

# Job Shadowing as One of the Effective Activities in the Promotion Process Creates Quality Managers

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**Abstract:** Job promotion provides opportunities for employees to develop and have a higher career level. In order to get the best candidates, the manager of human resource management seeks to sharpen the strategy of the promotion system based on the principles of justice, objectivity, and reliability. This paper describes a job shadowing activity of prospective managers that aims to assess the character, competence, and potential of employees. These activities can be observed and assessed so as to facilitate the promotion process. The researcher interviewed prospective managers, mentors, human resources managers, division heads, and directly to an observation on job shadowing activities while secondary data was obtained from human resources manager in the form of assignment values, prospective manager's performance from mentors, supplemented by data from direct supervisors. The results of the study show that job shadowing has many benefits including knowing prospective managers well so as to minimize voting doubts about prospective managers. Job shadowing is an objective, measurable and trusted way of promotion and can identify development needs for employees.

**Index Terms:** Employee Development, Employee Empowerment, Job Shadowing, Job Promotion.

## I. INTRODUCTION

Organizations today exist in an environment that is not constant, there are large dominant organizations, and there are small organizations that are trying to prove themselves and seeking to grow and expand, and some organizations that have failed to compete and had to leave the market, [1]The success of any organization in the contemporary business world depends on the quality of human resources According to [2] human resource is the most vital factor of production and labor productivity. They also maintained that a positive future-oriented human resource development is essential for the efficiency and effectiveness of public sector employees. [3] Various Human resource management activities related to the relationship between employees, management and employee development are expected to be able to produce high quality of work employees and make the organization more advanced and developing to achieve organizational goals. Employee development is an institutional activity to increase their knowledge, abilities, and skills in accordance with the demands of the job. [4]

Employee development is the way the organization maintains the existence of the work of all organizational

components. An organization is supposed to be able to optimize the capabilities of its human resources, therefore a good understanding of the organization needed including the strategy of developing employees in other to create quality human resources. Several other researchers also found a positive effect on employee development on performance. One of them are studies in Spain show that high-performance human resource practices have a positive effect on organizational learning, which in turn has a positive influence on business performance. Katou and Budhwar in their study of 178 Greek manufacturing firms found support with the universalistic model and reported that human resource development policies of recruitment, training, promotion, incentives, benefits, involvement and health and safety have positive effect organizational performance. The development of human resources can be done in various ways, one of which is through promotion. With the promotion, employees will feel valued, cared for, needed and recognized by their superiors so that they will produce a high output. [5]

Employees agree that Job promotion is important. Promotion means giving trust, empowerment, and recognition of the abilities and skills of each employee to increase responsibility and trust in the company. Job promotion is carried out to optimize the human resources of the organization, besides promotion aims to regenerate human resources in the organization for the continuity of the organization. Promotion of positions within the company basically aims to motivate employees to improve work performance and appreciate their contributions. Performance appraisal of employees is the main benchmark in the development of human resources, therefore in getting the right way to get quality people an effective promotion system is needed. [6]

Based on the interviewed of the researcher with the Manager of human resource management in this construction company in November 2017, he admitted that it was not easy to create a promotion system because it was still found by direct supervisors to appoint candidates to be promoted not yet referring to the standards determined by the human resource manager

*We have actually made a promotion system, but sometimes it is still difficult to provide an understanding their manager that choosing someone to be promoted must see many factors, especially not just work, but behavior and concern for the company. There are several reasons for choosing prospective managers because they don't have other candidates.*

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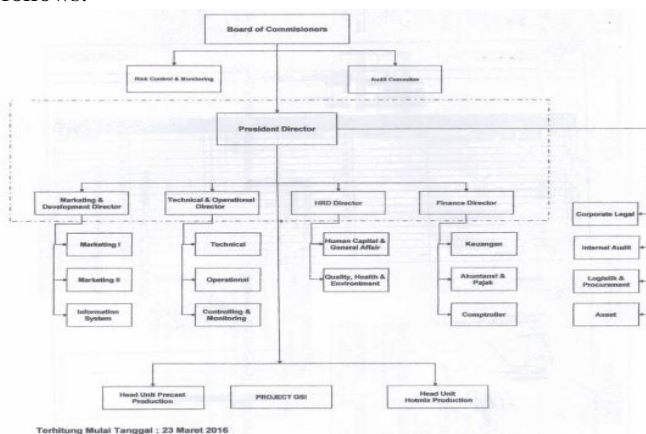
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Some employees mention that the competencies of direct superiors in choosing candidates to be promoted are still not optimal, especially in conducting supervisors' assessments, which are considered unfair in assessing. Employees who hope to be promoted feel their performance is better than their peers, but the leader does not give value according to expectations. They feel it is unfair. In assessing an employee, employers use different standards and expectations for employees who did the same work. They still use the reviewer effect and the halo effect. [7] The effect of this reviewer sometimes occurs because it is difficult for the appraiser to remember employee performance that occurred seven or eight months ago. Leaders focus on the recent work behavior of individuals and do not see the overall behavior of individuals during the work of Halo Effect, which is based on only one criterion and ignores other criteria so that the results of the assessment are not balanced. They choose candidates who are promoted not in accordance with the criteria and competencies. As a result, the perception arises that proximity can accelerate getting a promotion. Promotional problems that have not been effective have also been experienced by construction companies that have established 38 years. During that promotion in that one of the private company construction was done very minimal and not well standardized, the promotion system that had been carried out in previous years left rumors of injustice. If the results of the promotion system do not have a positive impact on the quality of human resources, it will affect the company even though business competition in the construction sector is estimated to be increasingly stringent and full of challenges in the industry.

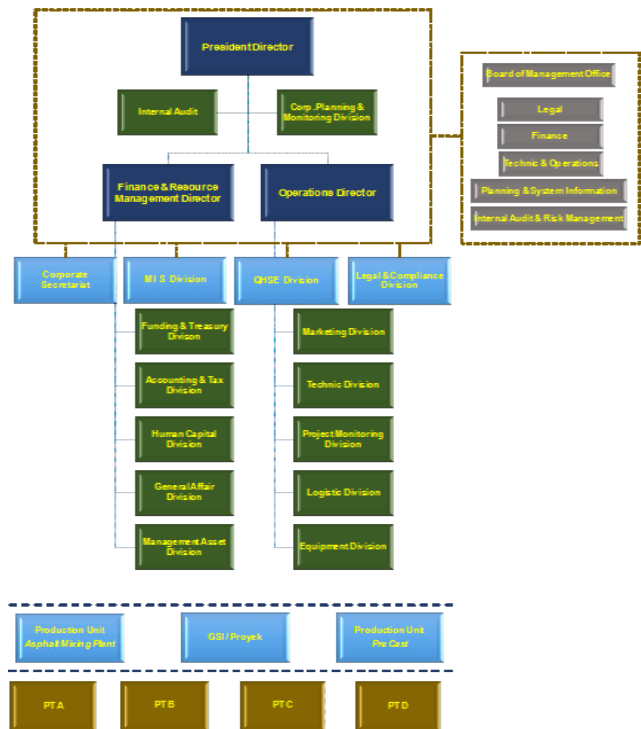
In 2017, management reformed the strategy and promoted as many as 18 employees at the same time to occupy new positions. There was being done because the company plans to have subsidiaries and develop new businesses from construction to penetrate the property business. The seriousness of the development of the company starts from changing the old organizational structure to the new organizational structure and looking for new managers as follows:



**Fig. 1.** The Old Organization Structure: (Before the pre-service period)

The above organization structure illustrate there is no manager and senior manager position, even though this company had been going on for 37 years. The picture describes position Board of Directors and some the junior manager. The next picture is the organization structure during the pre-service period illustrates the need for a

number of junior and senior managers to occupy new positions.



**Fig. 2.** The Structure Organization

The existence of structure organization creates an employee development program by doing empowerment and promotion. Although this promotion is more transparent and has clear stages, some employees feel that this promotion seems forced and doubtful to bring about changes in the company, therefore researcher wants to know how the system stages of promotion carried out by Human Resources Management

## II. LITERATURE REVIEW

### A. Employee Development

Employee development programs are not a new idea in the company. Some large companies have programs according to their needs with the business they run. General Motors established one of the first corporate universities in 1927 with the General Motors Institute. McDonald's followed this trend with the establishment of Hamburger University to train its managers in the early 1960s [8]. Likewise in Indonesia Astra's leading company Bank Indonesia has an employee development program. The Employee Development Program is carried out with a variety of objectives including increasing competence, observing potential and behavior so that it can measure the appropriate employees placed in the right place, time, and the right position. Program employee development can begin with an assessment such as collecting information and providing feedback to employees about their behavior, communication style, or skills. Information for assessment may come from the employees, their peers, managers, and customers. The most frequent uses of assessment are to identify employees with managerial potential to measure current managers' strengths and weaknesses. Organizations also use assessment to



identify. [9]

An effective employee development program encourages employee empowerment in carrying out work independently and with high self-confidence. Now a day, organizations are focusing on their employees' development. It requires such a program that helps the employees to work at their full potential, a program that inspires and motivates employees. This all can only be achieved through coaching and mentoring, as an effective scheme that increases "self-direction", "efficiency", "self-esteem" and "accomplishments" [10]. Coaching and mentoring are considered the main tool for personal development that helpsto cherish the abilities of a person in order to improve a person's job performance and his or her behavior [11]. Coaching is the process of one-on-one guidance and instruction to improve knowledge, skills and work performance. Coaching is helping someone in the way they want and helping them in the direction they want to achieve. Coaching supports someone at every level to be what they want and be the best they can[12].

According to some researchers, coaching has principles where Coaching is considered as "intern-organization practice" in which the job of a coach is to improve individual performance that ultimately benefits the organization. Coach executes his job by encouraging trainee, facilitating him with skill development required for the job, and ultimately by evaluating performance and giving feedback [13]. Organizations arrange coaching programs according to the requirements. Such coaching programs are in aligned with performance improvement needed for an individual, the employee's required psychological and physical capabilities need to perform, and the feedback needed for performance improvement. It might be considered that coaching serves the single purpose but in reality, coaching also provides support to individuals to face current challenges and to become brave enough to face them in the future. Because coach first analyses the person's current position that is "self-sufficiency" of a person and then tries to boost up this level and make them confident enough to face upcoming challenges. [14]

Coach aims to enhance "self-propelling force" of an individual to work well. [15] highlighted two styles of coaching "pull style" and "push style". Push style of coaching occurs when the major power recites with the coach. In this coach dominates the relationship, where he or she has authority and decision making power and demands employees to do what is said by coach. Though pull style occurs when major work is the responsibility of an employee as a learner. In this style coach empowers an employee to make his or her own decisions, finding the optimal solution of problems provided with guided and constructive feedback.

The important thing is that coaching has the following properties. (1) Using deductive techniques. (2) Coach, not necessarily someone who is an expert in matters. Having a little knowledge can often help, but sometimes it can interfere. (3) Beneficiaries of the process are individual and corporate employees. (4) The coaching session can be measured in time. (5) Coaching can be done without preparation. (6) Sometimes it's not official, but it can also be official. (7) Appreciate the coach is a must. Mutual respect

and mutual understanding between coach and coachee will be very helpful. Executive coaching generally takes place on a monthly basis and continues over a period of several years. Often, coaches are brought in where there is a change in the structure of the company, when a team or individual is not performing well or where new skills are required. [16]

While mentoring is concerned with growing an individual, both professionally and personally. It is linked with professional and career development (rather than a specific goal or area as in coaching [17], Mentoring is a process to help and support people to manage their own learning in order to maximize their potential, develop their skills improve their performance, and become the person they want to be[18] In this mentoring there is a good communication related to the boss; and vice versa, the boss can monitor and direct his subordinated in Mentoring as a partnership between mentor (who gives guidance) and mentee (who receive guidance). Mentoring is an interpersonal relationship in the form of care and support between an experienced and knowledgeable with an experienced and limited knowledge. Almost all mentoring relationships involve mastery of knowledge but it should also be emphasized that this mentoring is reciprocal although essentially unbalanced. Mentors also provide advice and instruction on how the things learned can be carried out. Mentoring is more suitably done by people who are experienced for a particular field [19].

The major focus of coaching and mentoring is on individual development [20]. A number of formal programs of mentoring and coaching are being implemented by many organizations because they want to increase morale that definitely leads to the increased level of production. Although there are numbers of benefits of mentoring to the organization but the organizations are keeping their eyes on implementing successful coaching and mentoring programs

## B. Employee Empowerment

Empowerment and its organizational effects have received considerable attention over the last decade from both scholars and practitioners [21]. Empowerment has a special significance due to the connection and consistency it has with several important matters and issues, such as the decentralization, motivation, teamwork, and the participatory decision making, and other topics that impact the organization's success and competitive strength. [1] According to [22] "empowerment is associated with job satisfaction, managerial effectiveness [23], creativity, and team performance [24]. However [25] stated that the application of the empowerment process on a wide range within the organization will lead to success in the long-term run, moreover, it has a direct link and impact on the performance level of the employees, and their feel of fulfillment. Therefore, the empowerment creates a sense of commitment and loyalty to the employees of the organization, leading to a more approachable and flexible organization. [1] Employee empowerment has widely been recognized as an essential contributor to organizational success and many authors observed its direct effect on employee performance, job satisfaction and organizational commitment [26]. Past studied

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found that empowerment had a positive effect on job satisfaction an organizational [27][28] commitment [29]; [30]. [31] also demonstrated that developing an environment that improves and encourages the applications of empowerment at workplace will have positive impact on employees' commitment, and this ultimately leads to better organizational effectiveness.

### C. Job Promotion

Researchers should consider organizational performance as being the result of a dynamic chain of performance outcomes, such as employee development outcomes being linked to individual promotion rates, which are linked to the individual's job performance outcomes, which are linked to business unit outcomes and so on Job Promotion is a much studied, and yet the topic will attract researchers due to the rich complexity of the development employee. Job promotion theories have examined in a variety of studies, among many factors.

Promotion related to employee career planning is interpreted as an appreciation for the success of employees showing high work performance in carrying out tasks delegated by the company to him. In addition, it can create job satisfaction for each employee and the company's goals can be achieved optimally. Promotion is an important aspect in every organization because almost all the employees are promoted at one time or another. Employees dream of early promotion and they work effectively so that their dreams come true. Is [32]

Job promotion provides an important role for every employee, even a dream that is always looked forward to. Promotion means that there are trust and recognition of the ability and skills of the employee concerned to occupy a higher position. Thus promotion will give greater social status, authority, responsibility, and income for employees [33]. Promotion is the upward movement or advancement of an employee in an organization to another job commanding greater responsibility, better pay, perquisites, better status, prestige, higher opportunities and challenges, higher authority and a higher rank. In fact, higher status, additional responsibilities, and more salary are the main characteristics of promotion. It is a type of career development opportunity provided [32].

Job promotion systems and planning in the company will make employees more active, enthusiastic and disciplined and more empowered. The impact of employees is that they have a high commitment to their organization. Trust is an important element. Furthermore, trust can help to strengthen and improve the relationships among project partners, and as a result, bring a variety of benefits for the project as a whole [34]. Trust is a belief in someone's integrity, ability, character or something. In Organization, trust is important because it will help regulate complexity, develop action capacity, enhance collaboration and improve organizational learning capabilities.

### D. Job Shadowing

An educational program where college students or other adults can learn about a particular occupation or profession to see if it might be suitable for them. In job shadowing, a business typically partners with an educational establishment to provide an experience for a student of what it is like to

perform a certain type of work by having them accompany an experienced worker as they perform the targeted job.

[35] Examined job shadowing as part of experiential learning. Job shadowing constitutes a name given to get the opportunity to observe someone doing their job in the workplace [36]. The job shadowing can be conducted with an hour-long or several hours visit in the workplace to know someone person work in her/his job [37]; [38] Other definition stated that job shadowing is where an individual getting an experience of the role of another individual and gain an insight into that particular work area [39]; [40]. Even maybe they get the opportunity to work alongside. With work alongside more experienced colleagues, the student can learn and develop within their current role. It involves spending time following a professional in that job. Observing the life of the professional for anywhere from a few hours to as long as a week can help give the employee a sense of what that job really is like. This can be a great way to learn whether or not a job of interest is right for employee. it can help them decide whether or not their think would enjoy and feel passionate about the job. It also can help them decide if their skills match the career field.

## III. METHODOLOGY/MATERIALS

The study uses a qualitative type of case studies. A method that explains a phenomenon that is happening in one of the private construction companies in Indonesia in the 2016-2018 period. The sampling method chosen was purposive sampling. The informants interviewed were candidates who were promoted in number. Primary data obtained from interviews, observations, e-mail interviews and focus group discussions was a group dynamics activity helping to make the collected data deeper and richer through social interaction between informants [41]. While secondary data is taken from data collected from the Human Resources Manager, leaders, mentors, coaches, consultants, some experts are involved in the focus group discussion.

### A. Participant,

The number of informants following the promotion process consisted of five female and thirteen male. They have in different position.

**Table 1.** Demographic Participants & Assessment Result during the Pre-Service Period

N	Na	Ge	A	Pos	Divisio	Worki	Perfor	Pro
o	m	nde	ge	itio	n	ng	mance	mot
e	r	n	n	n		Period	Predic	ed
							ate	To
1	Z	Fe	53	Ma	Human	2 Years	Good	Sr.
		mal		nag	Capital	9		Man
		e		er		Month		ager
2	P	Ma	52	Man	Techni	22	Good	Sr.
		le		ager	c	Years 7		Man
						Month		ager
3	B	Mal	44	Man	Fundin	22	Good	Sr.
		e		ager	g &	Years 5		Man



				Treasurer	Month		ager	
4	N	Male	52	Manager	Management Information System	3 Years 5	Good Month	Manager
5	M	Male	54	Manager	Legal & Compliance	1 Years 4	Good Month	Sr. Manager
6	A	Male	40	Sr. Staff	Equipment	11 Years 10	Good Month	Manager
7	R	Male	42	Sr. Staff	Corporate Secretary	10 Years 7	Adequate Month	Manager
8	M	Male	47	Manager	Internal Audit	4 Years 4	Adequate Month	Manager
9	D	Male	59	Manager	Marketing	30 Years 8	Adequate Month	Manager
10	A	Male	47	Manager	Logistics	25 Years 3	Adequate Month	Manager
11	H	Male	53	Manager	Corporate Planning & Monitoring	27 Years 6	Adequate Month	Manager
12	A	Male	44	Jr. Manager	Technic	12 Years	Good	Jr. Manager
13	K	Female	42	Sr. Staff	QHSE Deputy Div. Head	15 Years 9	Good Month	Jr. Manager
14	RI	Male	35	Sr. Staff	Accounting & Tax	4 Years 7	Adequate Month	Jr. Manager
15	A	Female	47	Jr. Manager	Funding & Treasury	25 Years 3	Adequate Month	Jr. Manager
16	PS	Male	52	Sr. Staff	General Affairs	5 Years	Adequate	Jr. Manager
17	S	Male	31	Sr. Staff	Human Capital	2 Years	Excellent	Manager
18	M	Female	40	Sr. Staff	Corporate Secretary	3 Years	Good	Jr. Manager

**B. Interview Guide**

The purpose of an interview guide is to help the researcher direct participants towards being more productive and engaging in group discussions [42]. Researcher arrange interview questions from general to specific [43]. Interviews are designed for prospective managers who take part in promotional programs. The researcher has designed structured questions. However, semi and unstructured questions were added especially when there were unclear answers from the informants. Unclear answers will be asked again in the discussion group discussion process.

**C. Protocol research (Structured questions)**

**Table 2.** Protocol Research

No	Question	Interview Result
1	What do you think of the promotion system carried out by this company?	High Management Trust, Effective empowerment
2	Explain the stages that you run in the promotion process?	Performance Assessment, Assessment, Presentation, Coaching, Mentoring, Effective, have obvious planning and activities
3	What do you think about the stages of the promotion?	Job Shadowing is a core activity, an activity that most increases the competence of managers
4	Explain the stages that lead you to be motivated so that you can develop and feel empowered?	More coaching activities. There is no comprehensive evaluation program.
5	Describe which stages need to be corrected and state the reasons?	

**D. Data Analysis**

Data analysis was intended to answer the research questions concerning **Job shadowing as one of the effective activities in the promotion process creates quality managers**. Hence, data coding was applied for qualitative data analysis and thematic analysis was used with the text being divided into small units (phrase, sentence, or paragraph), each unit is assigned a label, and then each unit being grouped into codes [44] The codes were then examined for patterns and organized into central themes across the individual cases and, to protect participants information, pseudonyms were used.

**E. Data Validation**

Triangulation is done to ensure data validity. All interviews were recorded with the consent of the informants. The researcher observed when the informant made a presentation. All recordings on the transcript. Interview results and observations were calibrated with the results of focus group discussions [45], in which activities doubted



questions were asked. further the validity of the findings, participants were given the opportunity to review the themes that emerged from the interviews. Informants were asked specific questions regarding their perceptions about the promotion process especially regarding the assessment process carried out for 1 year. During the focus group discussion, participants were also asked several follow-ups and probing questions. At the meeting, Human Resources manager, Team Human Resources as member checking who helped to further validate the data that was accurately reflected informants' experiences and Human Resources consultant also involved an audit trail. Lastly, all interview data were coded manually by one person, the researcher, and different master students who were trained in the qualitative paradigm were asked to check and refine the analysis and categories [46].

### IV. RESULTS AND FINDINGS

The research questions were asked to find out through five themes (job promotion trust, empowering, coaching, mentoring, job shadowing) that appeared when conducting interviews.

#### A. Job Promotion

The promotional experience this time felt by their prospective managers was different from before. According to the informant who had worked for more than ten years, the stages of promotion were completely different from previous promotions. Likewise with the statement of the informant with a work period of fewer than 5 years and once worked in various companies. In interviews with prospective managers who have worked for more than 10 years in the construction company, stated that previous promotions emphasized trust, seniority and one's experience in the field even though the results achieved by some of the promoted candidates did not show satisfactory performance[32]. The definition of trust is not considered a real trust but a closeness. While this promotion is based on the results of individual performance and observations of directors. In the period 2017 to 2018, the promotion process changes totally in the company even though trust is the main element, [32]. This time the trust given by management is not a closeness but trust which is accompanied by a number of results of several dimensions of assessment.

They explained that they were invited by the Human Manager in December 2017 at the meeting which was attended by the Directors. They explained that the company would expand and therefore have an impact on changes in the organizational structure. Management will promote 18 employees with new positions in September 2018. Management provides opportunities for some promotion employees from senior staff to junior managers, junior managers to managers and managers to senior managers. Management provides opportunities for 18 employees based on individual performance appraisal, individual compatibility with company culture, competency and potential manager candidates. Job promotion is a transfer that enlarges the authority (authority) and responsibility (responsibility) of employees to higher positions within an organization so that obligations, rights, status [33].

The informants are required to run a series of psycho test

schedules, interviews with consultants, presentations to the board of directors, perform and complete tasks as good as possible. Managers promoted to senior level managers are given additional self-assessment in managerial skills related to their openness and readiness in facing changes in the company.

On that occasion, they received a pre-office decree containing duties and obligations and details of compensation in the form of promotion promotions. Pre-service benefits are quite fantastic ranging from 50% to 60% from take-home pay for 1 year. [24], For those who do not succeed in fulfilling the requirements determined by the results of observations and evaluations of their work, they will return to their original position and the benefits provided will return to normal.

#### 1) Trust

All processes are carried out transparently and clear stages. Trust encourages employee development. Most of the promoted employees admit that this promotion program provides motivation to prospective managers to prove that the trust given by management is carried out well by striving to truly improve their competence and capacity. [47].For one year they felt a very significant development. They acknowledge that the promotion this time was designed effectively because the promotion stages were delivered in detail (fig. 1) They were inspired and had the motivation to compete in showing that they were worthy of trust.

A well-structured and well-planned promotional system implies that the company's management is very concerned about the career development of its employees. This can be used to establish a promotion policy for its employees. Promotion is related to employee career planning which aims so that the career of the workforce can be developed according to their talents and abilities. This can function properly and optimally for the company. [48] emphasized that career planning and development is a deliberate process as a stage for someone to become aware of the attributes related to personal careers and a series of steps throughout life that provide career fulfillment.

**Table3. Promotion Program:**As stated by the informant that this stage of promotion is quite open and has clear stages, they have a pre-service period of one year.The stage starts from.

N	Program	Period	Detail
1	Pre-term Letter	December, 2017	Submission of a pre-term letter
2	Job shadowing period	September 2018	On the real in job pre-service period, Coaching & Mentoring
3	Assessment and interviews by consultants	May 2018	<ul style="list-style-type: none"> <li>a. <i>Psychotest</i></li> <li>▪ <i>IQ Test</i></li> <li>▪ <i>The Profile Test</i></li> <li>b. <i>In – Tray</i></li> </ul>

- *Prospective managers are asked to provide a response to a number of memos that are packaged in "In-Tray Memos"*

- *The memos are designed in a way that resembles the real work situation faced*

**c. Case Analysis**

- Prospective Manager is given a written case for further analysis

- The results of the analysis will be presented in front of the group assessor

**d. Leaderless Group**

**Discussion**

- *Prospective managers are asked to discuss a problem or material*

- *The method of group discussion is interactive, both with and without the division of roles in it*

**e. Behavioural Event**

**Interview (BEI)**

**Prospective Managers must deliver Performance Presentation**

- *Individual Performance for 6 months Pre-position or Job shadowing (Identification Results and Work Plans)*

- *Division contributions to the strategy company*

- *Presentation materials in English Presented to the Directors*

4 Presentation to the Board of Directors or Management July 2018

5 Remedial August, 2018

6 Distribution of determination letter December 2018

The remedial process when the results of the informant's presentations are inadequate Having a new position

**B. Job Shadowing**

As stated by experts about the benefits of job shadowing that the fact is felt by prospective managers When they are in a new position automatically the authority and area of responsibility increases. In new roles increasingly complex competencies are needed. The informants felt that in this activity they had a lot of experience[37] and faced many new challenges, as stated by a prospective Sila Mendi

*When running a promotional period at the stage of job shadowing, I did more complex work. In the beginning, it felt a lot of technical things that had to be improved. Increasing technical competency is not too difficult because many seniors give time to explain and guide, but in times of sufficient job shadowing it is difficult to improve persuasion skills, decision making, and risk management competencies and approach*

*various levels.*

Most of the informants also admitted that during the promotion they learned a lot about managerial skills, deepened hard skills competencies and learned time management well. They are advised to find their own form of development with the results set. At first, when did some activities they were confused, especially when they were released several innovations. They were given the freedom to choose a mentor. From interview with some informants they learned to find information from Google, asked internal mentors, attended training such as recognition of Zizi when she realized that her knowledge of Risk and Asset Management was very minimal, but both new competencies were needed, so she concerned to propose some training. Some informants agreed that period of shadowing learned to know each character's fellow managers well and try to have sustainable initiatives, and it's very useful for them to make a good collaboration and coordination in the future.[36]

**C. Employee Empowering**

Most of the informants felt their confidence increased when they were given the opportunity to get promotions and get a pre-service decree. They feel that they are given more authority to create new ideas and learn more about new things. All informants acknowledged that the Pre-Position Decree was a sign that management provided empowerment to prospective managers so that they could learn how to delegate important tasks, explore ideas and suggestions and expand tasks and build networks between departments. and encourage problem-solving well [1].

All informants acknowledged that the empowerment carried out by management through the promotion process increased their commitment to the company. They acknowledge the position award accompanied by compensation is empowerment that spurs a high level of enthusiasm and motivation[20]. Some of the informants tried to find strategies to achieve results that would be contributed to the company. [27][28] commitment [29]; [30]. [31].

**D. Coaching**

The informant said that formal coaching was carried out by the Director of Finance Resources Management in charge of finance and Human Resources Management. The coaching process is carried out only 2 times during the pre-service period. One meeting is limited to 1.5 hours. The informants were given a predetermined schedule. However, unscheduled coaching is often done. The informants get fortunate to have an internal coach because he was easy to meet him, he is good character and competence. He is also a visionary, open and good facilitator so the informants feel that coaching is an event that encourages them to do better work[12].

As a Finance & Resources Management director and coach who is familiar with employees, it is easy for a coach to having building trust. Coach opened some conversation a big picture a company plan and asked how did the prospective manager. [49] Coach listen to everything the informant says well. The statement made by the prospective manager becomes a fairly difficult description of the question and makes them think deeply and



be careful in answering because the informants realize that their answer is a commitment. Through the coaching, the informants had a shared responsibility to build the company to make this activity an arena to share their thoughts and feelings while raising a sense of responsibility [16]. All informants admitted that coaching carried out by the director provided their motivation. Even formal coaching activities felt by informants should be held regularly even though they have finished their pre-service term.

### E. Mentoring

In the shadowing job activities, the informants admitted that they did a lot of mentoring processes, especially informal mentoring. According to them in the mentoring process, informants were free to ask questions and ask for suggestions about what they did not understand well. They are free to choose the mentor they need. So they went to superiors both from internal and external to increase their competency.

As stated by HA:

*Many things that I did not understand in a new position, I asked a number of mentors a lot about a number of things related to making business projections. RF also acknowledged that the mentoring process made him understand making annual reports. What were you confused about? But finally, I can make an annual report ... thank God.*

Informants consider mentoring to be one of the right tools for their development and empowerment because it is an effective way of helping improve competency. According to them besides getting new knowledge and skills [18]. They are informed and understand how to complete work. Career-focused characteristics of mentoring make this activity according to them more effective than coaching, because mentoring allows prospective managers to master the competencies of new fields. In addition, mentoring activities are also conducted by sharing a lot of experience, so that the knowledge and experience gained is far more diverse than coaching activities. The benefits of coaching and mentoring were acknowledged by informants when they succeeded in conveying ideas about their program to management. The Presentation to Management experience makes them understand the priority and urgent programs should have done [11]

## V. CONCLUSION

The employee is a valuable asset of the organization. The success or failure depends on employee performance. Therefore, organizations are investing in a huge amount of money on employee development. The paper examines and investigates the literature review Job shadowing of the effective activities in the promotion process creates quality managers. The paper presents the stages of employee promotion activities. The further discussion of a proposed model which explains themes (job promotion, empowerment coaching, mentoring, job shadowing, trust) into a promotional model in construction companies is quite effective in encouraging them to take initiatives so that it will increase employee performance. Job shadowing is at the

heart of activities that shape behavior while increasing knowledge and skills, Job shadowing enables employees and organizations to measure the strength and limitations of their competencies, thus job shadowing becomes an alternative stage of effective promotion systems in construction organizations.

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