

## A Study on The Relationship between Coaching Styles towards Work Engagement in Artificial Intelligence Industries

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### ABSTRACT

*An organisation with a large workforce from a variety of backgrounds collaborates on various projects with different groups of individuals in order to achieve specific goals. Employers who develop coaching relationships with staff members may create high-quality results. According to this viewpoint, an employee who is receiving excellent training or coaching will be able to interact with the tasks assigned successfully in order to meet the organisational aim. The objective of this study is to examine how managerial coaching, executive coaching, and group coaching relate to work engagement in artificial intelligence during the COVID-19 season. It is obvious that the best coaching methods, including managerial coaching, executive coaching, and group coaching, will boost employee involvement, excitement, drive, and motivation while producing great results. 110 personnel of the artificial intelligence business are involved in this study. For data gathering in this study, a survey was used as a quantitative method. In order to analyse the data for this study, Pearson's correlation coefficient and the Statistical Package for the Social Science (SPSS) version 29.0 were both employed. The findings indicated that executive coaching has a high mean average of 3.96 and a significant link ( $r=0.856$ ,  $p=0.01$ ) between executive coaching and work engagement. Despite the study's shortcomings, the empirical findings contribute to our understanding of job engagement and purpose in public organisations. Consequently, training is essential in an organisation.*

**Keywords:** Coaching Styles, Executive Coaching, Managerial Coaching, Group Coaching, Work Engagement

### 1. INTRODUCTION

"Coaching" is described as the process of one person assisting another in improving their performance and realising their full potential. Coaching described in a variety of ways, including mentorship and peer support, counselling or socialisation (Aas et al., 2015). According to Jason et al. (2020), a coach in general is a professional who guides another person to enhance certain ability by using exceptional communication skills and certain essential behaviours. Coaching has grown in popularity over the last two decades and is now seen as a viable option for both personal and professional growth. Coaching is about encouraging others to assist them in achieving a desired goal or future condition. Although some non-directive coaching approaches accept a place for more demanding, direct questioning within a non-directive framework, the bulk of coaching methods are non-directive (O'Connell et al., 2012).

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Therefore, the link in between both concepts is intercorrelated with each other to complement. The complementary section means that the effectiveness of design coaching style from managerial coaching, group coaching and executive coaching towards employee indirectly help to unlock performance potential for employees to focus and stay motivated for personal growth leading to positive outcomes. Research has shown by Bakker et al. (2018) that these individual level performance outcomes are manageable to engage workers who are more likely to lend a hand to their co-workers.

As we all have been alerted that the world has been knocked down tremendously by pandemic COVID-19 which majority impacted the business and economy. The issue rises from here that individually as an employee is mentally and physically abused with loss of job, high turnover rate, multitasking and workload that cause stress for a long term. Extended from the said issue, method and application of coaching styles constructed should be expanded and innovated. This is as well to enrich the job output evolving and connected. Mutually time and energy invested into the relationship, work engagement are more flourishing. By this evolution, the variable of the research selected to emphasises coaching strategies would aid for better employee development fulfilment towards work. Otherwise, the mental health dilemma might be prolonged in order with the crisis.

The important aspect of this study is that the coaching application is critical to find out the best output and measurable result from employee's job contribution. Justification for employees selected from artificial intelligence industry which commonly we can see the coaching styles implementation is due to COVID-19 impact increasing the demand for artificial intelligence technology in healthcare industry cause the job resourceful requirement. Naturally, it helps much to get the most suitable coaching method to run business on the go during a pandemic. Although some non-directive coaching approaches accept a place for more demanding, direct questioning within a non-directive framework, the bulk of coaching methods are non-directive (O'Connell et al., 2012). Therefore, the link in between both concepts is intercorrelated with each other to complement the effectiveness coaching style from managerial coaching, group coaching and executive coaching towards employee indirectly help to unlock performance potential for employees to focus and stay motivated for personal growth leading to positive outcomes. Research by Bakker et al. (2018) has shown that these individual-level performance outcomes are manageable to engage workers who are more likely to lend a hand to their co-workers.

## **2. RESEARCH OBJECTIVES**

- To determine the relationship in between managerial coaching style towards work engagement during pandemic COVID-19.
- To determine the relationship in between group coaching style towards work engagement during pandemic COVID-19.
- To determine the relationship in between executive coaching style towards work engagement during pandemic COVID-19.

## **3. LITERATURE REVIEW**

Coaching implementation and delivery strategies are totally different. That is why not everyone responds favourably to the same coaching design with different identity and environment. According to research, in order to improve performance levels and sustain healthy manager-employee relationships, coaching must vary depending on the individual and the scenario. There are a variety of methods to coaching, and the reason for this may be explained in terms of the philosophical and theoretical underpinnings from which they have arisen. Behaviourist and cognitive as one of the perspectives on human learning and development (O'Connell et al., 2012).

This is as has been called coaching styles approach for employee development. Every coaching style is tied with different identity and events but same purposes for behavioural changes and performance enhancement as per corporate goal. Jason et al. (2020) notes that coaching focuses on a development of a certain ability in a way that allows them to modify their behaviour on their own.

Coaching focus on personal development through guidance and continuous support from coach to strive for job satisfaction and goal attainment. Indirectly, the strategic application of coaching with multi coaching style boost up employees' social motivation and strengthen the job relationship. This had been highlighted by Peláez et al. (2021) that from psychosocial viewpoint based on the JD-R model, work engagement develops as a result of a motivational process that starts with the availability of workplace resources, such leadership and feedback, which pique employees' interest. According to Lyons and Bandura (2022) a facilitative coaching approach is advised by certain studies in relation to the stimulation of learning and engagement. Proven so that through coaching intervention was indicated triggering the job engagement and development of learning as well. Coaching focused on workers well-being and engagement has resulted from psychology coaching strategies that assist people to build strengths, positive resources, and achieve meaningful goals in corporate settings (Green & Spence, 2014). As a result, the work engagement as a bottom line and positive organisational outcome through strength coaching interventions.

### **3.1 Relationship between Coaching Styles and Work Engagement**

Coaching focus on personal development through guidance and continuous support from coach to strive for job satisfaction and goal attainment. Indirectly, the strategic application of coaching with multi coaching style boost up employees' social motivation and strengthen the job relationship. This had been highlighted by Peláez et al. (2021) that from psychosocial viewpoint based on the JD-R model, work engagement develops as a result of a motivational process that starts with the availability of workplace resources, such leadership and feedback, which pique employees' interest. To date, a facilitative coaching approach is advised by certain studies in relation to the stimulation of learning and engagement (Lyons & Bandura, 2022). Proven so that through coaching intervention was indicated triggering the job engagement and development of learning as well. Coaching comes with various applications from the coaching styles itself. This being said by Ali et al. (2018) that the researchers have created a variety of approaches for fostering employee engagement, including coaching.

### **3.2 Relationship between Managerial Coaching Style and Work Engagement**

Interpretation of managerial coaching style according to a study from Beattie et al. (2014) cite that hierarchical coaching from top to bottom line is superior to their subordinates is the most well-known form of "managerial coaching,". This managerial coaching is determinant for employee performance development that depends on the extent of how the work engagement firmly stands. This is supported from Paul (2017) study that explicitly describes the ongoing narrative of managerial coaching as a means of managing performance which is with performance recognition being the reason for employees to engage with work as a value to taking care of it. Other than that, the major possible consequence of managerial coaching is always characterised as improved job performance. Selma and Aley (2014) focusing on the performance as an output based on the quality of work engagement by employees.

### **3.3 Relationship between Executive Coaching Style and Work Engagement**

Yi-Ling and Stephen (2019) reported that according to the CIPD's annual study, executive coaching is widely used in management learning strategies to promote organisational objectives

or performance. In addition, Ben-Hador (2016) cites the fact that executive coaching is a rapidly expanding sector aimed at improving executive performance. The organisation is primarily responsible for conducting and funding this practice. Authors highlight that the executive coaching practice had been worldwide implementation for learning-oriented. A great leader will always be the main success for the subordinates to stay active and contribute to work. Given by Yi-Ling and Stephen (2019) that the ultimate aims of coaching engagements are connected to behavioural, attitudinal, and motivational improvements in persons. As a result, executive coaching is defined as a coachee-centered learning and development intervention aimed at increasing the coachee's potential, motivation, and performance which leads to development of work engagement as well. Executive coaching is primarily motivated by the desire to influence workplace behaviour (Lewis-Duarte & Bligh, 2012).

#### 4. RESEARCH METHODOLOGY

A quantitative data analysis approach and empirical analysis was used to accomplish the research objectives. A self-administered questionnaire was utilised as the tool created using the findings of the literature review presented in the previous chapter to ensure the questionnaire's quality was up to par. The targeted industry is artificial intelligent field. The targeted population involving workers from all levels regardless junior to senior employees from artificial intelligent industries. Currently, there were about 110 employees working in the one of artificial intelligence company The chosen area is a corporation that specialises in artificial intelligence and is based in Bangsar, Kuala Lumpur. A sample size of 80 were chosen as respondents based on Krejcie and Morgan (1970) table. The sample is chosen via a non-probability approach. The questionnaire is divided into 6 questions of Part A acquiring demographic data and 30 questions of Part B regarding identifying the influence of different coaching techniques on work engagement. For pilot research, 30 respondents will be picked at random and Alpha Cronbach method of analysis will be used, which will be processed in SPSS version 29.0. The descriptive analysis and inferential analysis of Pearson's correlation coefficient interpreted using SPSS. The study model is as follows:

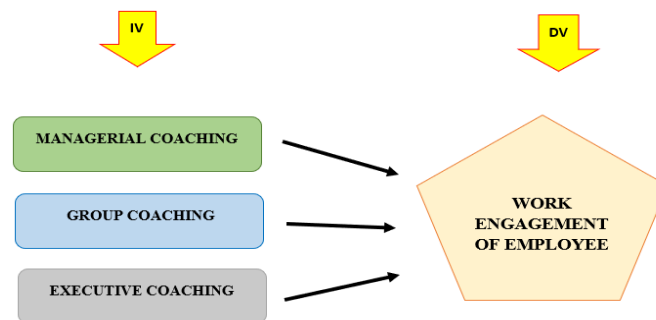


Figure 1. Study Model

#### 5. RESEARCH FINDINGS

Research finding used Statistical Package for Social Science (SPSS) version 29.0 for student version. Pearson correlation analysis and Multiple Regression analysis was used to measure the relationship between coaching styles and work engagement.

### 5.1 To Determine the Relationship In Between Managerial Coaching Style Towards Work Engagement

Research objective 2 for this study is to determine the relationship between managerial coaching style towards work engagement during pandemic COVID-19.

**Table 2** Correlation between Managerial Coaching and Work Engagement

		Managerial Coaching	Work Engagement
Managerial Coaching	Pearson Correlation	1	.745**
	Sig. (2-tailed)		<.001
	N	69	69
Work Engagement	Pearson Correlation	.745**	1
	Sig. (2-tailed)	<.001	
	N	69	69

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on the Table 2, the result shows significant relationship between managerial coaching and work engagement. This is shown by the positive correlation coefficient value ( $r=0.745$ ,  $p<0.01$ ) indicating the strong association between managerial coaching and work engagement. The correlation coefficient value (0.745) is within the coefficient range of  $\pm 0.70$  to  $\pm 0.90$ . Hence, the strength of the relationship between managerial coaching and work engagement is highly correlated. The relationship between managerial coaching and work engagement is significant with the p-value 0.000.

### 5.2 To Determine the Relationship In Between Group Coaching Style Towards Work Engagement

Research objective 3 for this study is to determine the relationship between group coaching style towards work engagement during pandemic Covid-19.

**Table 3** Correlation between Group Coaching and Work Engagement

		Group Coaching	Work Engagement
Group Coaching	Pearson Correlation	1	.751**
	Sig. (2-tailed)		<.001
	N	69	69
Work Engagement	Pearson Correlation	.751**	1
	Sig. (2-tailed)	<.001	
	N	69	69

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on the Table 3, the result shows positive correlation between group coaching and work engagement. This is indicated by the positive correlation coefficient value ( $r=0.751$ ,  $p<0.01$ ) that proves the strong significant relationship between group coaching and work engagement. In addition, the correlation coefficient value (0.751) is in the coefficient range of  $\pm 0.70$  to  $\pm 0.90$ .

Therefore, the relationship between group coaching and work engagement is highly positive. The relationship between group coaching and work engagement is significant with the p-value 0.000.

### 5.3 To Determine the Relationship In Between Executive Coaching Style Towards Work Engagement

Research objective 4 for this study is to determine the relationship between executive coaching style towards work engagement during pandemic Covid-19.

**Table 4** Correlation between Executive Coaching and Work Engagement

		<b>Correlations</b>	
		Executive Coaching	Work Engagement
Executive Coaching	Pearson Correlation	1	.856**
	Sig. (2-tailed)		<.001
	N	69	69
Work Engagement	Pearson Correlation	.856**	1
	Sig. (2-tailed)	<.001	
	N	69	69

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Results from Table 4 shows that there is a significant positive relationship between executive coaching and work engagement due to the positive correlation coefficient value ( $r=0.856$ ,  $p<0.01$ ). From the result of the correlation coefficient value (0.856) found is in the coefficient range of  $\pm 0.70$  to  $\pm 0.90$ . Hence, the relationship between executive coaching and work engagement is a strong positive relationship. The relationship between executive coaching and work engagement is significant with the p-value 0.000.

## 6. RESULTS AND DISCUSSIONS

In accordance to the result of this study, executive coaching style has the highest mean average which is mostly affecting work engagement in the artificial intelligence work setting. Followed by managerial coaching style and lastly group coaching style that have the lowest mean average score in this research study. These findings supported by previous research from authors (Lewis-Duarte & Bligh, 2012) who said that the need to change employee behaviour is the main driving force behind executive coaching. In correspondence with the author, an effort to better understand the benefits of assisting someone by profession, partnership by providing the necessary help and exchange by providing preferred or an incentive, the coach is able to influence the coachee's behaviour. From the research context of psychology role in organisational methods for learning and growth to promote influential interpersonal skills which can serve as practical guides. Nevertheless, the lowest mean average score is taken over by group coaching style. There were a few important points as the root cause. Britton (2015) highlighted the possible issues raised from the engagement of the leaders show willingness to adapt and participation in that change, then the "coachability" of each individual that truly prepared to participate in the coaching process and accept accountability for their actions and learning, also combination of approaches in order to connect other corporate activities with team and group coaching processes that allow to incorporate perspectives from relevant fields into the coaching discourse. At the end, the individual self-cause and behavioral acceptance play a major function in group coaching effectiveness that involve a number of people to attach with.

The findings established from the previous chapter showed that there is a significant relationship between managerial coaching style towards work engagement. As being said by Kim et al. (2013) that many experiential studies found that the primary output of managerial coaching behaviors inclusive of elevated the work satisfaction of employees. Proven from the authors that main outgrowth of managerial coaching will increase the engagement within the individual and the job via learning process and the commitment. Referring to the data findings from the previous chapter indicated that there is a significant relationship between group coaching style towards

work engagement. Helle and Poul (2015) exposed that dialogic group coaching is seen as such a support in which the coach helps the participants' learning processes. Back to the learning activity, group coaching is more challenging due to its focus on concentrating toward the common's organisation challenges, goals and learning. Anyhow, it is advantageous interacting with other instructors, swap tips, network and ultimately get engaged. When employees feel the connection, they will be likely to attach with their job. Following to the outcome of this research, there is a significant relationship between executive coaching style towards work engagement. Respondents' majority did agree with the statement of "In executive coaching engagements, psychology plays an important role to facilitate realistic thinking and motivation to change". This is supported by Yi-Ling and Stephen (2019) which pinpoint how psychological interventions improve targeted coaching outcomes, an integrated assessment of all pertinent research findings is necessary.

## 7. CONCLUSION

Work engagement is so widely used because it is a very effective predictor of critical employee, team and organisational outcomes. The high level of personal interest in one's job encompasses traits like motivation, cognitive vigilance and a willingness to put forth extra effort to attain objectives. There are suggestions to set a benchmark regularly for coaching programmes as essentials in each organisation's design that are necessary to establish a coaching-friendly workplace culture that encourages employee engagement and a remarkable accomplishment.

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