THE ROLE OF MANAGERS IN EMPLOYEE CHARACTER BUILDING AT PT. PASAMAN MARAMA SEJAHTERA WEST PASAMAN

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Abstract

This study aims to determine the role of managers in fostering employee character. This type of research is cultivative. This research was conducted at PT Pasaman Marama Sejahtera (PT engaged in plantations) located in Sungai Aur District, West Pasaman Regency, West Sumatra Province, Indonesia. Research informants are managers, foremen, administrative employees and field employees. Data collection techniques are carried out by interviews, documentation and observation. Data analysis is carried out by data reduction, data presentation (data display) and Conclusion drawing / verification is carried out by analysis of the data presented. The findings of this study are that the role of managers in fostering employee character can be carried out in three aspects of character building, namely coaching in aspects of honesty, coaching in aspects of discipline and coaching in aspects of responsibility at work. Coaching on the aspect of honesty is carried out with a personnel approach between superiors and employees. Coaching on the discipline aspect is carried out by reminding employees to follow the applicable rules, giving direction from the leader directly at every morning apple. Coaching on the aspect of responsibility is carried out by direct coaching by the leader by giving direction, supervision. It can be concluded that the role of managers in fostering employee character is very necessary in order to have a positive influence on the performance of the organization / institution

Keywords: *Employee Character, Character Coaching, Manager Role, Employee Coaching..*

INTRODUCTION

Leaders in an organization have a very important role, not only internally for the organization, but also in dealing with various parties outside the organization which are all intended to improve the organization's ability to achieve goals so that the role of managers is indispensable in fostering employee character (Nasution 2018). The manager is the person responsible for the organization or unit he leads. According to Mitzberg that managers can play three roles through their authority and status in carrying out the tasks entrusted, among others, first interpersonal role, second informational role, third decision-making role (Putri 2010).

The role of managers in employee development can be done through three main aspects, namely the planning aspect, the implementation aspect and the evaluation aspect. The role of the manager affects performance (Roymond 2008). According to Rivai (2003) the functions that must be carried out by a leader are as follows: (1) notify the policies of the head of the organization to the auxiliary staff and forward it to staff work including its implications, (2) Lead and coordinate the implementation of staff work and assist staff members who have difficulties in solving and solving problems, (3) Checking the activities that have been and are being carried out by staff who have the main obligation in its completion and other staff who must participate in assistance activities (4) Integrate the work of staff in the sense of uniting the results of staff work into a unanimity that is ready to be submitted as a suggestion to the leadership to obtain decisions based on the system and work procedures applicable in the organization, (5) If necessary provide information and explanation to the leader calmly the development of staff duties and the condition of staff as far as factors affecting the implementation of their respective duties are concerned, (6) receive instructions and decisions from the leadership to be further processed as staff duties, (7) Take the necessary steps so that the leader's decisions can be carried out effectively, both by staff for processing and line units for implementation in accordance with the plans and policies of the head of the organization both independently and with the help of staff with Ways include staff visits, staff meetings, or delivery and provision of implementation instructions, (8) Collecting reports on implementation from other units and after analysis reported to the leadership, (9) Regularly and continuously and reflectively moving staff to study the situation and possibilities for innovative planning as material for leaders in setting new policies for the benefit of the organization (M. Syamsul Ma'arif 2021) .

Some of the theories above show that the role of the leader determines the success of the performance of the organization or institution. Currently, the study

of the role of managers in coaching employees or employees can be traced from aspects of leadership in government institutions and in private institutions which can be traced in several existing studies. First, Pasthikarini's (2018) study found that the role of managers in the development of organizational performance is decisive. Managers play an important role in motivating staff to achieve organizational goals. The figure of a leader must have an educated character and be experienced in the substance of his duties and responsibilities. However, the length of service and the higher the level of education do not affect the ability of managers to create work motivation in nurses (Pasthikarini, Wahyuningsih, and Richard 2018). Second, Alfiyah's study found that institutional strengthening efforts cannot be separated from the influence of transformational leaders in realizing the vision and mission in the institution. In leadership, democratic principles have been applied, so that the voice of subordinates, both input and constructive criticism of every policy and decision taken receives attention from superiors (Alfiyah and Syafriani 2019).

Employee coaching activities need to be accompanied by positive managerial (Qodriah et al., 2019; Erik et al., 2024), such as ethical leadership (Karim et al., 2019), also pay attention to aspects of communication, and surrounding culture (Syabibi et al., 2021; Widiantari et al., 2022; Kulthum et al., 2022; Rinto et al., 2020). Other contexts that need to be seen are also role models and characters (Fikriyah et al., 2021; Mansir, F., &; Karim, A. 2020) and move with creativity (Casta et al., 2021), also *aware* of employees with special needs so that coaching activities can be accepted by anyone (Purnomo et al., 2022). Coaching tends to be moderate and employee performance also tends to be moderate, thus coaching has a positive effect on employee performance with a fairly strong level of influence, meaning that the better the coaching (discipline, career, and professional code of ethics) in the organization, the employee performance will increase (Saehu 2018). This illustrates that employee performance can be affected by the coaching provided to employees.

Clashing between two entities between the role of managers who are so very important and influential in the development of organizations / institutions to achieve their goals with the character of employees who often do not support the achievement of organizational goals / institutions such as the character of dishonest, undisciplined and irresponsible for work invites interest to look again at the role of managers in employee coaching. Actually this has not been touched upon by previous studies that have discussed the role of managers in organizations. Filling that gap, this article wants to prove that managers play a role in fostering employee character in the context of the development and sustainability of the organization / institution.

METHOD

This type of research is qualitative. The informants in this study were managers, foremen, administrative employees and field employees. This research was conducted at PT. Pasaman Marama Sejahtera is located in Sungai Aur District, West Pasaman Regency, West Sumatra Province, Indonesia. PT Pasaman Marama Sejahtera is one of the companies engaged in oil palm plantations. The study was conducted from July to September 2023. Research informants are determined based on the data needs needed for research and the validity of data from sources or informants. So it is determined that research informants are people who are directly related to the purpose of research. The research procedure is carried out in several stages, namely, the first stage: preparing research tools in the form of interview guidelines, listing documents needed as research objects, making a visit schedule in accordance with the agreement with research informants, the second stage: conducting research by meeting informants who have been made in previous agreements, then conducting interviews and requesting related documents needed to obtain accurate research data. The third stage: collecting data on interview results and documents obtained. The fourth stage: processing research data, stage five: writing or describing the results of data processing.

Data collection techniques are carried out by observation, interviews and documents (Michael Armstrong 2021a). Interviews were conducted with informants, namely managers, foremen, administrative employees and field employees freely and structured in accordance with the interview guidelines made. Interviews are conducted to obtain the data needed to prove research and data obtained and the data obtained become a source of data for analysis based on the research instruments made. Interviews are conducted with informants with a duration of 45 – 60 minutes each informant by first making an appointment with the informant to determine the interview schedule. There are repeated interviews because the information received on the first schedule has not been obtained optimally. Interview techniques are carried out using supporting means such as recording, recording information obtained by bringing a companion during the interview. Data collection with documentation is carried out by collecting and analyzing documents in the form of pictures, writing, photos of work reports and employee attendance. Data collection with documentation is carried out by visiting related research informants, namely administrative department employees. Observations were made by direct observation to PT Pasaman Marama Sejahtera. Observations are made on a scheduled basis along with the interview. This means that at the time of the interview schedule, researchers also make observations.

Data processing techniques are carried out using Miles and Huberman data processing techniques (Michael Armstrong 2021a), which are carried out in several stages: first: Data *reduction*, second: data presentation (data *display*), third: *Conclusion drawing/verification.* Before the reduction stage, data collection is first carried out by accommodating all data obtained during interviews, observations and documents obtained. All collected without anything missing. The data that has been obtained is collected in one file according to the informant or data source without anything added and subtracted, at the data reduction stage, researchers filter the data by taking appropriate data or data related to the purpose of the study. Data that has nothing to do with the research is archived outside the research-related files. Then the presentation of data (data *display*) is done by presenting data that has been filtered into interview transcripts, table data if it is related to documents and table of observations related to observation data. Then conclusions are drawn from the data that has been presented. Conclusion making is carried out based on research instruments.

To ensure the validity / validity of the data is carried out by triangulation techniques, namely by extending the research time and asking for expert opinions. Extending the time the study is carried out with the aim of being able to confirm back to the data source at different times, if the data submitted is the same then the researcher believes the data is valid. Asking for expert opinions is intended so that the data obtained in the field can be tested with expert opinions, if the data is in line and in harmony then researchers believe the data is valid.

RESULTS AND DISCUSSION
1. The role of managers in fostering employee character
Basically, a role is the part that a person plays in doing their job. An individual role is a role performed by one person. A *generic* role is one in which essentially several similar activities are performed by a number of occupations. A role can be described in terms of behavior, if there are certain expectations, the role is about how a person must behave to influence those expectations (Michael Armstrong, 2021b). Speaking of *people development,* it is inseparable from a process carried out (deliberately) to stimulate change and growth of individuals and / or groups to meet the needs of individuals and / or organizations in the present and the future. In achieving *people development*, important things are needed, namely *coaching,* counseling *guidance,* and *mentoring* (M. Syamsul Ma'arif, 2021). In realizing these three activities, in this case, specifically in coaching, the role of the manager is needed. It also illustrates that the success of a team in achieving its goals cannot be separated from the role of maneger. Because a manager is the captain of the team in achieving its goals.

According to Wicaksono (2016), no matter how sophisticated the technology implemented by a company will have no meaning if it is not supported by reliable human resource capabilities, in order to be able to contribute to ensuring the smooth operation of the company. Human resources in this case mean employees. Employees are one of the resources that have a major influence in supporting the smooth running of company activities (Saputro, Gani, and Novita 2021). This illustrates that in addition to the huge role of managers in achieving the goals of an institution, there are also other elements that are very important in the success of achieving the goals of the institution, namely human resources or employees in an institution.

Coaching is an intern-organisation practice by which a coach (an expert in this line of business) aims to constantly improve the performance of an individual employee (the coachee) for the benefit of the organisation, by motivating the coachee, helping him or her to develop job-related skills, and providing reinforcement and feedback. (Knippen and Green, 1989; Schabracq, 1998; Noe et al., 2003; Cummings and Worley, 2004; Van der Sluis and Schreiner, 2001). Which means coaching is an internal organizational practice where a coach (an expert in the field of business) aims to continuously improve the performance of individual employees (fostered) for the benefit of the organization, by motivating the coach, helping him to develop job skills, and providing reinforcement and feedback. Coaching has a role in improving the performance of an employee in the organization. The reinforcement in question is the result of assistance, direction, motivation, given by the coach to the party being coached. Through step by step this coaching process, it is hoped that the coach can provide feedback as a form of response (Fendy Levy Kambey, 2013). A manager is someone who is responsible for coordinating resources within the organization and ensuring that organizational goals can be achieved successfully. Managers have the authority and power to manage organizational resources (Dr.Ir. Harsuko Riniwati, 2016). The success of these programs in an organization depends a lot on managers. This cannot be denied because the manager is the captain in the success of the institution in achieving its goals. However, programs that have been jointly established in institutions cannot be carried out without the support and cooperation of all existing resources including human resources. This means that in carrying out programs in an institution, meneger as the captain and human resources as program implementers in order to achieve the goals of the institution.

2. Employee Honest Character Building

Honest character coaching of employees is carried out by direct coaching of problematic employees. Based on the interview data can be explained:

Interview with manager:

> "Honest character building is carried out by following up employees who act fraudulently and have caused losses to the company. The lowest leadership first summons the employee and confirms the background of the dishonest conduct. Then the foreman gave an explanation to the manager related to the event. The manager gives direction as to whether the cheating employee needs to go before the manager or simply be resolved by the foreman alone. If coaching programmatically does not exist".

The same was conveyed by the foreman. Here are the results of the interview with the foreman:

> "Coaching is carried out if there are employees who commit major fraud that harms the company. The way of coaching that is done here is by calling employees who are known to be dishonest. Here there is no coaching that is done programmatically and carried out consistently. It's just that coaching is done incidentally. Coaching is carried out by giving advice to employees who are caught cheating".

Interviews were also conducted with administrative employees and the results of the interviews were as follows:

> "Honest character building is carried out if there are employees who cheat and cause losses to the company. Programmatic coaching from the company does not exist. However, when an employee is caught cheating, at that time the employee is called and warned by his superiors. Just like that".

Interviews were also conducted with field employees who stated that:

> "There is no honest character building done for employees. Coaching is carried out if there are major cases that cause a lot of company losses. As with the arrival of Brimob, then investigated by the company, at that time employees are given honest character coaching. At that time, warnings or sanctions are also given if employees repeat their actions".

The same thing was also expressed by other field employees:

> "Honesty coaching for employees here is done by giving warnings by foremen, especially when there are employees who cheat and are caught. It could be that coaching is done by just giving a warning, there is also by giving sanctions. There are also those who are dismissed".

From the data obtained, it can be concluded that honest character building for employees has been carried out, but its implementation is only carried out when there are employees who are cheating cases or when employees are caught cheating. Honest character building that programmatically does not yet exist is made by the organization. Honest character building is still incidental or when a case occurs. Planned and programmed coaching programs that are carried out consistently do not yet exist.

The role of spirituality in organizations is crucial. This spiritual influence on the organization is evidenced by the results of Walker's (2021) research in Endhika 2016 that the influence of the attitude of working with faith on employee work results shows that a worker who thinks that work is worship can produce *satisfactory job outcomes. Nash and McLennan's (2021) research also proves that someone who works with faith can reduce the level of complexity at work, the level of stress and seriousness at work and the level of concentration* (Endhika Pratomo Sulkan, 2016).

Honesty is one form of manifestation of one's spiritual values. The implication of the importance of spirituality in organizations is that spirituality needs to be managed as an asset (spiritual capital) (Bahaudin, 2007, Liu, 2010, Zohar and Marshall, 2004) for that it needs to be applied and developed a spiritual organization system that not only provides a balanced appreciation between mind and physical but increases the orientation of working as a form of worship. That way it is expected that the level of honesty, loyalty, discipline, and *job outcamenya can increase* (Endhyka Pratomo Sulkan, 2016).

The manager as a leader in a unit or field really needs to provide a support system about instilling spiritual values in working for employees. This can be done through the system in the organization by creating a spiritual capital program in the organization he leads. Building the honest character of employees in an institution can be done by instilling spiritual values to employees or called spiritual capital as the results of Walker's research

Table 1
Forms of Employee Honest Character Building

No.	Character Construction	Forms of Construction
1	Employee Honest Character Building	By creating a Spiritual capital program regularly and programmatically.

3. Fostering Employee Discipline Character

Discipline character building is carried out by directing employees to follow the rules that have been made. This can be seen in the interview results as follows:
Interview with manager:

"The application of discipline characters is applied. Done through pinjer. The forms of coaching carried out are reprimand 1, reprimand 2, and reprimand 3. If there is no change for the better, then a follow-up termination is carried out".

Interview with foreman :

"Coaching is carried out by directing employees to comply with the Company's rules, conducting reprimand 1, reprimand 2, and reprimand 3. And if it still does not change, then an action will be taken to terminate employment".

Interview with administrative employees:

"Coaching for discipline is carried out based on the points of order made. Because all the provisions for discipline in work are already in order".

Interview with field employee 1 :

"The construction that is done is only doing morning apples. At the morning apple, directions related to discipline are delivered.

From the interviews conducted, it can be concluded that the coaching of disciplinary aspects is carried out based on existing rules. Coaching is carried out regularly through morning apples. Done by reminding employees of the order. Discipline character building is carried out by always giving directions from managers and foremen to employees to comply with the rules that have been made by the company. Risman and Payne in Mulyasa 2013: 142 suggest that the general strategy of fostering discipline is as follows: (1) *self conception*, this strategy emphasizes that everyone's self-concept is an important factor of every behavior, (2) *communication skills* (communication skills) superiors must accept all the feelings of their employees by communicating that can cause obedience from within themselves, (3) *natural and logical consequences* (logical and natural consequences) wrong behaviors occur because employees have developed wrong beliefs in themselves, (4) *values clarification* this strategy is done in order to help employees answer their own questions about values and form their value system, (5) *leader effectiveness training* (leader effectiveness training) the purpose of this method is to eliminate repressive methods and power, such as punishment and threats through a certain communication model, (6) *reality therapy* (reality therapy) a boss must be able to be positive and responsible (Prof. Dr. Fendy Suhariadi, MT 2019). Risman and Payne's opinion illustrates that coaching discipline towards employees involves all aspects starting from oneself to the environment of the employees themselves. Everything is interrelated and a manager must be able to see these aspects to be able to provide proper discipline coaching to employees.

Leaders are also very instrumental in fostering employee discipline or employees in an organization or institution. According to Kristiawati, the example of the leader plays a role in determining employee discipline, because the leader is used as an example and role model by his subordinates. Leaders must set a good example, be disciplined, honest, fair and match their words and deeds so that their behavior can be emulated and exemplified by their

subordinates. Organizing the coaching of work discipline as well as in its behavior. Supervision that is carried out regularly and continuously has implications for improving the performance of the employees concerned. Supervision by leaders in coaching discipline to improve employee performance is carried out so that employees feel cared for all their actions, both in achieving common goals and fostering good relationships with their subordinates. With the establishment of a good relationship between superiors and subordinates, it is hoped that they are willing to carry out their duties well, cultivate loyalty and responsibility to the leader and work, encourage the spirit of discipline at work, and map activity programs to improve employee performance. (Prof. Dr. Fendy Suhariadi, MT 2019). The role of managers in setting an example for employees is very high in order to influence employees to be disciplined.

According to Suhariadi, efforts to discipline employees are a form of activity directed at improving and shaping the knowledge, attitudes and behavior of employees so that these employees voluntarily try to cooperatively with other employees and improve work performance. Disciplinary programs can take both preventive and corrective forms. Discipline can be developed through various things such as *human relations, motivation, renumeration* (rewards and punishments) and effective communication so that misunderstandings do not arise. Common factors influencing subordinate discipline include: 1) individual dimensions (abilities, perceptions, motives, goals, needs, and values) 2) motivational and compensatory atmosphere, 3) group dimensions, (status, norms, closeness, and communication), 4) organizational structure (macroelements in control and pollution). (Prof. Dr. Fendy Suhariadi, MT 2019).

Suhariadi's statement implies that disciplining employees is a directing activity to influence the attitude, knowledge and behavior of employees to voluntarily and cooperatively fellow employees. It can be interpreted that the role of the manager is very decisive in terms of providing direction / *leading*. Based on the explanation above, it can be concluded that fostering employee discipline character can be done several things as follows:

Table 2
Forms of Employee Discipline Character Building

No.	Character Construction	Forms of Construction
		1. In the form of reprimand (reprimand 1, reprimand 2 and reprimand 3)
		2. Termination / termination of employment.
		3. Giving warnings to comply with the Employee Code of Conduct

1	Employee Discipline Character Building	4. *self-consept* (rice concept)
		5. *Communication Skill*
		6. *natural and logical consequences*
		7. *values clarification*
		8. *Leader Effectiveness Training*
		9. *Reality therapy*

4. Responsible Character Construction of Employees

Responsibility is closely related to the competence possessed by someone in doing work. According to Suhariadi (2019), competence is a set of intelligent actions, full of responsibility that a person has as a condition to be considered capable by the community in carrying out tasks in certain fields of work (Prof. Dr. Fendy Suhariadi, MT 2019). Character building responsible for employees at PT Pasaman Marama Sejahtera for work is carried out by providing direction to employees. This is evidenced by interviews:

Interview with manager:

"The development of the character of responsibility exists but is not programmed. Because coaching is carried out when employees commit violations. Not done on a scheduled basis".

Interview with foreman :

"There is a coaching of the character of responsibility. For example, when employees have problems, the company conducts coaching, one of which is on aspects of responsibility for work."

Interview with administrative employees:

"Coaching is done when employees have problems or there are cases".

Interview with field employee 1 :

"We are given coaching when there are employees who have problems, all employees are called and given direction. However, the coaching was not scheduled".

Interview with field employee 2 :

"Coaching is given by supervising while working and giving directions from the work carried out to be better and complete it on time".

Based on the data obtained, it can be concluded that character building responsibility for work has been carried out. However, the construction has not been carried out optimally. There is no programmatic, planned and systematic responsibility coaching. Coaching is carried out incidentally. Based on the data obtained and field conditions that the employee coaching program is not carried out in a planned, programmatic and systematic manner. Coaching is there but incidental. This illustrates that there is no programmed coaching yet. While

employee or employee coaching is a step or process in the career development of employees or employees.

Table 3
Forms of Responsible Character Construction of Employees

No.	Character Construction	Forms of Construction
1	Construction of Responsible Character of Employees	1. giving verbal directions to employees. 2. An emotional approach between managers and employees. 3. The existence of a programmed construction program

In doing this coaching, a manager plays a role both for planning the coaching program and for implementing what has been planned and following up on what has been implemented.

Development strategy is a strategy in the form of efforts to improve and expand skills to appropriate people so that they can be more responsible and more productive at work (Prof. Dr. Fendy Suhariadi, MT 2019). This means that employee development or employees is one way to increase employee responsibility for their work. If employee development is one of the strategies that can be done to increase employee responsibility for their work, the institution must pay attention to the employee development system. Therefore, it is necessary to continue to train and develop employees. The ability of employees is needed to achieve good performance, because a person's work ability shows the potential of that person in carrying out activities (Wanasaputra &; Dewi, 2017). Good work results in quantity and quality that have been obtained by employees according to the responsibilities given are the definition of performance according to Mangkunegara (2000) (Saputro et al. 2021). This states that employee performance is needed in increasing the sense of responsibility for their work.

According to Armstrong that the philosophy of human resource development is: 1) human resource development contributes greatly to the achievement of the success of company goals and investment objectives so that the benefits it provides can be felt by the company and stakeholders, 2) human resource development plans and programs must be integrated with and support the achievement of business and human resource strategies, 3) human resource development should be performance-based designed to achieve predetermined improvements in the performance of functional, team and individual companies, and make a major contribution to the most important outcomes, 4) everyone in the company should be encouraged and given opportunities to learn, develop their skills and knowledge to the limit of their maximum capacity, 5) the personal

development process provides a framework for individual learning, 6) when we recognize the need to invest and learn and develop and to provide appropriate learning opportunities and facilities, the primary responsibility for its development lies with each individual, who should be given guidance and support from his or her manager and, if necessary, from members of the Human Resources department (Michael Armstrong 2021a).

Armstrong's statement revealed that the role of managers in employee development is huge. A manager cannot be hands-off and let circumstances determine the career path or development of human resources that exist in an institution. But human resource development is determined by the leader in programming human resource development which cannot be separated from the coaching process until these human resources can develop and provide positive performance for the institution or organization. The role of the manager is very decisive in the development of human resources in the institution he leads.

This is in line with Saehu's opinion that coaching human resources is needed in improving the quality of performance. Coaching can aim at improving discipline, career development and employee ethics (Saehu 2018). Coaching and career development for employees is a must as well as an employee's right, with optimal coaching and career development that can clearly have a positive effect on employees, including the emergence of high work motivation that has an impact on work ethic and employee performance improvement (Saehu 2018).

However, conditions in the field still have suboptimal coaching from the company on the honest character of employees, discipline and responsibility. There are still employees who are caught being dishonest, undisciplined and lack responsibility for work and leadership. As a result of less than optimal employee character building, it has a negative impact on employee performance and will also affect the performance of the institution. This can be seen from several indicators of problems found at PT Pasaman Marama Sejahtera including work that is not completed at the specified time, late employees, lack of responsibility, and fraud found.

Employee coaching is an effort made by the company in order to improve company performance that is *on process*. In addition to coaching, efforts to improve employee performance can be done from the beginning of the employee will be held. According to the results of Dipang's study, efforts in improving employee performance can be in the form of initial assessments during recruitment, providing bonuses for outstanding employees and assessments for career advancement (Dipang, 2013). So to get good employee performance does not only start when employees will rise in career, but already starts when employees will be recruited or when human resource planning has begun. In this

case, a manager plays a role. In addition, employee performance improvement is carried out not only in education and training, but also through improving human resources and other factors such as employee safety and welfare, promotion, compensation adjustments in wages, incentives, other benefits, and pension security (Tarigan and Nasution 2014).

Munir (1994: 152) also revealed that employee coaching is an effort that needs to be done by leaders in improving work performance in order to carry out tasks effectively and efficiently. The stronger the career coaching and development carried out, the motivation, ability and work results of employees can increase, on the other hand if weak career coaching and development can reduce the motivation, ability and work results of employees in an institution / organization (Saehu 2018). In this case, the person who plays a very important role is a manager. This illustrates how the role of the manager in terms of improving employee or employee performance is very important.

From several opinions and research findings, it is so important to coach employees. The coaching role is the responsibility of a manager to his employees or subordinates. The purpose of coaching is to improve employee performance and employee professionalism at work. In addition, it can also increase employees' sense of responsibility for work. Mangkunegara (2009: 79) suggests that coaching is a structured and scheduled activity for improving employee performance. In addition, with coaching, it is expected that there will be an increase in work ethic in order to support work productivity and professionalism, there will be an increase in cooperation between employees; and protection of employee rights which ultimately leads to improving and improving employee performance itself (Saehu 2018).

The role of managers in fostering employee character at work greatly determines the success of achieving the goals of the institution or organization. Manager is a person who knows employee performance, employee abilities, things needed by employees. Direct supervision from managers to subordinates makes closeness between managers and employees. This will create a positive work environment and can improve the performance of the institution. *Communication skills* (communication skills) superiors must accept all the feelings of their employees by communicating that can cause obedience from within themselves. This means that good communication between managers and employees will make it easier for managers to influence employees in terms of carrying out the duties of the institution or organization. In addition, managers will know the competence and performance of their employees so that they have an overview of the development programs needed by employees in order to

make a major contribution to the institution or organization. A manager is very instrumental in terms of human resource development in the institution he leads.

Berdasarkan uraian diatas maka bentuk-bentuk pembinaan yang dapat dilakukan oleh manager terhadap karyawan dapat disimpulkan pada table berikut :

Table 4
Forms of Employee Coaching by Managers

No.	Character Construction	Forms of Construction
1	Employee Honest Character Building	1. By creating a Spiritual capital program regularly and programmatically.
2	Employee Discipline Character Building	2. In the form of reprimand (reprimand 1, reprimand 2 and reprimand 3)
		3. Termination / termination of employment.
		4. Giving warnings to comply with the Employee Code of Conduct
		5. *self-concept* (rice concept)
		6. *Communication Skill*
		7. *natural and logical consequences*
		8. *values clarification*
		9. *Leader Effectiveness Training*
		10. *Reality therapy*
3	Construction of Responsible Character of Employees	11. giving verbal directions to employees.
		12. An emotional approach between managers and employees.
		13. The existence of a programmed construction program

CONCLUSION

The role of managers in fostering the character of employees at work largely determines the success of achieving the goals of the institution or organization. Manager is a person who knows employee performance, employee abilities, things needed by employees. Direct supervision from managers to subordinates makes closeness between managers and employees. This will create a positive work environment and can improve the performance of the institution. *Communication skills* (communication skills) superiors must accept all the feelings of their employees by communicating that can cause obedience from within themselves. This means that good communication between managers and employees will make it easier for managers to influence employees in terms of carrying out the duties of the institution or organization. In addition, managers

will know the competence and performance of their employees so that they have an overview of the development programs needed by employees in order to make a major contribution to the institution or organization.

A manager is very instrumental in terms of human resource development in the institution he leads. The coaching role is the responsibility of a manager to his employees or subordinates. The purpose of coaching is to improve employee performance and employee professionalism at work. In addition, it can also increase employees' sense of responsibility for work. So big is the role of managers in employee development. A manager cannot be hands-off and let circumstances determine the career path or development of human resources that exist in an institution. But human resource development is determined by the leadership until these human resources can develop and provide positive performance for the institution or organization.

The role of managers in character building can be realized in three forms of employee character coaching, namely: 1) Fostering the honest character of employees in an institution can be done by instilling spiritual values to employees or called spiritual capital. 2) fostering employee discipline character. Can be done by; *self conception*, *communication skills*, *natural and logical consequences*, *values clarification*, *leader effectiveness training*, *reality therapy* (reality therapy), and 3) character development responsible for work, can be done by developing human resources through efforts to improve and expand skills to appropriate people so that these human resources can be more responsible and more productive at work. Employee coaching must be carried out in a planned and *continuous manner* by managers in an institution or organization and cannot be separated from coordination with other elements related to the institution.

Recommendations to the next researcher may be able to discuss or continue research on cooperation between managers and employees in achieving the goals of the institution. That is, in order to achieve the goals of the institution, not only the role of managers is demanded, but there are also other roles as executors of the elements of achieving the goals of the institution, namely human resources or employees. Between managers and human resources, their roles cannot be separated. These two elements are determinants of the success of achieving the goals of the institution.

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