Developing The Role of Leader As A Coach By Online As A Conflict Management Strategy In Organization to Face The Globalization Era

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Abstract: This study analyzed the role of the leader as a coach in managing conflict in the organization and how effective the online leader as coach development program is in the BNI organizational environment. 358 participants at the manager level were included in this study sample. The results of hypothesis testing with The Net Promoter Score (NPS) method indicates that the implementation of the leader as coach development program based on data on the average passing rate in all batches were 83% and the level of effectiveness of program implementation was measured using the net promoter score method, with an NPS score of 80.2%. This results provides evidence that the online leader as a coach development program in the context of organizational conflict management can coach and has the awareness to manage his work team in terms of conflict resolution with one strategy using the coaching method by the leader and minimize conflicts within the organization so that a conducive work environment can be created. A conducive work environment is expected to have a positive impact on employee performance and the achievement of organizational goals or targets.

Keywords: *Leader, Coach, Leader as Coach, Conflict Management*

INTRODUCTION

The existence of conflict in an organization cannot be avoided. According to Tjabolo (2017: 2) Conflict is one of the essences of human life and development which has various characteristics. It is this diversity and difference that causes conflict, so as long as there are differences, it is unavoidable that conflicts can occur at any time.

Robbins (2003) in Dalimunthe, explains that conflict occurs through 5 stages, namely the stage of opposition or potential incompatibility, the stage of cognition and personalization, the stage of intent, the stage of behavior, and the stage of the outcome.

In an organization with various characteristics of human resources in it, it is unavoidable from the occurrence of conflicts both between members of the organization and potentially with parties outside the organization. Conflict in organizations does not occur naturally and does not occur without a source of causes. The causes of conflict in organizations vary greatly depending on the way individuals interpret, perceive, and respond.

According to Tjabolo in the book Conflict Management Theory and Applications (2017), objective conditions that can trigger the creation of conflict include:
1.   Limited resources are needed to support life.

2. Different goals
3. Interdependence or interdependence of tasks
4. Organizational differentiation
5. Jurisdiction ambiguity

The differences and problems that occur within the organization are inherent in the individual because each individual in the organization has various talents, intelligence, abilities, and ideals. Organizations as a gathering place for individuals cannot be separated from the emergence of conflicts in achieving goals. Therefore, conflicts over differences that occur within the organization must be managed properly to have a positive impact on the organization.

Conflict management is the way the leader responds to conflict. In another sense, conflict management is the way the leader assesses or takes into account conflict (Hendricks, 1992). It can be interpreted that conflict management is a technique or method used by leaders of an organization to manage, regulate and resolve conflicts within the organization so that it does not harm the environment and organizational performance. This was stated by Owens R.G 1991 that the proper application of conflict management can increase creativity and productivity for those who experience it in the organization.

Based on this understanding, conflict management is closely related to the role of leaders/leaders/managers in organizations. Tjabolo (2017) explains that based on the analysis of conflict management experts, it is known that the leadership style based on contingency is very helpful in solving management problems related to conflict resolution. Almost the same opinion was expressed by Hersey, P. & Blanchard, K., that the contingency leadership style can run effectively in solving problems (conflicts) in organizations that depend on the situation it creates.

Conflict management in the context of conflict resolution relates to the activities of organizational leaders that can directly affect conflicting parties. Leaders have roles and influences that can be used to mediate conflicts within the organization. The most widely used conflict resolution methods according to Winardi (2004) are domination, compromise, and integrative problem-solving.

The existence of conflict and conflict management is a challenge for all organizations or companies with various individual characteristics in it. No exception is PT Bank Negara Indonesia (Persero) Tbk. In this study, the conflict management strategy in the PT Bank Negara Indonesia (Persero) Tbk organization will be discussed through the development of the role of leader as a coach through online media.

PT Bank Negara Indonesia (Persero) Tbk, commonly referred to as BNI, is one of the fourth largest state-owned banks in Indonesia. BNI has more than 2000 business outlets spread throughout Indonesia and more than 40 divisions/units at the Head Office. The number of human resources (HR) BNI reaches more than 27,000 employees. The following is BNI profile data for the last 4 (four) years:

Table 1. PT Bank Negara Indonesia (Persero) Tbk Profile

Profile of BNI	2017	2018	2019	2020
Number of Division	40	42	46	48
Number of Regional Offices	16	17	17	17
Number of Outlet	2.270	2.378	2.245	2.219
Number of Employee	27.803	27.224	27.211	27.202

The size of the organization and the existing human resources (HR) encourage BNI to develop conflict management strategies in order to achieve conducive organizational conditions with optimal performance achievement. BNI realizes the importance of human resources as a company asset and managing employee conflicts will have a positive impact on BNI's performance and sustainability. In order to manage conflicts within the organization's internal and among employees, BNI develops the role of a leader in managing internal conflicts of the organization and its employees. The role of the leader is developed through the online leader as coach program. The coaching process by the leader is

expected to be a conflict management strategy and optimize the performance of employees and the organization at large.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Conflict Management

An understanding of management is a very serious matter considering that the main substance in dealing with conflict is its management, while the conflict management process is management itself. According to Ross (1993) that conflict management is the steps taken by actors or third parties in order to direct disputes towards certain outcomes which may or may not result in an end in the form of conflict resolution and may or may not result in calm, positive, creative things. , agreeable, or aggressive. Conflict management can involve self-help, cooperative problem solving (with or without third-party assistance), or third-party decision making. A process-oriented approach to conflict management refers to the communication patterns (including behavior) of actors and how they influence the interests and interpretations of the conflict.

Every conflict must have a background cause. In general, there are several causes of conflict. The desire of the top management is too ambitious and also contains a specific purpose. Where this has been read by the commissioners, causing a conflict reaction between management and commissioners. This in terms of theory is often called agency theory. Agency theory (agency theory) is a theory that discusses the conflict between management and commissioners in which the management is referred to as the agent or executor and the commissioner is the principal. Where they have to build a work contract that involves rules that must be agreed upon by both parties, especially the rules that emphasize that the agent must work to maximize profits to the principal.

Conflict is also possible due to the company's external conditions and situations which are considered not representative to provide comfort to the company. This happens like terror and interference from outside parties, so work anxiety always occurs and company management cannot focus on building and implementing the plans they make.

Owens R.G stated that, the rules that enforced and written procedures or procedures that are not writing can cause conflict if the application is too rigid and hard. Each member of the organization inherits values based on background of life, application of sanctions or punishments as a result of applying strict rules causing individuals work on threats and not on motivation. This is essentially against the working principle based on human values that a worker in company or every individual in an organization must treated fairly and humanely free from threats and intimidation of any kind.

The dynamics and developments that occur in organizations often lead to differences of opinion, beliefs, and ideas. The dynamics and development of the organization are intended to adapt to the environment and try to change the environment following the goals set. As for the causes of conflict in the organization. Every organization is a response to changes and organizational developments that give birth to variations in the dependence of the way individuals interpret, perceive, and or respond to their work environment which is constantly changing to adapt to the demands and challenges that are around them.

Wirawan described the causes of conflict in detail, that conflict is often one of the leaders' strategies for making changes. If it cannot be done peacefully, change is sought by creating conflict. Leaders use conflicting factors to drive change. However, conflict can also occur naturally due to objective conditions that can lead to conflict. Here are some objective conditions that can trigger the creation of conflict itself.

There are various types of conflict, which every conflict expert has different views in classifying it. They see conflict It comes in several forms, namely:
1. Conflict within the individual itself,
2. The conflict between individuals, and
3. Individual conflicts with institutions.

The Role of Conflict Management in Organizations

In an organization, the work of individuals and groups of workers is interrelated with the work of other parties. When a conflict arises in an organization, the cause is always identified as poor communication. Likewise, when a bad decision is made, ineffective communication is always the scapegoat. Managers rely on their communication skills to obtain the information needed in the decision-making process, as well as to disseminate the results of these decisions to other parties.

Research shows that managers spend as much as 80 percent of their total work time on verbal interactions with other people. Information processing skills required of a manager include the ability to send and receive information while acting as a monitor, spokesperson, or strategist. It is nature's demand in the position and obligation as a manager to always be faced with conflict. One of the important points of a manager's task in carrying out effective communication within the business organization he handles is ensuring that the intended meaning of the instructions given will be the same as the meaning received by the recipient of the instructions and vice versa (the intended meaning of the same).

This should be the goal of a manager in all his communications. In terms of managing their subordinates, managers are always faced with determining the work demands of each position held and handled by their subordinates (role expectations) and conflicts can cause tension which will reflect badly on work attitudes and individual behavior. A good manager will try to minimize these negative consequences by opening and maintaining effective two-way communication with each member of his subordinates. This is where managers are required to fulfill the other side of their interpersonal skills, namely the ability to handle and resolve conflicts.

Conflict Management Strategy

Blake and Mouton were pioneers in the study of the interpersonal conflict and placed an emphasis on concern for self and concern for others. Concern for self is explained as the degree of assertiveness an individual shows in acting in their own interests, values, opinions and perceptions whereas concern for othersis explained as the magnitude of cooperativeness involved in acting to protect the interests, values, opinions and perceptions of the other party.

Various effective conflict management (conflict management) in the explanations of Robbins and Hunsaker (1996) and Kaushal and Kwantes (2006) are to make various efforts to avoid the creation of conflict, accommodate existing conflicts, use competition to take advantage of conflict into positive activities, carry out compromise, and able to collaborate different opinions or ideas into an input or solution to solve problems. These efforts according to research conducted by Irawati (2007) proved a significant increase in group performance through work harmony, open communication, ways of completing work, considering work effectiveness and efficiency.

Different people approach conflict differently, which means there is no one way to address workplace conflict. As such, the most appropriate conflict management technique will, for the most part, depend on the situation and the parties involved. The Thomas-Kilmann conflict management model classifies five different conflict resolution styles or modes based on two dimensions: assertiveness, the degree to which a person attempts to satisfy their own concerns; and cooperativeness, the degree to which a person attempts to satisfy the other party's concerns. Such as:

1. Competing
2. Collaborating
3. Compromising
4. Avoiding
5. Accommodating

Starting from the above phenomenon, a strategy is needed in managing conflict so as not to cause harm to all parties such as personal psychological losses of the employees themselves, loss of relationship values with co-workers, and losses for the organization as a whole. Effective conflict management for employees will result in a positive and conducive

relationship where the management can create harmony at work. The importance of the senior manager's role as a leader in the organization is felt by employees as a team at work, and overall it will certainly improve team performance (Irawati 2007). The problem in this study is to determine the implementation of conflict management strategies through the leader as coach development program within PT Bank Negara Indonesia (Persero) Tbk.

To create and improve the performance of both individuals and teams, a strategy is needed in managing conflict so as not to cause harm to all parties such as personal psychological losses of the employees themselves, loss of value in relationships with colleagues in a workgroup and losses for the company/organizational institution as a whole (Tang 2007). Thus, the proposed hypothesis is:

Ha: conflict management strategy through the leader as coach development program has a positive and significant effect on teamwork performance.

The formulation of the problem in this study includes how the role of the leader as a coach in managing conflict in the organization and how effective the online leader as coach development program is in the BNI organizational environment.

The framework of thought in this research uses the input-process-output framework. According to Koran, input is a form of the systematic process carried out objectively to obtain and evaluate evidence regarding assertions about activities and events. The following is the framework of thought in this research:
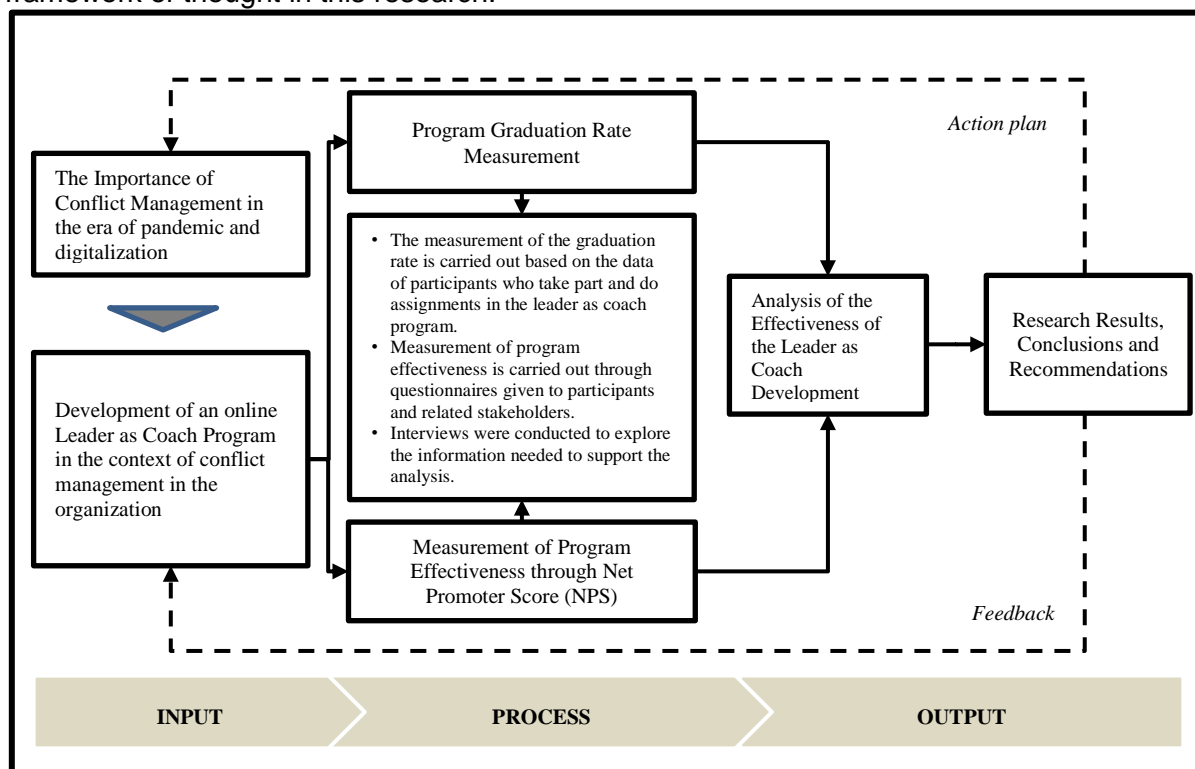

Chart 1. Research Framework

METHODS

This research uses a combination method or mixed-method. This research is said to use a combination of qualitative and quantitative methods based on topics, objects, analytical techniques, and data collection techniques in this study. This research combines two forms of research, namely qualitative and quantitative. Combined research methods or mixed methods. According to (Sugiyono, 2011: 404) it is said to be a research method that combines or combines quantitative methods with qualitative methods to be used together in research activity, to obtain more valid, comprehensive, reliable, and objective data.

This study uses a sequential mixed methods strategy, especially a sequential explanatory strategy. This strategy is the first stage of research conducted by collecting and

analyzing quantitative data to answer the formulation of the first and second problems. Quantitative data were collected through questionnaires with respondents being employees of PT Bank Negara Indonesia (Persero) Tbk who participated in the Leader as Coach Program.

Based on the description above, this research was conducted using a mixed-methods, method that leads to a qualitative descriptive approach, where both quantitative and qualitative data obtained will be analyzed and described qualitatively. The mixed-methods method was used to explore quantitative data through questionnaires, namely measuring the net promoter score for the implementation of the leader as coach program. Furthermore, the quantitative data were analyzed descriptively qualitatively by collecting qualitative data and information through in-depth interviews to find out how to develop the Role of Leader as Coach online as a conflict management strategy in the Strategic Planning Division, PT Bank Negara Indonesia (Persero) Tbk.

The stages carried out in this study are described in the process diagram as follows:
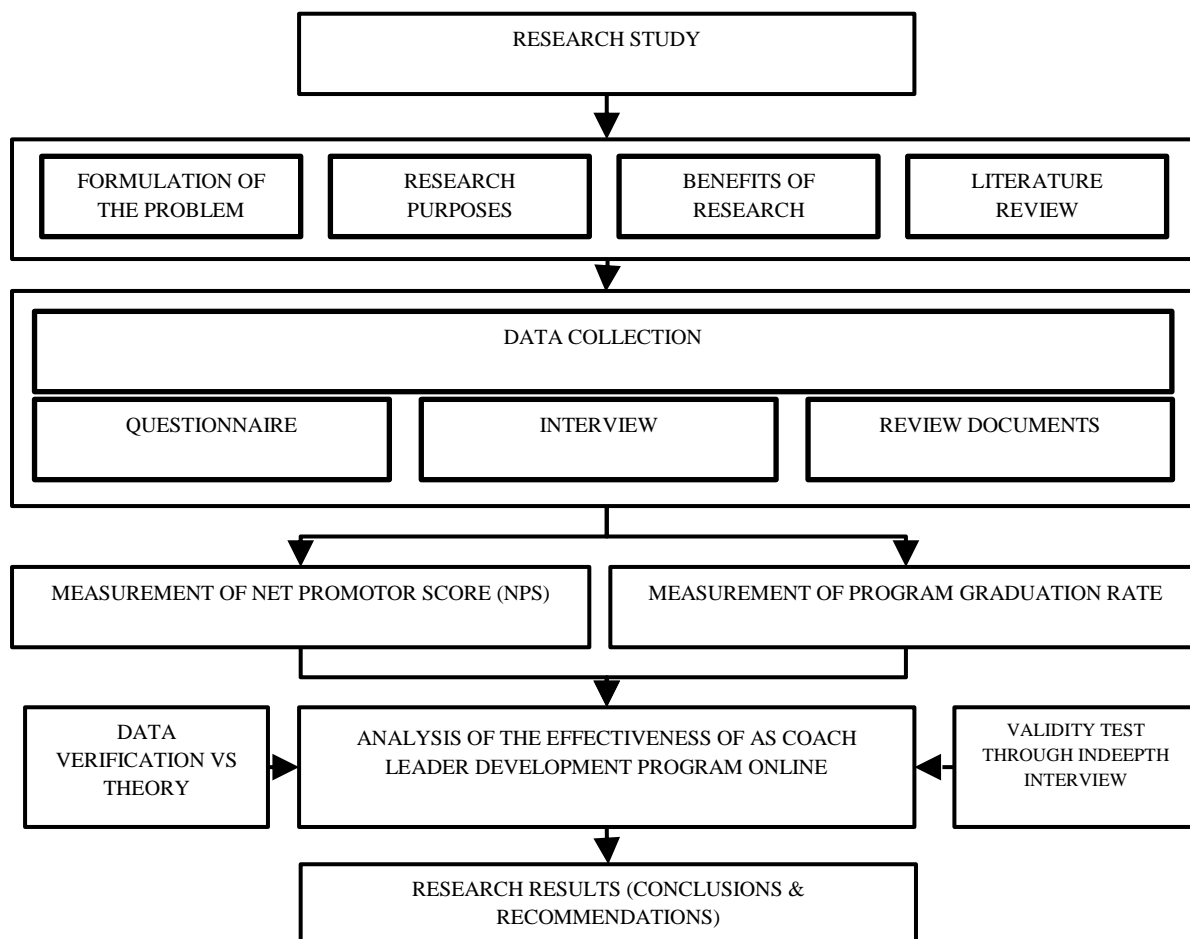
Chart 2. Research Study Diagram

The leader as coach development program was carried out in September 2020. The program was carried out online considering that in 2020 there was a covid-19 pandemic.

All of these participants attended the leader as coach development program training for 9 (nine) online meetings. The training method is carried out interactively, case studies and direct implementation of how to become a leader who plays a direct role in the development of coaching employees under him in the context of managing employee productivity and performance and avoiding the emergence of internal organizational conflicts.

At the end of the program session, participants are given a post-test and a final project as a condition for graduating from the program. To evaluate the effectiveness of the leader as a coach development program, a questionnaire with a sample of all participants was used

to provide an assessment and input on program implementation. Measuring the effectiveness of program implementation using the net promoter score (NPS) method.

The Net Promoter Score (NPS) method is a very simple but easy to understand and effective method for measuring loyalty levels, so this method is widely used. NPS is the percentage of Promoters minus the percentage of Detractors presented in an easy-to-understand way, and also the most effective summary of how a company is running (Reichheld; 2011: 40). In NPS, there are different types of customers based on:

1. Promoter is a customer who is enthusiastic about a product and will continue to buy it. They will be happy to refer a product to their friends.
2. Passive, namely customers who are satisfied with a product but are not enthusiastic and may at any time move to another product if they find an interesting deal.
3. Detractors are customers who have bad experiences with a product and if there is an opportunity they will spread negative news about the product.
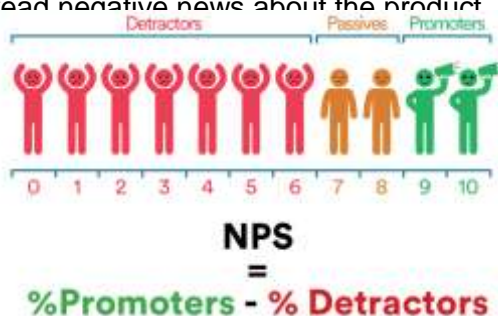
Picture 1. Net Promoter Score (Nugraha, 2011)

The NPS score was obtained by reducing the promoter with a detractor. NPS = Promoter – Detractor. For example, if the survey results show a composition, for example: Promoter = 60%, Passive = 20%, and Detractor = 20%. The NPS score obtained is 40%. The higher the percentage score obtained, the higher the level of customer loyalty to a product, service, or program offered (Nugraha, 2011).

RESULT AND DISCUSSION

The leader as coach development program was carried out in September 2020. The program was carried out online considering that in 2020 there was a covid-19 pandemic. The COVID-19 pandemic requires each of us to be able to adapt to life during a pandemic. These changes inevitably cause stress and anxiety about the various uncertainties experienced. The tension that arises from the adjustment process from activities at home is prone to causing conflict. During a pandemic, some people experience a rapid increase in productivity, but in others it causes productivity to decrease. If these two parties are involved in collaboration in an activity or at work, they are prone to causing significant conflicts.

Based on the conflict management style (Folger et al., 2001), BNI developed a leader as coach program for conflict management which includes a conflict management style namely Avoidance, a condition where decision-makers avoid decision making and try to delay conflict indefinitely. This avoidance conflict is a combination of being unassertive and uncooperative. BNI seeks to take a strategy to avoid or prevent conflict by developing the role of leaders to coach subordinates.

According to Whitmore, 2009 in the Leader as Coach by LOOP Institute of coaching training material, "Coaching is unlocking a person's potential to maximize his or her performance. its helping them to learn rather than teaching them". Coaching in organizations is about building a partnership relationship between coach and coachee that focuses on developing the potential and strengths of employees (coachees) through the way they think, be themselves, and have the self-awareness to accelerate the goals to be achieved.

Coaching can be used to improve performance in organizations through recognizing potential, self-awareness, and internal motivation from within them. An effective coaching process can result in a greater sense of attachment to the company for employees. In a

coaching culture, a true leader will realize their responsibility to provide coaching sessions to employees, and they will be equipped with coaching skills.

Leadership is an important part of effective management. As an important component of management, effective leadership behavior will be able to build an environment in which each individual in the work team develops, is resilient, and can create superior performance. Leader as Coach is a leader's ability to achieve short-term to long-term organizational goals through a personalized and customized coaching approach, usually carried out individually or in groups within a certain time with specific or general business or organizational goals, and generally focusing on improving performance. at all levels.

The ability of positive role models to influence and shape behaviour has long been recognised in the behavioural sciences (Bandura, 1977b). Senior managers'leadership styles have been identified as being one of the most important influences on organisational culture and behaviour, and the positive role modelling of desired behaviour by leaders is particularly important when driving innovation and organisational change (Jung, Chow, & Wu, 2003). Enthusiastic support for coaching initiatives and clear and consistent messages about the importance of the program from respected internal figures such as the CEO and other senior personalities sends an important signal that the organisation is serious about leadership development (Grant & Hartley, 2013).

Based on the importance of the senior manager's role as a leader in the organization, BNI implemented a leader as coach development program at the manager level with a total of 358 participants divided into 18 batches. The leader as coach development program uses a training institution engaged in coaching, namely the LOOP Institute of Coaching. The program is assessed for its success and effectiveness based on the participant's passing rate and the program NPS score by each participant.

If seen in the table below shows that the average pass rate in all batches is 83%. Compared to the historical data-based line of graduation from training programs carried out by BNI through BNI Corporate University, the standard minimum passing rate is 75% so that the success rate of the leader as coach development program is already above the minimum graduation standard.

The level of program effectiveness and success is also assessed based on the program NPS. The NPS score was obtained by reducing the promoter with a detractor. NPS = Promoter – Detractor. The higher the percentage score obtained, the higher the level of customer loyalty to a product, service, or program offered (Nugraha, 2011).

Batch	Number of participants	Participants Pass	%Graduation	NPS
1	20	16	80%	74
2	20	17	85%	69
3	18	13	72%	82
4	20	13	65%	87
5	19	15	79%	86
6	20	11	55%	81
7	21	17	81%	78
8	20	12	60%	86
9	20	20	100%	91
10	18	14	78%	79
11	20	18	90%	89
12	21	15	71%	67
13	20	18	90%	82
14	20	20	100%	67
15	18	18	100%	79
16	22	21	95%	82

Batch	Number of participants	Participants Pass	%Graduation	NPS
17	20	19	95%	90
18	21	21	100%	74
Total/Avg	**358**	**298**	**83%**	**80,2**

Table 2. The NPS Score by Each Participant

The results of the NPS questionnaire filled out by all participants resulted in an NPS score of 80.2%. Based on historical data and NPS best practice, the implementation of the program carried out by BNI Corporate University has an average NPS score of 70% based on the line. So that the NPS for the online leader as a coach development program has an NPS value above the minimum NPS standard for development programs for BNI employees. This implies that the online leader as a coach development program in the context of organizational conflict management has received a positive response and has had a good impact on program participants.

Based on the results of the 2016 ICF Global Coaching Study, conducted by PriceWaterhouseCoopers LLP, with 15380 respondents from 137 countries, the results are as follows:

1. 16% indicate that the Leader or Manager / Director of HR Development uses coaching skills.
2. 73% have attended accredited coaching specific training.
3. 76% of managers/leaders use the knowledge, approach, and skills of coaching with their team and workgroups.

Olivero et al (1997) showed: there was a 22.4% increase in productivity after management training but there was an 88% increase after internal coaching. In one internal coaching case study (NHS, 2004), 41% of recipients of internal coaching were promoted compared to 15% of the group without coaching, and leadership and job satisfaction improved.

According to the LOOP Institute of coaching, leaders who participate in coaching will experience increased confidence in carrying out leadership, increased ability to connect with the organization's vision, increased confidence in leading the organization towards achieving the vision. The leader's ability will become an important asset for conflict management in the team or workgroup through the implementation of the coaching method regularly.

Adapted from Buckingham & Coffman 1999 in First Break all The Rule, it is argued that each individual in a work team will be more engaged with their work when they can do what they do best. The best conditions for employees, both from the individual internal and external work environment, of course, are conditions that are conducive and not disturbed by conflicts. Regarding the importance of effective coaching, it can develop employees based on the abilities and motivation of employees, including in managing internal and external conflicts of the organization. This is one of the important things to be maintained and created through the main role of the leader in the team or workgroup through coaching to the staff.

In the application of coaching carried out by leaders, the role of the leader is an important part of effective management that can foster employees in their work units. In dealing with problematic employee situations according to the LOOP Institute of coaching, the coach can act as a miracle worker where the leader faces bad or problematic employees or new employees who have not been able to adjust to the organization. The role of the leader as a coach, in this case, is needed in solving problems simultaneously from motivational and leadership abilities with a clear timeframe. A leader as a coach provides direction and tells the best. Employee development with these conditions can be done in several ways as follows:

1. Review employee performance records with the organization
2. Track and analyze the contribution of employees' actual performance to date
3. Ensure that employees have the right tools and support they need to do their jobs effectively
4. Clearly define the performance changes that must be made in his work to continue.

5. Collaborate with the employee to develop a serious performance improvement/ improvement plan.
6. Monitor employee performance daily, provide feedback, and document employee contributions to the organization and the adoption of their ongoing improvement plans.

Based on the results of the program seen from the graduation rate and the effectiveness of the implementation of the leader as a coaching program at BNI, the manager level is expected to have the ability to coach and have the awareness to manage his work team in terms of conflict resolution with one strategy using the coaching method by the leader. BNI through the coaching approach hopes to avoid and minimize conflicts within the organization so that a conducive work environment can be created. A conducive work environment is expected to have a positive impact on employee performance and the achievement of organizational goals or targets.

In terms of employees who take part in the leader as coach program, they hope that the program is internalized and monitored to become part of the policies and culture of the organization. It is hoped that with this internalization, coaching by leaders becomes a strong organizational culture so that it can minimize or avoid conflicts within work units and the organization as a whole.

CONCLUSIONS

Conflict management or conflict management is the way the leader responds to conflict. In another sense, conflict management is the way the leader assesses or takes into account conflict (Hendricks, 1992). It can be interpreted that conflict management is a technique or method used by leaders of an organization to manage, regulate and resolve conflicts within the organization so that it does not harm the environment and organizational performance. This was stated by Owens R.G 1991 that the proper application of conflict management can increase creativity and productivity for those who experience it in the organization.

The existence of conflict and conflict management is a challenge for all organizations or companies with various individual characteristics in it. No exception is PT Bank Negara Indonesia (Persero) Tbk. In this study, the conflict management strategy in the PT Bank Negara Indonesia (Persero) Tbk organization will be discussed through the development of the role of leader as a coach through online media.

According to Whitmore, 2009 in the Leader as Coach by LOOP Institute of coaching training material, "Coaching is unlocking a person's potential to maximize his or her performance. its helping them to learn rather than teaching them". Coaching in organizations is about building a partnership relationship between coach and coachee that focuses on developing the potential and strengths of employees (coachees) through the way they think, be themselves, and have the self-awareness to accelerate the goals to be achieved.

The results of the implementation of the leader as coach development program based on data on the average passing rate in all batches were 83%. Compared to the historical data-based line of graduation from training programs carried out by BNI through BNI Corporate University, the standard minimum passing rate is 75% so that the success rate of the leader as coach development program is already above the minimum graduation standard.

The level of effectiveness of program implementation was measured using the net promoter score method, with an NPS score of 80.2%. Based on historical data and NPS best practice, the implementation of programs carried out by BNI Corporate University has an average NPS score of 70% based on the line. So that the NPS for the online leader as a coach development program has an NPS value above the minimum NPS standard for development programs for BNI employees. This implies that the online leader as a coach development program in the context of organizational conflict management has received a positive response and has had a good impact on program participants.

In the application of coaching carried out by leaders, the role of the leader is an important part of effective management that can foster employees in their work units. In dealing with problematic employee situations according to the LOOP Institute of coaching,

the coach can act as a miracle worker where the leader faces bad or problematic employees or new employees who have not been able to adjust to the organization. The role of the leader as a coach, in this case, is needed in solving problems simultaneously from motivational and leadership abilities with a clear timeframe. A leader as a coach provides direction and tells the best.

From the organizational and employee perspective, it is hoped that with the leader as coach program the manager level can coach and has the awareness to manage his work team in terms of conflict resolution with one strategy using the coaching method by the leader. BNI through the coaching approach hopes to avoid and minimize conflicts within the organization so that a conducive work environment can be created. A conducive work environment is expected to have a positive impact on employee performance and the achievement of organizational goals or targets.

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