

DETERMINANTS IN CREATING A COACHING CULTURE FOR INDIVIDUAL
PERFORMANCE

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DEDICATION

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

This dissertation is dedicated to my beloved father, A. Rahim Bin Mahmod, who taught me that the best kind of knowledge to have is that which is learned for its own sake and for have been a great source of motivation, inspiration and of course financial.

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ABSTRACT

The purpose of this study is to identify the determinants in creating a coaching culture for increasing individual performance. It also explores the relationship between coaching culture determinants and individual performance. In addition, this research seeks the strongest coaching culture determinant influencing individual performance among employees in United Meteoric Group Sdn. Bhd. As many as 60 employees were involved in this research through a quantitative survey approach. Data was analyzed using Statistical Package for Social Science Version 17.0. Descriptive and inferential statistics have been used to analyze the data. Five coaching culture determinants which consist of manager commitment, link between business strategy and developmental focus, recognize and rewards coaching culture behaviors, training for coaches, and learning and development opportunities was analyzed to test the relationship between these determinants and individual performance. Further analysis indicated that coaching within the team and organisation progress towards culture change objectives have a relationship with individual performance, however, through the multivariate model, only coach within the team was found to significantly influence individual performance at $p < 0.05$. In addition, results indicated all determinants have positive relationship with individual performance. Pearson correlation was used and found out of five coaching culture determinants, all four determinants positively correlated with individual performance at significance level of $p < 0.01$. Only learning and development opportunities was found to positively correlate with individual performance at significant level of $p < 0.05$. Finally, through the regression model, only learning and development opportunities determinant strongly influence in increasing individual performance at significant level of 0.34.

ABSTRAK

Tujuan kajian ini adalah untuk mengenalpastikan faktor-faktor dalam mewujudkan budaya “coaching” yang menyumbang dalam peningkatan prestasi individu. Kajian ini juga melihat hubungan antara faktor-faktor dalam mewujudkan budaya “coaching” dengan peningkatan prestasi individu. Selain itu, pengkaji ini melihat faktor mana yang memberi pengaruh yang paling kuat dan memberi kesan kepada kenaikan prestasi individu antara pekerja di United Meteoric Group Sdn. Bhd. Terdapat seramai 60 orang pekerja United Meteoric Group Sdn Bhd yang juga merupakan responden dalam menghasilkan kajian ini. Borang kaji selidik merupakan instrumen utama bagi menjawab setiap soalan yang diutarakan. Kesemua data yang telah dijawab akan di analisis dengan menggunakan perisian Pakej statistik sains sosial (SPSS). Terdapat lima faktor yang di ketengahkan oleh pengkaji di dalam mewujudkan budaya coaching dan seterusnya dapat meningkatkan prestasi individu. Faktor-faktor tersebut adalah, komitmen daripada pengurus, strategi di dalam perniagaan selari dengan fokus di dalam pembangunan individu, ganjaran dan penghargaan, latihan kepada pelatih, dan peluang di dalam pembelajaran dan pembangunan individu. Hasil kajian menunjukkan bahawa empat faktor mempunyai hubungan positif iaitu pada tahap signifikan $p < 0.01$ dan hanya faktor peluang di dalam pembelajaran dan pembangunan individu mempunyai hubungan yang positif iaitu pada tahap signifikan $p < 0.05$. Keputusan kajian juga menunjukkan bahawa terdapat hubungan yang positif iaitu pada tahap signifikan $p < 0.05$ pada budaya “coaching” di dalam kumpulan dan budaya “coaching” kemajuan organisasi terhadap tujuan perubahan objektif. Selain itu, budaya “coaching” di dalam kumpulan sahaja yang memberi pengaruh yang kuat terhadap prestasi individu iaitu pada tahap signifikan < 0.05 .

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Influence of Coaching Culture and Individual
Performance

LIST OF ABBREVIATIONS

UMG	United Meteoric Group Sdn Bhd
SPSS	Statistical Package for Social Science

LIST OF SYMBOLS

N	Population
n	Sample
p	Significant
r	Pearson Correlation
=	Equal to
%	Percentage
F	F test
t	t test

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CHAPTER I

INTRODUCTION

1.1 Introduction

Era of globalisation demonstrates coaching as one of the approaches that give benefits for both organisation and individuals in achieving their desired goals. When good coaching is being practiced, the whole organisation will learn new things more quickly and therefore can adapt to changes more effectively (Redshaw, 2000). In coaching, individuals will be able to learn new skills in becoming better and proactive learners'. Furthermore, it is an important element to ensure organisations could increase their productivity or services in achieving their objectives and goals. Armstrong and Baron (2004), stated that management have to play their role to ensure that managing employees' performance through coaching become an effective process to achieve maximise potential of employees. Beside that, to achieve higher level of employee's performance, coaching can be one of the tools to help organisations deliver lasting improvement by doing the job more effectively on individual, team, and organisations. It is a way to ensure that every individual, team, and organisation have clear understanding about things which they have to perform, ways to achieve it, actions in performing it, and thus achieving organisational goals. Moreover, to achieve high level of performance, there is a need of establishment of good practices in the organisational culture. These continuous improvements will

lead to achievement of goals and development of employees' knowledge, skills, and abilities (Armstrong and Baron, 2004). Accepting coaching as one of their culture to increase employee performance, the researcher intends to explore determinants that strongly contribute in creating guidelines in coaching culture for the organisation to achieve organisational goals.

According to Whitmore (2002), coaching can be described as a process to maximise the potential of employee performance. Coaching has strong links with active learning process because they are focusing on problem solving and continuous process of learning and reflection. Coaching can be one of the approaches that provide good learning process because it encourages employees to know talents in themselves and what they want to develop. It is also a learning process of improving what they want and how to achieve it. Coaching process encourages employees to continue their personal and professional development, increases employees' creativity and innovation, improve problem solving skills, and continuing aspirations to raise quality and standards (Hafford-Letchfield, 2007). However, by having such approach in the organisation, not even the coach can develop their employees' skills and career development, but they can increase employees' performance which will lead to increment in organisational productivity.

Furthermore, the importance of coaching culture in organisations have been concluded by Gladeane (1999), stating that exchange of the traditional approach of working to modern approach which encourages independent working could increase responsibility towards employees' performance. Besides that, the researcher found that for employees' performance to work well, it is crucial that relationship and effective communication between senior management and employees should be emphasised to increase employee understanding towards organisation's goals and objectives. However, if there is no medium to catalyst the employees' behaviour or organisations management itself, they could not utilise their performance to achieve the goals.

1.2 Background of United Meteoric Group Sdn Bhd

United Meteoric Group is a Global Outsourced Sales and Marketing Company located at southern region Johor Bahru, Johor was established on July 2008. Due to rapid growth, they have expanded to Petaling Jaya with a new branch office on November 2009. United Meteoric Group also provides marketing solutions for major National and International clients in Malaysia. Their mission is to provide leading brands as a one-stop solution for all their over the counter customer acquisitions and promotional needs. They are dedicated in providing strategic acquisition solutions and generating the best possible return of investment for their clients. Besides that, they specialise in creating results-oriented and actionable relationships between the brand and the consumer in getting best possible investment for their clients.

Furthermore, their vision with quality as a foundation and quantity as their strength, they strive to provide best training for their executives to achieve global success with unlimited local and overseas working opportunities with their company. Through this vision and mission, they have set up their goals which they wanted to recruit 60 well-trained Sales Managers with quality recruitments and providing quality training within five years across all levels locally and globally. In fact, their sales experts are professionally trained in aspects of basics skills of sales and marketing, product knowledge, management's customer service, and team leadership. For the Marketing Executive, the organisation offer unrestricted career opportunities such as offer of ongoing, effective and innovative coaching, unrivalled support network, and resources. They also promote people based on performance and experience. This organisation consists of 60 employees and they are using Key Performance Indicators in rating their employee performances. Employees were rated based on the ratio of 60 cards in hand, 30 closes and 3 sales in one day to achieve organisation targets. In this organisation, cards in hand represent the number of cards that have been given away to customer, close cards represent the number of

customers who listen about the product or program until they make decision whether they wanted to sign in or not, while sales represent the number of customers who have sign in joining the program.

1.3 Problem Statement

In today's competitive global market, the real learning take place in the organisation when they apply the new ideas and concepts that training or educational inputs have been given to their employees (Redshaw, 2000). It is because when employees or individuals are involved in identifying problems, in working out and applying the solutions; it will make them have the long lasting of learning through deeper understanding about it rather than learning that is "taught". However, it is always possible that the individuals may become demotivate when some of the decisions they have made are wrong or they are just 'stuck' and lonely when faced this situation. Therefore, this is the right time when someone guides and gives support to them and it is known as coaching. According to Redshaw (2000), coaching can be defined as the process which increase the capability and work performance of individuals by giving the opportunities for them to work-based tasks and the coach are the one giving guidance and support through their experiences.

At United Meteoric Group (UMG), they provide the marketing solutions for major national and international clients in Malaysia. With ever growing potential in Malaysia and due to high standards set at international level, they are on a move with their dynamic team. Therefore, the organisation is using coaching as one of their culture to guide and support employees especially newcomers to encourage active learning and continuous learning which will lead to increased employee performance. They have been establishing these coaching cultures to make their employees know about their product knowledge and aid them in learning basic

techniques and systems to ensure they achieve quality sales. For example, for the newcomer, the management will provide a personal trainer or coach to train them in the first six days in the company. Every morning, the newcomer will be given briefing on company objectives, daily expectation sales, and information from headquarters regarding achievement they have made. Besides that, newcomers will be evaluated by their own personal trainer through cycle of development checklist in the first six days. From this, newcomers will know whether they can achieve organisation's goals or not and also develop their talent in daily basis.

Moreover, when the newcomer feel motivated and think that they have someone beside them to talk to regarding work or even personal problem, they will feel very comfortable and can share ideas with their personal trainer. Not only the newcomer, but other employees who have been working there for long time will still have a good relationship with their own coach or personal trainer who trains them since their first day in the organisation. There are many determinants that make employees feel motivated in increasing their performances. Through all these determinants, the researcher seeks to find the strongest determinants in the increment of employee performance such as through managers' commitment, link between business strategy and developmental focus, recognise and reward coaching culture behaviours, training for coaches, or learning and development opportunities. This will help organizations to use these results in improving employee performance.

Since the organisation have established coaching as part of their culture, the researcher wishes to determine the relationship between coaching culture determinants in the increment of individual performance. Besides that, the researcher wants to identify the strongest determinants which can contribute in creating a coaching culture in UMG. Furthermore, it can be used as a framework for organisations to embark in increasing employees' performance focusing on individual level. The researcher wants to look at individual performance because "performance is the dependent variables that must be focused and emphasised for the organisations to hire one to do, and do well" (Campbell et al., 1993). In addition, organisations need highly performing individuals in order to meet their goals or objectives, to deliver the products and services they specialised in and finally to

compete with other organisations which are in similar fields. In addition, individual performance is mainly treated as a dependent variable because individual performance is something organisations want to emphasise and optimise. Organisations have to diversify its key factors to ensure employees are aware of what is expected of them; how would employees achieve their work objectives; how would individual and organisational interest be aligned; what is the coaching culture in their organisation, why they use coaching as one of their culture to increase employees' performance, and how do they create a coaching culture in the organisation. All of these questions are being asked to see how coaching culture can be implemented in organisations to increase employees performance.

According to the 10th Malaysia Plan (10thMP), Malaysia wants to move forward with a focus on efforts to develop or build the non-physical infrastructure, including human capital development such as skill development and strong innovation capabilities. Meanwhile, the 10th MP allocation for non-physical infrastructure has increased to 40%, compared to 21.8% in the 9thMP. A strong focus will be given to skill development programmes, R&D activities and venture capital funding geared towards promoting higher level of innovation in the country. To support this plan, the government will shift its focus to the private sectors for the procurement of services. This means that the private sectors will compete to offer skill training services at competitive costs. Because of this, it will lead to the researcher's study which is to identify the determinants that contribute in creating coaching culture as a new approach to develop or build this non-physical infrastructure in private sector such as United Meteoric Group to increase individual performance.

One of the difficulties faced by organisations is to ensure that employees are equipped with the necessary knowledge, skills and abilities, thus this research is hoped to contribute to the development of a coaching culture and further enhancing positive individual performance. Therefore, the researcher wants to examine which determinants lead to strong contribution in creating a coaching culture which is able to increase individual performance.

1.4 Research Purpose

The purpose of this study is to identify the coaching culture determinants that strongly contribute to an increment in individual performance.

1.5 Research Questions

- i. What are the determinants in creating a coaching culture in
- ii. What is the level of coaching culture among employees in United Meteoric Group Sdn Bhd?
- iii. What is the level of individual performance among employees in United Meteoric Group Sdn Bhd?
- iv. Is there any relationship between determinants and individual performance among employees in United Meteoric Group Sdn Bhd?
- v. Is there any relationship between coaching culture and individual performance among employees in United Meteoric Group Sdn Bhd?
- vi. Which determinants most strongly influences coaching culture in United Meteoric Group Sdn Bhd?
- vii. Which coaching culture most strongly influences individual performance in United Meteoric Group Sdn Bhd?

1.6 Research Objectives

The specific primary objectives of this research are:

- i. To determine the determinants in creating a coaching culture in United Meteoric Group Sdn Bhd.
- ii. To identify the level of coaching culture among employees at United Meteoric Group Sdn Bhd.
- iii. To identify the level of individual performance among employees at United Meteoric Group Sdn Bhd.
- iv. To determine the relationship between determinants and individual performance at United Meteoric Group Sdn Bhd.
- v. To determine the relationship between coaching culture and individual performance in United Meteoric Group Sdn Bhd.
- vi. To examine the determinants that strongly influence in creating a coaching culture to increase individual performance at United Meteoric Group Sdn Bhd.
- vii. To examine the strongest coaching culture that influences in increasing individual performance at United Meteoric Group Sdn Bhd.

1.7 Research Hypotheses

- H₁ There is a significant relationship between coaching culture determinants and increasing in individual performance.
- H₂ There is a significant relationship between coaching culture and increasing in individual performance.
- H₃ Coaching culture determinants strongly influence the increase in individual performance.
- H₄ Coaching Culture strongly influences the increase in individual performance.

1.8 Research Scope

Determinants in creating a coaching culture are important to increase employee performance. These determinants will contribute in the increment of employee performance. Furthermore, in identifying the determinants that contribute in creating a coaching culture, the researcher can use coaching culture factor as one of a new approach to develop or build non-physical infrastructure such as enhancing employees' knowledge, skills, and abilities.

The research is a single case study of United Meteoric Group Sdn Bhd, Johor Bahru, Johor. The respondents of this study consist of 60 employees. The researcher chooses this organisation because this organisation have been using coaching as one of their culture in training and developing their employees' talent. Furthermore, the organisation offer unrestricted career opportunities such as offer of on going, effective and innovative coaching, unrivalled support network and resources, promote people based on performance, and experience. It is suitable for the researcher's study which wants to seek the strongest determinants influencing in creating a coaching culture and how it contributes to increased employee performance.

1.9 Significance of the Study

The notion of coaching itself is an important topic. Clutterback (2005) stated that coaching creates significant outcomes for both employees and employers. Based on previous research, there are many determinants that have been proposed in creating coaching culture that will contribute to increased individual performance. Thus, there is a convincing need to study the strongest determinants influencing the increase in individual performance. Furthermore, it will benefit the organisation by using the strongest determinants in creating a coaching culture as one of the approach

to increase individual performance which will improve the relationship between coacher and coachee.

1.10 Conceptual and Operational Definition

1.10.1 Conceptual Definition

i. Coaching

There are many definitions that are given by many authors about coaching and coaching culture. In order to discuss about coaching, the organisation must have a clear understanding about the definition or meaning of coaching. According to Parsloe (1999), coaching is a process to improve employees' performance through developing learning in the organisation. Coaching can be successful when the coaches him/herself have knowledge and mutual understanding about the process as well as equipped with variety of styles, skills and techniques that are appropriate to use in the workplace. Therefore, coaching can build a professional relationship between the coaches and trainees in working together through the coach facilitate their experiential learning to increase individuals' performance in the context of working toward desired goals. (Grant and Stober, 2006).

ii. Coaching culture

In the context of coaching culture, coaching can be more successful if the organisation used it as a part of their culture which they used coaching in their daily activities. According to Clutterbuck and Megginson (2005), coaching culture is the main element of managing and working together, and where a commitment to grow the

organisation is surrounded in a parallel commitment to grow people in the organisation. Through this practice of coaching culture in organizations, it will build a good relationship between the coach and individual, thus making a significant contribution to business in organisations.

iii. Manager's commitment

According to Whitaker (2009), manager's commitments refer to the strong support from management in the way they should determine how the stretched goals apply to each individual member on the management team. From this, individuals get clear understanding about coaching and they can use coaching to increase performance and achieve expected goals. In addition, the team discussed the types of learning each member would need to engage in reaching determined goals.

iv. Link between business strategy and developmental focus

According to Anderson *et al.* (2009), organisations have to identify by using coaching culture, they will achieve expected outcomes that they want. Besides, they have to provide leaders at all levels within organisations who can work with their people together to draw out their high performance cultures. Furthermore, through coaching culture, they need to be an integral part of the human resource strategy, and through that, the wider organisational too, always aligned with corporate objectives.

v. Recognize and reward coaching culture behaviours

According to Clutterbuck and Megginson (2005), when organisations give reward or recognition, it will make the coach or coachee feel satisfied because they get quality learning and development opportunities, have management skills and abilities of their immediate

supervisor, feel the extent to which they are treated fairly, and feel appreciated, and acknowledged for their work. This measurement should be used to generate accountability through improvement in performance not to justify a budget because it will give the return on investment in learning.

vi. Training for coaches

According to Clutterbuck and Megginson (2005), training for coaches' means when the organisations provide a training to have a pool of coaches it will create the organisation's culture. From this, it will make the coaches and coachee work together to make the learning relationship a success. Moreover, the organisations can provide their own certification, accredited or license of internal master coaches, at the conclusion of intensive, academically facilitated action learning programmes

vii. Learning and development opportunities

According to Whitaker (2009), learning and development opportunities enhance employee performance comes from organisations which have coaching culture when the goal would be to provide opportunities for managers to learn skills to coaching through training and follow-up coaching sessions with an external, skilled coach. The key to learning how to coach is to first understand the purpose of coaching and how coaching fits within the strategy of the organisation. Moreover, the best learning is from the best experiences which the coach can get from coaching sessions with an external skilled coach.

viii. Performance

Performance can be defined as the behaviour or action that is done by the employee and it is relevant for the organisation's goals and that

can be measured in terms of level of proficiency or contribution to goals (Campbell, 1993). Performance is a really important principle that relates to organisational outcomes and success. According to Campbell (1993), he suggests that individual performance divide into two categories which are task-related performance which is the degree of individual level behaviour focused directly or in support of task accomplishment. Another category is contextual performance which is the degree of individual-level behaviour that supports the social, organisational, and psychological environment in which task behaviours are performed; before this job performance is often discussed at the level of specific, job-relevant task behaviours such as in the case of person-oriented performance management but today job performance is also discussed as specific job outcomes that are tied to individual work behaviours, which forms the basic beginning of work-oriented performance management activities (Bernardin, 2007).

1.10.2 Operational Definition

i. Coaching

In United Meteoric Group Sdn Bhd, they are using coaching as one of the approaches to help employees improve their skills which the coach can guide and support them in term of identifying the desired goals, and making the decision for a better solution when facing a problem in achieving goals. For newcomers, they provide personal trainer or coach to give briefing about the organisation's objectives, mission, and vision to achieve the goals.

ii. Coaching culture in the level of quality in coaching relationship

United Meteoric Group Sdn Bhd will undertake frequent reviews of the quality of their relationship, starting after the management give a personal trainer to each of the newcomer, where one of the key issues

is the degree of rapport each person feels they have with the other. Through this rapport, the relationship reveals hidden barriers to collaboration otherwise it become a failing relationship.

- iii. Coaching culture in the level of organizations progress towards culture change objectives

In United Meteoric Group Sdn Bhd, people at all level are engaged in coaching, both formal and informal, with colleagues both within the same function and across functions and levels. Some senior employees are mentored by more junior employee and there is extensive use of 360 degree feedback at all levels to provide intuitions into areas where the individual can benefit from this coaching practice.

- iv. Coaching culture in the level of within the team

In United Meteoric Group Sdn Bhd, a personal trainer will have more than one mentee to be coach. From this practice, each employee will support each other through supportiveness and cooperate within teams in selling their products. This coaching culture will provide knowledge sharing among employee which is being absorb to all level of employee in developing their skills and talent to move forward for the next stage in their career development.

- v. Manager's commitment

Management always provide information about organisational goals, Objectives to be achieved as a job description and guidelines. Every employee is given a coach when they enter this organization. Management will ensure that all employees get to the highest standards in their self-development.

- vi. Link between business strategy and developmental focus
Management uses coaches to help new employees to hone their talents to change themselves to be more confident and to communicate well. This is because, when workers can develop their talents, they also can increase revenue by increasing sales of the work of the skills that were instilled in them

- vii. Recognize and reward coaching culture behaviours
Reward and recognition in this context is organizations always appreciate their employees through commission, such as certificates of appreciation and rewards, travel, and gifts. This is because, with this reward employees will be more motivated to carry out tasks with a strong spirit.

- viii. Training for coaches
Organization provides training to all personal trainers before they are given the task of supervising a trainee. This is because, coaches may know techniques on controlling and communicating with trainees and able to make them feel comfortable in their relationship. All the personal trainers should be surpassed as the leader then they can be the leader for a new employee.

- ix. Learning and development opportunities
Organization held a meeting with all employees, where there are new employees to gain knowledge from the experiences of employees who achieve high performance. This allows new employees to know the techniques and methods of working experience is a high performance. In the meeting with new employees more opportunity to learn and develop themselves according to guidelines from the experiences of workers.

x. Performance

In this United Meteoric Group Sdn Bhd, they are measuring their individual performances based on key performance indicator. There are two indicators in measuring individual performance which are task-related performance and contextual-related performance. In the context of task-related performance, United Meteoric Group Sdn Bhd, every employee is required to find 60 customers and ensure that 30 of them heard about the product and 3 customers must sign a form from it. With this job description, employees will know how many customers they are looking for and agree to sign the forms every day. Employees will try to add their sales from day to day. Somehow, for contextual-related performance, employees were showed a good attitude and ethical behavior on the job, having a good relationship with colleagues, always listen to the instructions of the superiors which lead to performance improvement.

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