality, Options, and Will. The purpose of Goal itself is how to determine the goal of what you want to achieve, this is useful for determining the right steps to take to achieve the goal. Reality is how the subject sees the needs that need to be analyzed for coaching success. Options are important to determine the steps to be taken from several available options. Will is carried out after the three previous stages have been achieved, so that the subject can play a role by taking responsibility for the changes that will be made.

In order to maintain maximum employee performance or even to improve employee performance, one of the factors that supports this increase is organizational citizenship behavior (OCB). One thing that can be done is to ensure that employees have organizational citizenship behavior that is inherent in the individual. What can be done to ensure this is by conducting coaching. Therefore, researchers are interested in examining how much influence the GROW model of OCB coaching has on improving the performance employees of PT X.

## **Literature Review**

### **A. Performance**

Setiawan (2016) defines employee performance as tasks that have been completed by employees within a predetermined time period to meet company goals. Larasati & Gilang (2014) stated that performance is the result of employee work that contributes to the company. According to (Ferdinand & Satibi, 2021), research in minimarkets stated that employee performance in retail companies, especially in the sales sector, can be measured by the number of goods sold. It can be seen from the number of goods sold, indicating that employees work well, promote goods or offer goods to consumers well, until finally the goods are sold. Meanwhile, according to (Makkira et al., 2016), the results of research conducted at the Makassar City branch of Carrefour stated that the performance of retail company employees can be seen from employee work discipline, employee work commitment, and the company's work environment. In line with this, Komarudin (2018) stated that the performance of retail employees can be seen from the employee's work process itself, including discipline, ability, responsibility and skills in following conditions that continue to change over time, as well as developing activities that are based on achieving this. company needs. Hursepuny et al. (2021) stated that the performance assessment of employees who work in retail companies can be seen from the effectiveness and efficiency of employee work which is characterized by employee performance results and work that is in line with targets. Then, the quality of employee work can be seen from

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the low or high intensity of complaints given by customers. Then, work productivity is seen from employees who work properly, employees have initiative in working, employees collaborate at work.

Koopmans et al. (2014) states that employee performance can be described in three aspects as follows:

a. Task performance

Work behavior is seen from the quality of work, organizing and planning work, oriented towards work results, selecting work priorities, and working efficiently.

b. Contextual interpersonal performance

Employees who have initiative, are able to receive feedback and learn, are able to work together with others, are able to express or explain their thoughts and ideas with effective communication.

c. Contextual organizational performance

Employees who are responsible, customer-oriented, creative, and dare to take on work challenges.

d. Adaptive Performance

Work with resilience when in difficult situations, be able to come up with creative and different ideas than usual, continue to improve work knowledge, improve work abilities, be able to overcome uncertain and unpredictable work situations, and be able to adjust work goals when needed. needed.

So, the employee performance aspects used in this research are based on the aspects expressed by Koopmans et al. (2014), namely task performance, contextual interpersonal performance, contextual organizational performance, and adaptive performance. The researcher considers that the problem conditions that occur within the research company are very similar to what has been described above.

Cummings & Worley (2015) stated that interventions are carried out to solve certain problems and improve the functioning of companies and individuals. Interventions are planned activities to help companies and individuals improve performance and effectiveness. Cummings & Worley (2015) state that there are several ways to improve individual performance and effectiveness in the company, as follows:

a. Counseling Intervention

Stone (2007) states that counseling is a meeting between employees who have problems and an authorized counselor in a company which aims to identify problems and assist employees in determining plans that can be taken to resolve problems so that employees are able to work as expected by the company.

b. Training Intervention

Hartomo & Luturlean (2020) state that training is an effort made by employees to improve their performance through training that focuses on skills and knowledge. Wijonarko et al. (2020) stated that training is an activity carried out by companies to meet employees' needs in improving their ability to work in the midst of the Covid-19 pandemic which is making changes to the business environment very quickly.

c. Coaching Intervention

Stone (2007) states that coaching intervention is a process that focuses on providing skills, abilities and knowledge that can support someone at work. Therefore, when an individual receives coaching, the individual is expected to further improve his current performance, and is considered to have unlocked his potential to do something of greater value in the future. This is also supported by the theory put forward by (Grant, 2016) which states that coaching is a mutually supportive relationship between coach and coachee which focuses on setting goals and achieving goals, as well as developing processes based on personal encouragement.

#### B. Coaching Organizational Citizenship Behavior Model GROW

Experts have defined their views regarding organizational citizenship behavior. Suzana (2017) states that OCB is an individual behavior in the work environment that is able to work outside of its basic responsibilities as a member of the company. Pudjiomo & Sahrah (2019) stated that organizational citizenship behavior is prosocial behavior in companies. Also explained by Murugesan et al. (2013) stated that prosocial behavior can be described as behavior of helping new employees in the company, helping co-workers, using rest time as well as possible, and doing work that is outside of their responsibilities.

Darto (2014) states that OCB is the characteristic of individuals in a company who not only work in accordance with their obligations, but also do other things outside their responsibilities, such as building cooperative relationships between other employees, liking to help, providing input, actively participating, providing better service. service users, and use working time as effectively as possible. Another opinion says that OCB is defined as actions taken to help the social environment at work without seeing that these actions are not within their work responsibilities (Bolino & Grant, 2016).

Whitmore (2009) states that coaching is a process that is undertaken to unlock individual potential in the industrial realm with the aim of improving performance that focuses on various possibilities, not on past mistakes. Wilson (2007) states that the coaching model functions as a framework used to support coaching abilities. In carrying out the coaching process, Wilson (2007) categorized coaching models into three models, namely GROW, EXACT, and SMART. Seeing the condition that the company is currently experiencing, namely the decline in achievements every month since the Covid-19 pandemic entered Indonesia, the intervention that can be carried out is the GROW coaching model. This is because according to Wilson (2007) this model is an effective coaching process because it is able to provide an overview of the steps that should be carried out by the coach.

This method was developed by Whitmore (2009) with the following details:

- a. Goals themselves are how to determine the purpose of what you want to achieve, this is useful for determining the right steps to take to achieve the goal.
- b. Reality is how the subject sees the needs that need to be analyzed for coaching success.
- c. Options are important to determine the steps to be taken from several available options.
- d. Will is carried out after the three previous stages have been achieved, so that the subject can play a role by taking responsibility for the changes that will be made.

Based on the explanation above, it can be concluded that the GROW model OCB coaching is a series of processes in which there are systematic processes that can be carried

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out by the managerial level and applied to employees with the hope that after carrying out the GROW model OCB coaching process the employees will increasingly have a prosocial nature and be able to work outside of their duties and responsibilities, so that company targets are easier to achieve.

GROW is a very specific coaching model because it shows the steps that a coach needs to go through so that the coaching process can be carried out effectively (Whitmore, 2009). The following are the steps in the GROW model coaching process that need to be carried out, as follows:

a. Setting goals (Goals)

The coach asks and ensures that the goals the individual wants to achieve are clear, the goals are made specifically, measurable, the steps that will be taken to achieve the goal are clearly described, can be realistically achieved, and have a certain time limit for implementation. In this initial process, participants who are given coaching are asked to describe the problems they are experiencing. After telling about the problem, they are led to determine the goals and process for achieving them as mentioned above.

b. Objective (Reality)

At this stage, the description of the targets to be achieved must be seen objectively by considering realistic conditions and the conditions of where and how they must start. The essence of this process is to find out the situation felt by the participants well by using questions that enable participants to think and express what really happened. In the implementation process at this stage, the coach should avoid making too quick an assessment of the problems faced, but remain open to broad information.

c. Have alternatives (Options)

At this stage it is like brainstorming or remembering all the things that may or may not be done. The process is to guide individuals to think and decide for themselves what steps should be taken to solve the problem. This stage also considers the benefits, resources that can be used, impacts and risks to be faced, and makes agreements for improvements and improvements.

e. Will

Coaches provide encouragement to generate motivation that can produce changes in behavior. The agreement taken at this stage is the time target and achievement results. Don't forget to also carry out documentation so that in the next session effective evaluation and improvements can be carried out.

So, in the process of implementing the GROW model of OCB coaching there are three stages, namely setting goals, then formulating things that can be done realistically, and finally providing feedback and the resulting solutions.

## **Research Method**

The method used in this research is the Quasi Experimental or quasi-experimental method. This type of quasi-experimental research has a control group design, but cannot fully function to control external variables that influence the implementation of the experiment. So

it can be said that this type of quasi-experimental research can be used to determine the increase in a variable as a result of providing controlled treatment.

Data collection in research uses a scale by providing related questions to be researched, then respondents can answer by writing them on the answer sheet provided. Apart from that, an Organizational Citizenship Behavior Coaching Module was also prepared as a guide for providing treatment to the experimental group.

The data analysis technique used in this research is anova mixed design. Samsu (2017) states that anova mixed design is used to compare the means of a collection of two paired samples. This technique is used by researchers because in this research there is a pretest and posttest that will be given to participants, this technique is also known as within subject test. Then look at the difference in scores between the experimental group and the control group, this technique is called a between subject test.

Research subjects are employees who work at PT. X with a total of 16 employees. All participants were given a performance scale pretest with the highest score being 47. Meanwhile, the lowest score was 27. The method for grouping employees into KK (Control Group) and KE (Experimental Group) is by drawing lots. More detailed information will be presented in table form as follows:

Table 1. Pretest performance scale categorization

Category	Score
Low	$X < 30,49$
Medium	$30,49 \leq X < 41,75$
Height	$> 41,75$

Therefore, the researcher decided to be included in the experimental group and would then be given coaching intervention to the subjects included in the experimental group. Pretest data will be presented in table form as follows:

Tabel 2. Description of Research Subjects

	Pre			Post			Amount
	Low	Medium	Height	Low	Medium	Height	
KE	Y	AS, B, S, R, A, W P, D, J,	M		B, A, S	M, R, W, AS, Y	16
KK	GK	WW, SD, AI	SM	P, GK, SD	D, SM, WW, AI, J		16
Total	2	12	2	3	8	5	32

**Result/Findings**

After being given treatment in the form of GROW model OCB coaching, it can be seen that there is an increase in the performance score on the scale given. In 8 subjects, especially KE. The data results showed an increase in the performance scale score in the experimental group by 45.83%. It can be concluded that there was an increase in performance scale scores in the experimental group who received GROW model OCB coaching. From the results of this



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posttest, data was obtained that there was also a change in the pretest and posttest control groups of 1.72%. This can be concluded that there was a change in scores in the control group or the group that did not receive GROW model OCB coaching.

The method used in this research to test the hypothesis is Anova Mixed Design. This hypothesis test uses two sub-analyses, namely Within Subject Test and Between Subject Test. The difference between the two is that the Within Subject Test is used to test the difference in scores within one group (pretest and posttest), while the Between Subject Test is used to see the difference in scores between groups (experimental group and control group). This test is carried out after the assumption test has been fulfilled, namely that the data is normally distributed and the data is homogeneous.

Before carrying out the Anova Mixed Design test, descriptive analysis is first carried out through the results of descriptive statistical tests, as follows:

Table 3. Descriptive statistics results

Category	Amount			
	Min	Max	Mean	Std. Deviasi
Pretest KK	28	46	36,25	5,57
Pretest KE	27	47	36	6,07
Posttest KK	35	39	36,87	1,24
Posttest KE	50	54	52,5	1,41

Based on the data above, it shows that the mean score in the control group (KK) at the pretest was 36.25, while at the posttest the mean score was 36.87. Based on these data, it can be seen that there was a change in the control group of 1.72%. Meanwhile, the pretest score in the experimental group (KE) obtained a mean result of 36, then in the posttest the mean result was 52.5. This indicates that there was a positive change in the experimental group of 45.83%. These results also indicate that there were positive changes in the experimental group after being given treatment.

The next data will be presented on changes in individual pretest and posttest scores divided into experimental groups and control groups, as follows:

Table 4. Changes in scores per subject in the experimental group

Name	Pretest	Posttest
M	47	53
B	33	52
R	38	54
W	41	53
A	35	50
AS	32	54
S	35	51
Y	27	53

Table 5. Changes in scores per subject in the control group

<b>Nama</b>	<b>Pretest</b>	<b>Posttest</b>
D	37	37
P	31	35
SM	46	39
WW	37	37
AI	39	38
GK	28	36
J	39	37
SD	33	36

The results of the Anova Mixed Design test can be explained to make it easier to understand in the following table:

Table 6. Anova Mixed Design Test Results

<b>Descriptive Statistics</b>				
	<b>Group</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
Pretest	KK	36.25	5.574	8
	KE	36.00	6.071	8
	Total	36.13	5.632	16
Posttest	KK	36.88	1.246	8
	KE	52.50	1.414	8
	Total	44.69	8.171	16

The data above presents information related to descriptive statistics for each group. It can be seen that in the pretest, the average performance score in the control group was 36.25, while in the experimental group it was 36. Meanwhile, the standard deviation score in the control group was 5.57, which was also different from the experimental group, namely 6.07. It can be seen that the standard deviation value of the experimental group is greater than that of the experimental group, indicating that employee performance scores are more varied compared to the control group.

Looking at the data on the posttest compared with the pretest, especially the experimental group, shows that the standard deviation score has experienced quite a big change. This indicates that the experimental group had changes that could be said to be invariant. It can be said that almost all subjects in the experimental group experienced a high increase in performance.

The influence of coaching on improving performance is 71.6%, see from the partial eta squared column.

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Table 18. Tests of Between-Subjects Effects

**Tests of Between-Subjects Effects**

Measure: Kinerja

Transformed Variable: Average

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Intercept	52245.281	1	52245.281	2434.563	.000	.994
Kelompok	472.781	1	472.781	22.031	.000	.611
Error	300.437	14	21.460			

In the table above, information is obtained that the group data,  $F=22.031$  with  $p=0.000 < 0.050$ , which indicates that there are differences in performance levels between groups of subjects who received treatment in the form of GROW model OCB coaching, namely the experimental group (KE) and subjects who did not receive any treatment, namely The control group (KK) is a higher level of performance of subjects who received treatment. The effect of the difference in treatment between KE and KK on improving performance was 61.1%.

Apart from using research data, supporting data is also obtained from monthly performance results which are continuously monitored by researchers assisted by employee supervisors. The supporting data used is in the form of product sales results achieved by the branch which continue to exceed targets. Then the sales results are broken down to see things in more detail. After looking at detailed branch sales data, achievement data per employee is obtained. The results obtained were that the branch sales target in April was 8M, then at the end of April the sales data was found to be at 12M. This is quite a high achievement because it was able to exceed the monthly sales target.

**Discussion**

The results of research conducted on 16 employees who served as sales at PT. X in Makassar City, it was discovered that sales employees experienced a decline in performance, divided into low, medium and high categories. There are 2 employees with low performance, while there are 12 employees with medium performance, while there are 2 employees with high performance. The finding of this condition cannot be ignored, because it will affect employee performance which will also impact company productivity.

Decreased performance is characterized by employees who work tending to make mistakes, the number of daily target achievements per individual, efficiency in carrying out their duties, and building relationships with other people at work. Based on the results of interviews conducted with sales employees, it is known that employees experience fear in carrying out their duties in providing maximum service to customers because they are shadowed by diseases that will infect them and cause death.

Several ways are used to improve employee performance, one of which is by instilling OCB values in employees. The store manager also acknowledged that instilling OCB values

could be more effective if carried out using coaching methods. Achieving sales targets and even being able to exceed the set targets is the result of the strategy carried out by the store manager, one of which is by instilling OCB values. This is in line with research by Fadillah et al. (2022) by examining the influence of OCB on the performance of nurses in one hospital. The research results found that OCB had a positive effect on nurses' performance by using indicators of work discipline, attitudes and behavior, planning and ensuring that plans were carried out in accordance with procedures, and planning and ensuring that patient care went well. The results of this study obtained a value of the influence of OCB on nurse performance of 0.000, which indicates that it has a very significant and positive influence. The statistical T value is 7.716 with a T Table of 1.96 which indicates that there is a positive influence of OCB on the performance of nurses at Ibnu Sina Hospital, Makassar.

This was also stated by Chelagat & Kemboi (2015) who found in their research that OCB is an important factor in improving the performance of bank employees in Kenya. The results of his research found that indicators of OCB, namely attitudes of altruism and courtesy, had an effect on improving the performance of bank employees. The significance value for altruism on employee performance is 0.000, which indicates that there is a very significant influence. Meanwhile, the significance value for courtesy is 0.000, which also has a very significant influence. The conclusion from the results of this research is that it provides insight that there is an influence of altruism, courtesy, sportsmanship, and civic virtue on employee performance.

According to Margahana (2020) employee performance will be better and more loyal to the company if there is a harmonious relationship between employees and the company. Employees who have a good working mood will be able to work more effectively, have helpful behavior, avoid conflict, participate in team work, all of this is known as OCB (organizational citizenship behavior). In line with what was stated by Firdaus & Mandala Jember (2021), OCB has a significant influence on employee performance at PT. Imasco Asiatic with a significance value of 0.000.

As for research from Triani et al. (2020) stated in their research that there is a positive and significant influence on employee performance at PT. Surya Dermato Medica Palembang. The significance value obtained is 0.000 with an R value of 0.732 with an R Square score of 0.531 which indicates that employee performance can be influenced by OCB by 53.8% with other factors amounting to 46.2% which can influence performance other than OCB.

Based on the results of the evaluation of the provision of coaching to subjects, it was discovered that there were 8 subjects who received coaching who experienced an increase in their performance evaluation in one month. The achievement obtained was that subjects from KE had a mean on the pretest of 36 and increased to 52.5 on the posttest score. Also looking at the standard deviation results which show a large difference between the pretest and posttest indicates that the change in performance of almost all subjects in the KE group experienced a change in performance to high. This result is also supported by the within subject test which obtained a significance value of  $0.01 < 0.05$ , which means that there was a significant change between employee performance during the pretest and posttest. Therefore, it can be concluded that coaching OCB model.

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## **Conclusion**

Based on the results of research data processing that has been carried out, it can be concluded that the GROW model of OCB coaching is effective in improving employee performance at PT X with a score of 71.6%. From the data that has been processed above, it can also be seen the level of interaction between the pre-post test and the groups (experimental and control). The interaction shows that the change in pretest scores towards the posttest in the experimental group and the control group is significantly different. The average difference score between pretest and posttest in the experimental group was 52.5. This indicates that employee performance is higher when given treatment in the form of GROW model OCB coaching compared to employees who do not receive GROW model OCB coaching. The results of the hypothesis test carried out using the paired sample t-test obtained a significance score of  $0.003 < 0.05$ . This shows that there is a significant influence between the group that was given the GROW model of OCB coaching and the group that was not given the GROW model of OCB coaching.

## **Declaration of conflicting interest**

In this study, there was no conflict that caused the researchers to differ in making decisions.

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