IMPLEMENTATION OF COACHING THROUGH THE ANDRAGOGICAL CONTENT KNWOLEDGE LEARNING MODEL IN ADMINISTRATOR LEADERSHIP TRAINING

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Introduction

In Permenpan 38 T ear in 2017 and State Administration Agency Regulation 10/2018, the definition of managerial competency standards and competency development is aimed at the human resources of Civil Servants. Position Competency Standards are the minimum competency requirements that must be possessed by a State Civil Apparatus in carrying out their duties . Competence is the knowledge, skills, and attitudes / behavior of a P egawai N egeri S ipil that can be observed, diuku r , and developed in carrying out his duties. While Competencies Managerial are the knowledge, skills, and attitudes / behaviors that can be observed diuku r , developed for lead and / or manage the unit o r knowl-. Competence Development PNS hereinafter referred Competence development is an attempt to meet the needs of the competence of civil servants with competence standards position and plan the development of Karier . (LAN, 2018) while the Occupation Administration is a group of positions that contain functions and duties related to public service and public administration and development, which the Administration officials are servants A paratur S ipil N egara (ASN) which occupy positions Administration at institutions of government, which has two levels of office administration , namely Stakeholders J abatan Administrators and Stakeholder J abatan Supervisors. (https://jdih.kemenkeu.go.id/ full Text / 2017.pdf).

A holder of office administration in accordance with the mandate of the Law No. 5 T ear 2014 and P eraturan P he Government N omor 1 7 T ear 2020 (amendment of PP No.11 of 2017) have to master the three (3) competencies that managerial competence, technical and socio cultural. And socio-cultural development of managerial competence is the domain authority Administrative Institution State (LANs) that chances, t kan mandate the rule to reformulate policies, program Training is right for the establishment of the competence of civil servants , s hile technical competence is the domain of the Ministry / Technical Institutes.

Regulation Administration Institute of the Republic of Indonesia Number 16 Year 2019 concerning Leadership Training Administrator (PKA) followed by Keputusa n Kepal a Institute of Public Administration (LAN) Number : 1008 / K.1 / PD P.07 / 201 9 tentan g K curricula have Pelatiha n Kepemimpina n Administrator , is intended as an effort to fulfill the standard of managerial competence in Position A dministrator power to ensure accountability Position administrator the ability to lead the activities already planned and efficiently in accordance with standard Operating Procedures (SOP) for the implementation of performance improvement continuous.

Discussion

Leadership Training Administrator (PKA), formerly known as Leadership Education and Training Level III or often called Diklatpim III amended in line with the strategy of the policies of President Jokowi that carries the challenge or challenges for the engineering training of the ASN especially for civil servants who served as Echelon III and Echelon IV Officers or currently known as Administrator Officers and Supervisory Officers. To develop competencies in line with environmental demands, namely to be able to form Human Resources of Apparatus with character in the current digital era. This government strategy certainly requires its own managerial competence. Talking about managerial competence, various literature can be used as a reference. In this study, the authors developed the framework of thought based on developing management reference sources. The writer observed that in the implementation of the Administrator Leadership Training where the number of participants who took part in this PKA per class was 40 people so that the number of authors who observed was 120 people, there were 7 5 percent of participants who had not set their change action plan even though the training course for designing change actions had been provided by Widyaiswara. Furthermore , in the author's search of the factors that influence it is a deep understanding of 3 (three) key research indicators, namely (1) the ability to manage information and solve problems, (2) the ability to build high quality performance, and (3) the ability to describes the readiness to become a low-middle management leader

The model of providing material is absolutely necessary to be applied in the training process because it is very influential or has an impact on the process of completing the tasks of training participants. This can be found in the Decree of the Head of LAN Number 1008 / K.1 / PDP.07 / 2019 regarding the Administration's Leadership Training Curriculum , which states that the

provision of material can be said to be the result of understanding that occurs when a person is learning, and this condition is also frequent. occurs in everyday life, because learning is a natural process for everyone. Meanwhile, the training model is a conceptual and operational training framework that has a systematic procedure as a guide in planning and carrying out training activities to achieve specific training objectives.

Although there are many different definitions of coaching, in fact most of them describe the same thing. According to Whitmore, 2003, coaching is the key to unlocking a person's potential to maximize their performance. Coaching is more about helping someone to learn than teaching them. In line with this, the Association for Coaching , 2005, argues that coaching is a collaborative process that focuses on solutions, is results-oriented, and systematic, in which the coach facilitates improvements in work performance, life experience, self-learning, and personal growth of coachhe. Furthermore, it can also be said that coaching is a professional relationship between a qualified coach and the individual or group, so that the conclusion that we can draw a common thread from these definitions is coaching is an effort to empower people by facilitating self-learning, personal growth and performance improvement. Common benefits of coaching include improved individual and organizational performance, a better work-life balance, higher motivation, better self-understanding, better decision making, and increased competence that can be brilliant.

Permenpan 38 Tear 2017 T Entang Competency Standards Position ASN and Regulation LAN No. 10 T ear hereinafter abbreviated 2018 (Perlan 10/2018) on PNS Competence Development was formed as a translation of a more technical legal rules of the provisions of Article 225 Regulation of Government Number 1 1 T ear 2017 of the Management Employees of State Civil. In Permenpan 38 T ear 2017 and Perlan 10/2018 definition of a standard , competence and managerial competence development aimed at resource manus he apparatus.

Position Competency Standards are the minimum competency requirements that must be possessed by a State Civil Apparatus in carrying out his / her job duties . (KemenpanRB, 2017). **Competence** is the knowledge, skills, and attitudes / behavior of a civil servant could be observed, diuku r , and developed in carrying out his duties. While **Competencies Managerial** are the knowledge, skills, and attitudes / behaviors that can be observed diuku r , developed for lead and / or manage the unit o r knowl-. **Competence Development PNS** hereinafter referred Competence development is an attempt to meet the needs of the competence of civil servants with competence standards position and plan the development of Karie r . (LAN, 2018) while **Administrative Positions** are a group of positions containing functions and tasks related to public services and government administration and development, where Administrative Officers are ASN Employees who occupy Administrative Positions in government agencies , which have two levels of Administrative positions, namely Administrator positions. and Supervisory positions. (https://jdih.kemenkeu.go.id/ full T ext / 2017.pdf). A holder of office administration in accordance with the mandate of the Law No. 5 T ear 2014 and PP number 1 7 T ear 2021 should menguasa 3 (three) competencies, namely competency of managerial, technical and socio-cultural. The development of managerial and sociocultural competencies is the domain of the State Administration Institute's authority to obtain the mandate of these rules to reformulate policies, appropriate training programs for the formation of the competence of the State Civil Apparatus (ASN) . Furthermore Permenpan 38 T ear 2017 T Entang Standards Competence Positions ASN set eight managerial competencies that must be owned by a Civil Service which includes competence: 1. Integrity; 2. Cooperation; 3. Communication; 4. Orientation to results; 5 Public Services; 6 Self-development and others; 7. Managing Change; 8. Decision Making. Each type of managerial competence has the characteristics of the expected behavior.

The application of coaching in developing the abilities of Administrator Leadership Training participants which is operationalized by the andragogical content knowledge method in obtaining knowledge and information as well as content or material and skills that can be applied in various situations is an important foundation for training participants. Participants p raining in this case it is important to understand about the learning process in adult education (andragogy) because, comp etensi participant must have his is a set of knowledge, skills, and behaviors internalized and mastered by participants in learning. However, the problems faced in improving the quality of training services for adult learning programs are based on the training participants themselves who have characteristics that are in the learning content . In the data collected by the PPSDM Training Organizer, the Ministry of Home Affairs, Makassar Region, shows that 1) the training participants' educational qualifications are 75 , 5 are S1, 2) the competence of the participants is not in accordance with their scientific field 6 0%, and 3) Average understanding of participants about the application of the coaching methodology in learning andragogical content knowledge (ACK) only 40% (Data processed: 2020).

Based on these facts, researchers limit the factors of coaching application in the application of andragogical content knowledge (ACK) in the development of administrator leadership competencies in the context of adult education. Because adults as training participants are very

unique and different from early childhood and adolescents. The adult learning process will take place if it is directly involved, the idea is appreciated, provides motivation, directs to be able to solve his own problems and the teaching material is needed and the learning process is independent or related to his profession as well as something new for him. This study was conducted at the Makassar Regional Ministry of Home Affairs Human Resource Development Center (PPSDM).

Regional Kemendagri PPSDM Makassar in guarding Apparatus competence development are always looking for models p Application of learning . It is felt that this is absolutely necessary to be applied in the teaching and learning process because it is very influential or has an impact on the process and activity of the training participants. According to Huda (2016) , which states that learning can be said to be the result of memory, cognition, and metacognition that affect understanding. This is what happens when a person is learning, and this condition also often occurs in everyday life, because learning is a natural process for everyone. Whereas the application of learning is a conceptual framework and at the same time operational learning which has a systematic procedure as a guide in planning and carrying out teaching and learning activities to achieve learning objectives in the training itself.

A teacher in the world p Training Apparatus in charge of presenting the science he had to participants p raining. In order to transmit the knowledge, he needs experience, knowledge of who the trainees are and how to convey this knowledge well. He needs to deepen the "second" competence which provides him with the ability to polish, especially, how to present a topic to be more interesting, orderly, and integrated with the competencies contained in the material. This is an integral part of teachning performance .

Attention is no longer focused on receiving training materials but more focused on the time when this learning process will end. Thus, every lecturer, facilitator and other teaching staff is required to be able to apply teaching skills effectively. The effective application of learning can be measured from several indicators such as the ability to ask questions, the ability to provide reinforcement, the ability to explain, the ability to hold variations, the ability to open and close lessons, the ability to manage classes and the ability to guide small group discussions as well as the ability to teach groups and individuals in the learning process. which deals with the application of andragogy -based coaching .

Among be some a skill, will melakuka n election focus on p Application of pe mbelajaran manage coaching p Training which will be used as one of the variables in the study. Skills manage coaching at p Training is seperangat activities to mengemba ngkan behavior of participants are in want, the behavior of participants raining desired repeat or eliminate behavior is undesirable, the relationships interpersonal climate and socio-emotional positives as well as develop and facilitate the organization of coaching at training effective. It i ni lead management coaching at raining be one important factor determining the performance of lecturer, facilitator and Other Training Personnel in the process pembelaj a ran on training apparatus.

The application of learning in the learning process in coaching is inseparable from learning which in turn affect pa da keakt ifan and learning outcomes dal am following the process p raining. It is human nature that every individual has the will to achieve the best possible learning outcomes. Meanwhile, to achieve optimal learning can not be separated from the environment in which participants. Training can learn more effectively and adapat if develop the ability to power or exploration se chapter development of behavior of participants training as the goal of learning is only possible by their experience optimal learning.

Conclusion

Most which takes place on PPSDM Kemendagri Regional Makassar own different abilities primarily interact with the lecturer, facilitator and Lecturer Others in mengemukakakn opinions and fellow participants at the moment be rdiskusi mapun listening to the material p raining so of co ndisi is certainly every participants training own i n Isia each different understandings that have an impact on the outcome of p raining achieved. As a result, ti are not able to create an atmosphere of pemebelajarn p Training in which bers inergi for p Application of learning which has been used unchanged and tends to be acute a discussion so that participants using p raining lazy expressed his opinion in detail and be specific.

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