

# Implementation of A Human Resource Development Model Based on Coaching in Small and Medium Pempek Businesses in Palembang City

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## Abstract

This study aims to analysis the implementation of a coaching-based human resource development model in small and medium enterprises (SMEs) producing pempek in Palembang City and to examine its effect on employee competence and performance. This research is important because human resources play a strategic role in improving the competitiveness and sustainability of SMEs, especially in traditional culinary industries. The study employed a quantitative research approach using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method for data analysis. The sampling technique used was purposive sampling, involving 200 employees from pempek SMEs who had participated in coaching or mentoring activities for at least one year. The research instrument was developed based on indicators of coaching, employee competence, empowerment, and employee performance using a Likert scale questionnaire. The results indicate that the coaching-based human resource development model has a positive and significant effect on improving employees' skills, motivation, responsibility, communication, and collaboration within the workplace. Coaching activities also contribute to strengthening employee empowerment and improving operational performance in SMEs. Furthermore, the findings support previous studies emphasizing that coaching is an effective approach to developing human resources in small business environments characterized by informal management systems and limited organizational resources. This study provides practical implications for SME owners and government institutions in designing sustainable human resource development programs through coaching-based approaches to strengthen SME competitiveness.

## Keywords:

Human resource development model; Coaching; Small and medium enterprises.

## 1. INTRODUCTION

Midsized enterprises have a significant contribution to Indonesia's economic growth, including regional culinary sectors such as the pempek business in Palembang City (Al-Matani, 2023). SMEs not only create employment opportunities but also strengthen local economic resilience and preserve regional cultural identity through traditional culinary products (Abid & Jooss, 2026). However, the competitiveness of pempek SMEs still faces several challenges related to product quality consistency, operational efficiency, technological adaptation, and human resource capabilities. In many traditional SMEs, business activities are still managed informally, causing limitations in employee development and organizational learning processes (Ananti & Cahyani, 2025). Therefore, human resource development practices become an important strategic factor in improving competitiveness (Cahyani & Agusria, 2023).

Development coaching has emerged as a collaborative and employee-centered approach that focuses on improving competence, motivation, and work performance through continuous guidance and mentoring (Dinamisia, 2025). Coaching enables employees to develop their potential through direct interaction, constructive feedback, problem-solving activities, and personal empowerment (Irianto, 2022). Previous studies revealed that coaching positively influences employee productivity, communication skills, creativity, and work engagement (Ishadi, 2021). In addition, coaching has been recognized as an effective strategy for strengthening organizational commitment and adaptability, especially in small businesses with limited formal training (Kusmulyono & Wahyu, 2022).

Recent literature also highlights plays a crucial improving SME performance innovation capability (Kleplic, 2022). Explained that leadership quality and employee development significantly contribute to SME competitiveness in the global market era (Lestari & Cahyani, 2025). Emphasized that coaching practices in human resource development can create sustainable organizational learning and improve employee performance through participatory approaches (Jain & Shauran, 2022). These findings indicate that coaching is not only relevant for large organizations but also highly applicable for SMEs that require flexible and practical human resource development strategies (Jayanti & Syukerti, 2023).

Although many studies have examined coaching and human resource development, most previous research focused on formal organizations or modern companies with structured management systems (Maharani & Permana, 2024). Research specifically discussing coaching implementation in traditional culinary SMEs such as pempek businesses in Palembang City remains limited (Nurfitriana & Susanto, 2019). This condition creates a research gap regarding how coaching-based human resource development models can be adapted to the characteristics of family-based businesses, informal work systems, and limited organizational resources commonly found in pempek SMEs (Nizhamuddin & Juliana, 2026).

Based on this research gap, the main research question in this study is: How does the implementation of a coaching-based human resource development model improve employee competence and performance in pempek SMEs in Palembang City? This study also examines the supporting and inhibiting factors influencing the implementation of coaching practices within SMEs (Nguyen & Tran, 2022). Proposed hypothesis is that the coaching-based human resource development model competence, empowerment, and pempek SMEs (Nurani & Sutisna, 2023). Therefore, mplementation of a coaching-based human resource development model in pempek SMEs in Palembang City and to examine its influence on employee competence and performance improvement (Otoo, 2022). Literature SMEs and practically recommendations for SME owners and government institutions in designing sustainable coaching-based employee development programs (Pasek & Sukarta, 2022).

## 2. RESEARCH METHOD

This study employed a quantitative research approach using a survey method to examine the implementation of a coaching-based model pempek in Palembang City (Ramly & Warcito, 2021). Quantitative methods were selected because this study aimed to measure the relationships among coaching, employee competence, and employee performance objectively through statistical analysis (Rahadi & Muslih, 2022).

The population of this study consisted of employees working in small and medium pempek businesses in Palembang City. The sampling technique used was purposive sampling, where respondents were selected based on specific criteria relevant to the research objectives. The criteria included: (1) employees who had worked for at least one, (2) employees who had participated in coaching or mentoring activities conducted by business owners or supervisors, and (3) employees directly involved in production, service, or operational activities. A total of 200 respondents were selected as research samples.

Data collection was conducted through questionnaires distributed directly to respondents. The instrument variables consisted:

- a. Coaching variables, including indicators of communication, guidance, feedback, motivation, and mentoring intensity.
- b. Employee competence variables, including knowledge, technical skills, adaptability, and teamwork.
- c. Employee performance variables, including work quality, productivity, responsibility, effectiveness, and timeliness.

Questionnaire accuracy and consistency of the measurement indicators. The data analysis technique used in this study was the study employed the Partial Least Squares–Structural Equation Modeling (PLS-SEM) technique. This method was selected due to its effectiveness in exploratory studies and its ability to examine intricate associations among latent constructs concurrently. The analytical procedure involved assessing both the measurement model and the structural model (Rahmadaniyah & Agustian, 2023).

The outer model evaluation aimed to test the measurement evaluation included convergent validity, discriminant validity, and composite reliability testing. The assessment of convergent validity was conducted by examining the extent to which the indicators consistently represented the intended construct. through outer

loading values, where indicators with loading values above 0.70 were considered valid (Ramayani & Mariyani, 2023). Indicators with loading values below the required threshold were removed from the model because they did not adequately represent the latent construct. The inner structural model assessment was performed to investigate the associations between variables through the analysis of path coefficients, coefficient of determination (R-square), and hypothesis testing using the bootstrapping method (Rajasinghe & Garvey, 2026). The hypotheses were evaluated based on t-statistic and p-value results, with significance values below 0.05 indicating statistically significant relationships among the variables.

### 3. RESULTS AND DISCUSSION

Table 1. Outer Loadings

Indicator	Skills	Empowerment	Development Employee Coaching Based	Knowledge
X1_1				0.740
X1_3				0.715
X1_4				0.682
X1_5				0.715
X1_6				0.640
X2_1	0.779			
X2_3	0.645			
X2_4	0.687			
X2_5	0.759			
X2_6	0.626			
X3_1		0.744		
X3_3		0.672		
X3_4		0.604		
X3_5		0.753		
Y_1			0.726	
Y_3			0.742	
Y_5			0.816	
Y_6			0.730	

Source : processed data , 2025

Based on results outer loading analysis, can known that several question indicators deleted such as X1.2, X2.2, X3.2, X3.6, Y2 and Y4 because worth below  $< 0.6$ , namely 0.487, 0.565, 0.477, 0.565, 0.527 and 0.582. then run 2 was performed which showed all over indicators on the construct study own sufficient loading value well, with part big is above the minimum limit of 0.60. Construct Knowledge, Skills, and Empowerment show validity adequate convergence, although there is a number of indicators with loading values below 0.65 such as X1\_6, X2\_6, and X3\_4 whose contributions to construct relatively weak. Meanwhile that, construct Development Employee Coaching Based shows the strongest results with total loading value the indicator is above 0.70, indicating that the indicators capable represent latent variables with good (Shahzad & Bartram, 2022). In terms of overall, measurement model shows sufficient quality good, because part big indicator has fulfilled criteria validity convergent ( $>0.70$ ) according with standard PLS evaluation. With thus, it can conclude that connection between indicator and latent constructs are reflective and consistent, and a viable model for to be continued to stage evaluation structural (inner model) to test connection between latent variables in study (Steenkamp & Terblanche, 2026). It should present the key findings in a concise manner (Sulistyan & Samsuranto, 2022). When required, provide explanations for tables and figures without duplicating the information already displayed. The results should be interpreted by comparing them with findings from both the current study and previous research related to the topic. The concluding remarks should be summarized briefly in several sentences at the end of the article. In addition, relevant color images may also be included for publication purposes (Silviana & Andriani, 2022).

Outer evaluation assesses the measurement indicators used in this study. Convergent validity was evaluated through outer loading values. Values 0.70 were considered valid and capable of explaining the latent construct adequately (Sugiyanto & Setyowati, 2026). The analysis results indicated that several indicators initially included in the model had loading factor values below 0.70. Therefore, these indicators were removed from the model to improve construct validity and model accuracy (Trihandayani & Ananti, 2024). The elimination process was conducted gradually until all remaining indicators met the required validity standards. The removal of indicators was necessary because low loading values indicate weak correlations between indicators and latent variables.

Table 2. Construct Reliability and Validity

Indicator	Cronbach's Alpha	rho A	Composite Reliability	AVE
Skills	0.741	0.751	0.828	0.493
Empowerment	0.641	0.646	0.789	0.484
Development Employee Coaching Based	0.747	0.750	0.840	0.569
Knowledge	0.739	0.744	0.827	0.489

Source : processed data , 2025

Based on Construct that fourth construct in the model has fulfil criteria. Cronbach's Alpha values range from between 0.641 to 0.747, shows that every construct sufficient internal consistency adequate, although construct Empowerment is at slightly below the ideal limit (0.70), however Still can accepted in study explorative. The rho\_A and Composite Reliability (CR) values throughout constructs are also above the minimum limit of 0.70, each ranging between 0.646 to 0.750 and 0.789 to 0.840, which means all construct own level reliability good composite as well as consistent in measure variables its latent. Meanwhile that, the results show that only construct Development Employee Coaching Based that achieves values above the ideal limit of 0.50, namely 0.569, indicate existence validity good convergence (Trihandayani & Yamaly, 2022). As for the construct Skills (0.493), Empowerment (0.484), and Knowledge (0.489) have The AVE value is slightly below 0.50, which indicates that still there is suboptimal indicators in represent the construction (Trihudyatmanto & Onamusi, 2026). However thus, because mark reliability composite for third construct the has fulfil criteria, constructs Still can maintained in the model. In overall, results This show that the model has good reliability.

Table 3. Discriminant Validity

Variables	Skilis	Empowerm ent	Development Employee Coaching Based	Knowledge
Skills	0.803			
Empowerment	0.762	0.696		
Development Employee Coaching Based	0.786	0.642	0.794	
Knowledge	0.702	0.715	0.784	0.699

Source : processed data , 2025

Table results show that construct Skills, Development Employee Coaching and Knowledge Based own mark sufficient AVE root good and relative Enough tall compared to with the correlation to construct others, so that can it is said has fulfil discriminant validity criteria. Although there is mark sufficient correlation tall between Knowledge and Development Employee Coaching Based (0.784), however its value still below AVE root construct related (0.794), so that difference between construct Still can accepted.

Table 4. R Square

	R Square	R Square Adjusted
Development Employee Coaching Based	0.692	0.688

Source : processed data , 2025

According to the R Square ( $R^2$ ) analysis in the SEM-PLS model, the Development Employee Coaching Based variable obtained an R Square value of 0.692 and an Adjusted R Square value of 0.688. These results indicate that the independent variables, namely Skills, Empowerment, and Knowledge, account for 69.2% of the variance in the Development Employee Coaching Based variable, while the remaining 30.8% is influenced by other variables not included in this research model.

Table 5 f Square

Skills	Empowerme nt	Development Employee Coaching Based	Knowledg e
Skills		0.166	
Empowerment		0.000	
Development Employee Coaching Based			
Knowledge		0.228	

Source : processed data, 2025

Based on results f Square ( $f^2$ ) analysis , it can be seen that variables Skills and Knowledge give influence to Development Employee Coaching Based with mark different effects . The  $f^2$  value for Skills is 0.166, indicating that this construct has a medium effect on the dependent variable. Meanwhile, Knowledge

has an  $f^2$  value of 0.228, which is also included in the medium effect category approaching strong. Conversely, Empowerment has an  $f^2$  value of 0.000, which means it has no effect on the dependent variable.

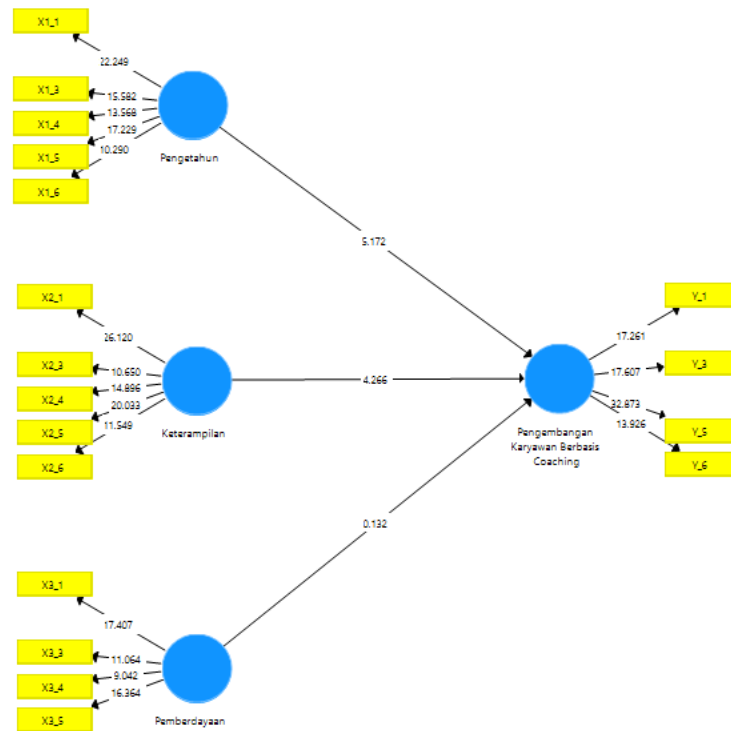


Figure 1. Research model shown

Research model shown in the figure, it can be seen that the variables of Direction, Skills, and Empowerment have direct relationships with Employee Development Based on Coaching variable. The analysis results indicate Skills variable has the strongest influence on employee development coefficient value of 4.266, followed by Direction 5.173 and Empowerment with a coefficient value of 0.122. These findings indicate that improving employees’ technical abilities, work knowledge, and competencies supporting coaching-based human resource development in pempek SMEs in Palembang City. In addition, all indicators for each variable show relatively high loading factor values, indicating that the indicators are capable of representing the research constructs properly and meet the validity requirements in the SEM analysis.

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Skills -> Development Employee Coaching Based	0.425	0.427	0.100	4,266	0,000
Empowerment - > Development Employee Coaching Based	-0.011	-0.006	0.084	0.132	0.895
Knowledge -> Coaching-Based Employee Development	0.460	0.458	0.089	5,172	0,000

Source: processed data, 2025

Based on the results of the path coefficient test (bootstrapping) in the table above, it can be explained that there are two variables that have a significant effect on Coaching-Based Development, namely Skills and Knowledge, while Empowerment does not show a significant effect. The path coefficient value (Original Sample) for Skills → Coaching-Based Employee Development is 0.425 with T-statistic = 4.266 and P-value = 0.000 (<0.05), indicating skills have a positive. Furthermore, the relationship Knowledge → Coaching-Based Employee Development shows a coefficient value of 0.460, T-statistic = 5.172, and P-value = 0.000, which is also significant. In contrast, the Empowerment variable has a path coefficient of -0.011 with T-statistic = 0.132 and P-value = 0.895, above the significance limit of 0.05. Thus, this research model confirms that skills and knowledge are the main factors that contribute significantly to employee development, while empowerment does not have a significant impact.

The findings of this study support previous studies stating that coaching plays employee organizational performance (Taray, 2023). Coaching not only enhances technical abilities but also strengthens employee

confidence, communication skills, and problem-solving abilities. In the context of pempek SMEs in Palembang City, coaching becomes particularly important because most businesses still rely on traditional management systems and informal human resource development practices. Through coaching, business owners can provide more structured guidance and support to employees, enabling them to adapt to business challenges and improve productivity.

#### 4. CONCLUSION

Pempek businesses in Palembang City emphasize that the implementation of coaching can significantly enhance knowledge, skills, and human resource empowerment in pempek SMEs, thereby impacting increased production capacity, service quality, and the ability to manage the business independently and sustainably. These findings indicate that coaching is an effective human resource development model and is more responsive to the real needs of SME actors compared to traditional training, as it can guide a learning process that is personal, participatory, and oriented towards solving business problems.

Theoretically, this study expands the literature on coaching as a strategy for empowering the creative economy and generates directions for the development of new theories that position coaching as a key factor in enhancing the competitiveness of local SMEs. The research results important input for business, local governments, and supporting institutions to ensure that SME development programs incorporate structured and sustainable coaching patterns, including the utilization of technology and marketing innovations. In the future, the research can be further developed through longitudinal studies and the addition of other variables such as digitalization and partnership networks to strengthen the effectiveness of the coaching model in supporting the sustainability of Palembang pempek SMEs toward broader markets.

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