

Impact of Managerial Coaching Behavior on Job Performance: Analyzing the Role of Organization Commitment And Role Clarity

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Abstract

From the past two years, managerial coaching is also becoming very popular in many organizations. Regardless of its popularity, there is a scarcity of its research. The study investigates the impact of managerial coaching behavior on job performance and role of organizational commitment and role clarity. Structured questionnaires are used as an instrument, which consist of different items with high reliability and validity. Total 283 employees from different banks of Rawalpindi and Islamabad are selected as sample. Probability sampling technique is used to gather data. Different hypotheses are made to check association among different variables such as managerial coaching and job performance, managerial coaching and organizational commitment etc. Correlational analysis is used to check association between different variables. Regression analysis is also conducted for hypothesis testing, results shows a positive relationship of managerial coaching with role clarity, job performance and organizational commitment, similarly positive relationship between role clarity and organizational commitment and role clarity and job performance while there exist a mediating role of role clarity and organizational commitment between the relationship of managerial coaching and job performance.

Keywords: Managerial Coaching Behavior, Job Performance, HRD, Role Ambiguity

Introduction

One's ability and work performance is increased systematically through coaching by introducing him/her the work-based tasks to help learn about opportunities, also providing guidance about them. Doing same thing again and again and expecting different results is called insanity. (Albert Einstein). Most of the time it happens that people work, struggle and put their best but all this is not enough sometime. Like an employee goes to his work daily in morning and perform his duty hours and goes back to home and do repeat it again and again everyday but at certain point manager ask him or her that your work is not up to mark and asks to make it better without guiding him how to perform better. Employees are mostly unaware about the timing of task to be performed and how their performance will be measured. Employees are not clear with their job

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description and that's why sometimes it's difficult to do the right job. The degree to which required information is provided about how the employee is expected to perform his or her job (Teas et al., 1979).

Coaching is an actual practice of management which helps the employees to become effective by learning. Managerial coaching is becoming famous in organizations from the last two years. Managerial coaching is realized by organizations and managers as a most necessary behavior for prosperous management, learning and leadership organizations. One can predict the fame of managerial coaching by different rapid changes in the environment of the organization for example development in technology, nature of work etc. Now a days , organizations have started to address the need of new management and leadership techniques which helps in the development of employees and organizations to cope with the rapidly changing environment. Managers are not following the old traditional techniques of directing and controlling the employees rather than they are using different technique to motivate employees that helps them to learn more and become more efficient.

Expectations in management and leadership roles are increasing due to change in environment of the organization. That's why, managerial coaching is considered as a new approach for leadership and management behaviors in organizations. Coaching is considered as an effective organization development strategy and it helps to develop efficient managers for the future. Now a days, managerial coaching as well as executive coaching are under more consideration in HRD literature because both HRD and coaching focuses on improvement of performance, change in behaviors, growth and effectiveness of individual as well as organization, human potential etc. Coaching is although becoming popular in recent years, but there is scarcity of the research work regarding managerial coaching so exploration on this area is needed.

Significance of the study

Nowadays HR managers are facing a lot of problems to tackle with new different challenges as well as to gain opportunities. With the increasing requirement of flexibility, it becomes important for HR experts to emphasize upon encouraging their employees to develop and cope with the change. The topic of this research "Impact of managerial coaching on job performance; analyzing the role of organization commitment and role clarity" have equally theoretical and applied implications for HRD.

Two important aspects on which employee retention depends are: leadership expertise of management and strategies related to HR. It doesn't matter how perfect the organization is. No one wants to work

under an untrained manager or supervisor with poor skills and little knowledge about how to deal with the people. Managers with proper training and coaching skill takes the organization towards improved retention rate of the employees. That's why every organization must provide chance to their employees to obtain necessary skills through proper training sessions. Training and development systems includes managerial coaching, so inspecting the impact of Managerial coaching on job performance will have practical implication that helps in growth of employees in the organization.

Managerial Coaching behavior

Origins of Coaching

In 1880s the word "coaching" was originated in area of sports. Coach is considered as instructor, who gives instructions to the players that helps them to enhance their performance. In sports, single player as well as group of players both need coaches. Coaching has been playing an important role in all the organized sports from centuries. In 1950s, many advantages of job coaching were well-known by the managers and organizations.

Coaching is defined as the ability of a manager to build an environment in which employees utilize their abilities efficiently. To promote the performance of the organization, coaching manager should help them in their learning and growing process which helps them to develop. (Richard 1994). Coaching is assisting and helping practice that guide employees, groups as well as organizations to obtain new expertise, performance and capability that boost their personal improvement, efficiency and growth. (Hamlin, Ellinger, & Beattie 2009). Past researches show that coaching is considered as important aspect for the success of employees as well as for managers. (Goodstone & Diamante, 1998; Hudson, 1999; Longenecker, 2010). Managerial coaching is that the manager play his role as a coach and provides guidance to his subordinates to develop. (Ellinger & Bostrom, 1999; Beattie, 2002; Talarico, 2002).

The Coaching Environment

Coaching setting provides helpful understanding environment to develop and grow, which helps to increase the performance. Perfect coaching setting depends on actions/deeds. Coaching is not purely about conveying about knowledge, it also emphasizes on development of employees for improvement in their skills and behavior towards work. What it does in return is that it helps them enhance their efficiency, effectiveness and productivity. Motivational factor is played by coaching as it strengthens employees to find solutions of different problems by asking questions about them. This in return not only enhances employees

initiating skill and ability to solve problem but also improve their grades of planning communication and motivation.

It can be said without a doubt that associates provide more help to managers who have effective coaching skills. (brecher ,2004). It raises a question in our mind that which set of actions or expertise organizations can look out in managers to provide a coaching environment. Questioning, listening, giving and receiving feedback, communicating and motivating are the essence of managerial and coaching skills. (Hankins and klenier 1995).

Traditional class room training is more static and routine base, coaching provides attraction to organizational members by giving them more flexible learning schedule. Coaching also helps employees to attain support from experienced members how to tackle difficult situations change in roles by taking advices from concerned managers and to make organizations a learning institute. (Kampa-Kokesch& Anderson, 2001).

To enhance this process of learning organization they hire external professional consultants of top class coaches to build executive team, strategic planning arrangements and succession management. Coaching has become the priority of top management for employees because of its ever-increasing demand.

Organizational commitment

Why some people in organization work with full dedication and devotion, while others don't? (Meyer & Allen, 1997). These kinds of questions were answered by many researchers by studying organization commitment in different conducts. From the past few years, organizational commitment is playing a vital role in assessing employee's actions and behaviors in the organization as well as towards the organization. Organization commitment is the individual feeling of emotional attachment towards the organization. (Meyer & Allen, 1984; O'Reilly & Chatman, 1986).

One of the practical research on organizational commitment and its dimension was conducted by Mowday, Porter, and Steers (1982). According to them organizational Commitment is about association of an individual and its identification in certain organization. They further categorized organizational commitment as person's long lasting confidence in the organization. (Mowday et al., 1982).

Organizational commitment is considered as very important in field of organizational behavior. Due to researches conducted on almost daily basis it is becoming more evident that the relationship between organizational commitment and other factors like behaviors and attitudes in the organization are of vast importance (Porter et al., 1974, 1976; Koch and Steers, 1978; Angle and Perry, 1981).

Some researchers also talk about why we are studying organizational commitment, they determine different related factors like“(a) employee behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee’s job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure” (p. 95-96). Batemen and strasser(1984).

Organizational commitment has been not only studied in public or private sectors locally but internationally as well. Earlier, researcher’s focus was on the concept of organizational commitment but recent researchers see organizational commitment by two different approaches. These approaches are as follows, commitment related attitudes and commitment related behaviors’ it was being acknowledged by many results from the past thirty years. (Angle and Perry, 1981; Mowday et al (1979; Hall, 1977).

Compliance, internalization and identification are three practices of organizational commitment claimed by O’Reilly and Chatman (1986). Compliance arises when employees work for special type of rewards or any kind of punishment and accept organization actions and behaviors. Identification occurs when employee wants to build strong relationship with the organization. Last internalization arises when employees accept the effects of the organization because employee and the organization have same beliefs, attitudes as well as goals. O’Reilly and Chatman (1986).These all three above mentioned views were not encouraged by researchers and management. Later, these dimensions were further extended by Meyer and Allen (1997) they term these dimensions as affective commitment, normative commitment and continuance commitment.

Affective commitment is linked with some one’s association with the organization and emotional connection. Affective commitment means the fact that employees consider their organization as their second home. They are emotionally attached; they have a sense of belonging they feel identifiable with their organization.

On the other hand, Continuance commitment shows that employee is committed only for monetary advantage. Those employees who have strong commitment level with their organizations have a strong feeling that they must pay a very heavy cost if they leave that organization which is continuance commitment.

Last comes when employee is only concerned about continuation of his job it is included in normative commitment. The normative or simple or the lowest level of commitment where employees feel that they must just stay intact with organization.

Meyer and Allen (1997) who put forward this definition found some considerable differences so they separated all three types of commitment and based on their findings they said that these types of commitment levels are more hidden factors instead the types of attitude of employees in terms of commitment. There are few employees who may feel that it is their need and moral obligation to stay with the organization but they have no personal interest or desire to do so whereas there will be few who might have desire but feel no duty or need for it. The net sum of commitment level is associated with these psychological states.

Role clarity:

The definition of role per role theory is “the limitations and set of prospects implemented for officers of a specific post, which are stated by the role officers and the role senders inside and outside the organization’s limitations. (Banton, 1965; Katz & Kahn, 1966). Role theory facilitates us with a theoretical agenda for the learning of organizational behavior.

Hackman and Oldham (1975) define role clarity as the clear understanding of roles and responsibilities in organization. Teas et al., (1979) define it as the extent to which required information of how an employee is expected to perform his/her job is provided. Another definition is the degree to which an employee receives and understands the required job information (Kelly and Hise, 1980). By analyzing these definitions certain elements come into consideration which are employee’s role and needed information, these elements support the definition of Kahn (1964) about role model. Author states that to perform adequately his or her role an individual must know (a) expectations of role set, (b) activities needed to fulfill his/her job, (c) consequences of role performance for self, colleagues and organization.

In other words, role clarity means awareness of what to do and how to do it. Without role clarity people can work but they can’t achieve desired objective; Role clarity is a terminology of Role theory. This theory worked on the interaction between employees by focusing on their organizational roles. People are mostly not clear about what to perform and how to perform.

Antecedents of Role Clarity

Role ambiguity is opposite aspect of role clarity lower the role clarity higher the role ambiguity and vice versa. There is an extensive literature available on consequences of role ambiguity and role conflict and progress. Rizzo, House and Lirtzman (1970) contended that this situation occurs where an employee has little knowledge about his job

description and expected to perform. Employees perform at lower level because of lack of role clarity (Bhuan, Menguc&Borsboom2005)

In meta-analysis by Jackson&Schuker 1985 it appears that role ambiguity leads to role conflict, dissatisfaction, lack of commitment and involvement and more anxiety. Another study confirms these findings and it was found that it happens more in complex jobs (Tubre and Colins 2000).

In addition, M., Murdaugh, C.L., Tavakoli, A.S. & Parsons, M. (1999) investigated relationship among different aspect role conflict, role ambiguity and organizational commitment in employees of a hospital undergoing reengineering and found that employees with more role conflict shows less organizational commitment and satisfaction level. Another investigation found that role conflict and ambiguity can lead to less job satisfaction and higher employee turnover (Barbakus, Cravens, Johnston and Montcrief, 1999). Bray (2002) found that employees with higher role clarity shows more role efficiency and higher job performance.

King & King define role clarity in refined form. He divided it in two elements: Job requirement and the ways to meet these responsibilities (Sawayer, 1992). These were termed as goal clarity and process clarity. He said that to establish a clear view of employee's role, it is necessary to know his/her responsibilities but mere knowing this may not give information about how to achieve these goals. Absence of role clarity create space for role ambiguity.

In role theory, there are three negative of role: ambiguity of what to do, activities of employees may overlap and it may result in overloading of number of roles which an employee is supposed to perform. Role clarity concept contains two parts: goal clarity and process clarity. To relate any antecedent compliance with these two is compulsory. This discussion will present the antecedents and by following this connection will be established with role clarity. The antecedents of role clarity can be subdivided into two components according to Sing (1994): task related and supervisor related. First one is based on job characteristics model. The JCM is used to study impact of job characteristics on job outcomes. In role clarity frame work literature distinguish two job traits as potential antecedents for role clarity: feedback and autonomy. Second antecedent based on path goal theory (House, 1971). This study the relation between supervisor behaviors on job out comes. Theory states that leader behavior is important for satisfaction motivation and performance. There are four potential antecedents derives form path goal theory 'participation in decision making', 'supervisory consideration', 'achievement oriented behavior'

and ‘task oriented leadership’ in management literature there is another antecedent Team support.

Job performance :

Job performance can be stated as the noticeable behavior of a person in their job and those behaviors must be related to the objective and aim of the organization. (Campbell, McHenry, & Wise, 1990)

The focus of performance should be on behaviors of the employees as compared to the results. It’s harmful for the organizations whose employees main interest is in just achievement of goals because they find the shortest and simplest way to achieve the goal rather than focusing on their behaviors. (Murphy, 1989)

Borman and Motowidlo (1993) determined a pair of varieties of performance: contextual performance and task performance. Both forms of behavior take part in effectiveness but they contribute differently. Task performance consists of different behaviors and activities. Different behaviors directly take part in production of different goods and services while activities have indirect provision in organizational fundamental practical practices. Quality and quantity of output is also dependent upon task performance. Contextual performance includes a person’s efforts that don’t have a direct link to the core task role but still it is essential because it helps to contour the societal, managerial and psychological settings that functions as a facilitator for task procedures and activities. Contextual performance includes supportive behavior, cooperation, recommending different methods that enhance organizational practices. (Van Scotter et al., 2000)

There are usually three basic differences between tasks along with contextual performance. (Borman and Motowidlo, 1997; Motowidlo et al., 1997; Motowidlo and Schmit, 1999):

1. Task performance focus is on work, while the activities related to contextual performance are similar for every kind of job
2. We can forecast task performance through ability but other form of performance is forecast with the help of personality as well as motivation.
3. Task performance roles are part of job description whereas contextual performance is not a part of formal job description document and are not considered as mandatory.

Relationship between Managerial Coaching behavior and Performance:

By use of survey research Ellinger (2003) examined the coaching behavior impact on job performance and employee satisfaction of line managers. During the examination, it was revealed that those managers who used coaching behaviors not only raised the job

satisfaction of their employees but also increased commitment level towards their job and ultimately their performance as compared to their native companions. Ellinger (1999) in previous experiment found a connection b/w managerial coaching and increase in employee performance along with cost saving practices taking it to improvement in organizational environment.

Har (2008) inspected influence of managerial coaching on employee performance and turnover intention using survey research conducting it in Malaysia. After the inspection, positive relationship was discovered between employee commitment towards organization and negative response occurred in case of job turnover intention. Similar to it Park Yang and MacLean(2008) found the same relationship during their inspection. Further Elmadag, Ellinger and Franke (2008) discovered that positive stimulus was generated on employee's commitment towards service quality.

Liu and batt (2010) investigated the influence of managerial coaching on employee performance development overtime. It was calculated that individual level of performance improvement equals to the coaching he/ she received. Improvements were more obvious when applied on group incentives by managers who coached those individuals. In Liu work who conducted study on employee job performance in various Chinese organizations this fact was more evident. Researchers discovered that the supervisors who had the self-awareness and leading from the front ability had important relationship with job performance, also above mentioned factors along with physiological help and vocational development had positive impact on job performance.

Hagen(2010) was the one who also looked in to the results related to coaching. Especially this research studied the impact of coaching within Six Sigma Context, developing a positive relationship b/w coaching facilities and project management involving time and budget limitations, goals and project customer satisfaction. Agarwall August along with Magni(2010) examined training coaching on overall sale performance in a multi large company and analytically found a positive relationship b/w coaching passion of managers within the organization and overall sale performance.

On the other side Baek(2008) observed the influence of organizational culture on managerial coaching on grounds of 129 replies from different managers and workforces at one. Organization, and instituted that the ladder of organizational culture and coaching behaviors had a positive relationship, while adhocracy and market culture did not display the importance of managerial coaching. Within a team perspective members using types of inquiry and questioning helped

to increase effective job performance. It included developments in capability of the team to find way out to problems. Guided questioning used by coaches helped their team's creative potential and made them more efficient.

Relationship between Managerial Coaching with Organizational Commitment

Every organization think that employees must have attribute of organization commitment because organization commitment has many constructive outcomes like it improves the performance, provides satisfaction, and reduces the rate of absentees.

Organization commitment shows a relationship that associates the organization with the identity of employee, a practice through which aim of the organization and individual become harmonious, envelopment with a Specific organization, a sense of belonging to remain with the organization. (Meyer and allen 1997)

Many current researches showed and advised that direct manager can aid there Subordinate by acting as a counsellor. It means that manager act more than his official manager and subordinate link by acting as ideal manager for their assistant and give them proper coaching; counseling related to their career and provides them support.

In 2006, Jinado worked on a structural model in which he researched on the relationships of three variables, job satisfaction, manager mentoring activities and employee characteristics. A researcher named as Danial assumed that there exists an important relationship between behaviors of manager and perception of employees about the organization environment. It was assumed later that management styles with high people concern shows an important relationship with a better awareness of the climate of the organization as compared with task oriented management style. Results of the research show that their exist a strong correlation between perception of sub ordinates and styles of management. Coaching is considered as very effective managerial style. (Daniel 1985). Those organizations that are familiar with coaching process and use coaching to facilitate their employees to develop have more committed and faithful employees.(DeMarco,2007).

Relationship between Organizational commitment and job performance:

In many studies, researchers worked on the relationship among Organizational commitment and job performance. (Porter et al., 1974). Different studies show different results. One research concluded that organization commitment is an important factor that effect job performance. (Vinchur et al.,1998). Another study shows that those

employees that are highly committed with the job, shows high performance. (Morrow,1993).

Jaramillo conducted research by means of 51 empirical studies and found a positive correlation between organizational commitment and job performance. (Jaramillo et al., 2005). Similarly, positive correlation was found after research on accounting professionals. (Chen, Silverthorne and Hung 2006). Contrary to this, weak but positive relationship between them were found but they also pointed out that ability of high commitment leads towards high performance. (Mathieu &Zajac 1990) Some researcher recognized a negative relationship between them, but this difference in results is due to different types of commitment. (Leong et al., 1994). In another research, Corporate culture Malaysian companies were examined, 202 managers were selected, they found that organizational commitment and culture are correlated on job performance. (Rashid, Sambasvani and Joari 2003)

Many researchers focused on one of the dimension of organization commitment, which is affective commitment. And researched on their relationship and job performance and concluded that affective commitment is an important forecaster of a person's performance. (Brett et al., 1995) and many researchers show that they have positive relationship between them. (Luchak&Gellatly, 2007; Meyer et al., 1989, Allen and Meyer (1996). Generally, those employees who are committed to the organization are the satisfied workforce of the organization who perform well and help in achievement of goals of the organization.

On the basis of the literature, it can be concluded that their exist an association between managerial coaching behavior and job performance, but limited research is conducted especially in Pakistan to study the role of organization commitment and role clarity as a mediating variable between the relationship of managerial coaching and job performance.

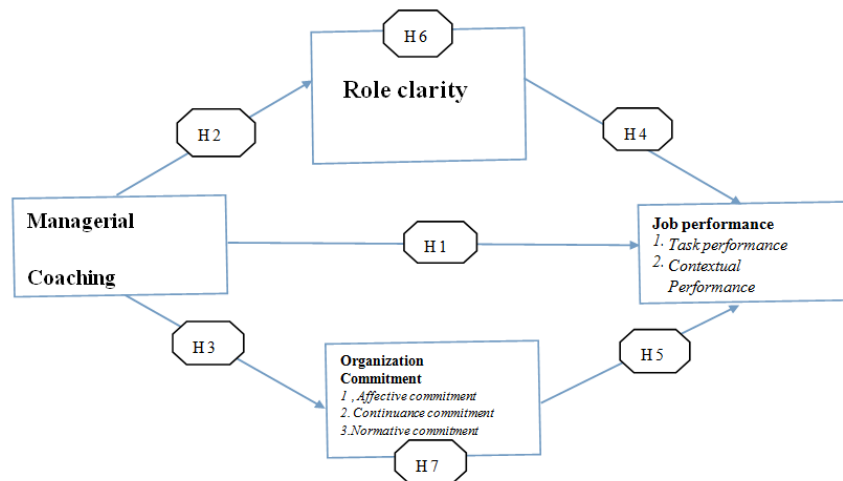
Hypothesis:

- H1: There is an association between managerial coaching and job performance
- H2: There is an association between managerial coaching and role clarity
- H3: There is an association between managerial coaching and organizational commitment.
- H4: There is an association between role clarity and job performance.
- H5: There is an association between organizational commitment and job performance.

- H6: There is a mediating role of role clarity between managerial coaching and job performance
- H7: There is a mediating role of organizational commitment between managerial coaching and job performance.

Theoretical framework:

Figure 1



Research Methodology:

After identifying the problem and establishing our theoretical framework, next step is to design the research in such a manner that supports to measure relation, intensity and validity which helps to find the answer of the problem.

In this research, quantitative method is used to inspect the main objective of the study. Quantitative study basically works on logical and critical approach which helps in testing of hypothesis. It includes numerical values that explain the relationship with the variables after analysis. In quantitative type of study, different structured questions are used to investigate the objective of the study. Closed ended structured questions are used in this research.

The purpose of the study was to investigate the relationship between managerial coaching behaviors with job performance in Pakistani context. Managerial coaching is independent variable while job performance is a dependent variable. It was also being researched that two other variables role clarity and job commitment have their mediating role between them. Already used valid and reliable instruments were used for each variable.

It is an exploratory research it helps to explore our research questions. It involve research from literature as well as through quantitative analysis. It's a wide study that definitely provides certain answer of our specific research questions. First of all different hypothesis were made about the relationship of different variables and then they are tested. Secondly it is a correlational study, it tells us about the relation of one variable with other variables like if one variable increases, other variable increases or decreases etc. Different banks have different hierarchy, our respondents consist of middle level administration staff, regional officers, branch managers but low level employees are not comprised as target population. This study is carried out in natural environment so it's a non-contrived study as well as field study which is carried out in natural setting with little interference of the researcher or manipulation by the researcher. Here study is carried out in banking sector of Islamabad and Rawalpindi. Data is collected from the fields (banks) in one shot.

The units of analysis were individuals from different banks in Islamabad and Rawalpindi. Each individual respondent is required to answer the questions separately. Respondents include middle managers and supervisors. There is zero or no interference of external force because this study is conducted in free and relax environment where no one is forced to answer the survey.

It is a cross sectional study, data is collected in one shot or once during a period of month. They are designed to check how the things are now, without any concern about trends at work etc.

The population of this study consisted of 283 employees from banking sector of Rawalpindi and Islamabad. Banking sector is developing each and every day .Bankers have to evolve after every passing hour to cope up with the change in needs and requirements of their customers, therefore every bank establishes a coaching department which conducts coaching classes for bank employees to make them learn how to retain their customers with every passing day .Customer service is becoming the hottest issue in the world. Every organization looks to maintain their position in the market by following the logo "we know what you want". In this context, banks are like a role model as they don't sell any product but provide only and only customer service, therefore managerial coaching can best be traced through banking institutions. The basic technique of sampling is used in this research named as "Simple random sampling" where group of people were selected from large population (banking sector). Every person from the population has equal chance of being selected as a sample. Here nine banks were

selected from which I made list of managers and by using simple random sampling technique, out of 574 employees, 287 were used.

A quantitative technique was used to examine the objective of the study. Data is collected by conducting a self-administered survey as well as through online survey. After completion of data collection, data was entered in SPSS 21 for further analyses. 300 employees responded to the survey, but 287 were included as sample, rest of them were exclude because of missing data.

Demographic characteristics:

Different demographical characteristics were also assessed by four items. It includes different items like gender, age, qualification and experience.

Instrumentation

The main purpose of the study is to analyze the impact of managerial coaching on job performance and moderating effect of role clarity and job commitment. Thus managerial coaching is the dependent variable and job performance is an independent variable while role clarity and organizational commitment are mediating variable. Many different instruments are available for the measurement of these variables, but instrument used in this study were more reliable as compared to other instruments in existing studies.

Four of the instruments were selected based on two things

1. Instruments are more reliable than others instrument and valid.
2. The length of the instruments was short enough that require minimum time to complete that easily.

The instrument consists of total of 50 items and four demographics items as well. All the items is measured by using 5 point Likert scale i.e. 1 for “Strongly Agree”, 2 for “Agree”, 3 for “Neither Agree or Disagree”, 4 for “Disagree” and 5 for “Strongly Disagree”.

Managerial coaching

Independent variable Managerial coaching behavior is measured by using 5 items developed by Ellinger. (Ellinger et al.’s (2011)

Job performance

Job performance is measured by two different scales developed by two different researchers. Different researches proved their reliability and validity in the past.

Task Performance

Scale developed by Williams, L. J., & Anderson, S. E. (1991) was used to Measure task performance. It has 6 items e.g. I adequately complete duties assigned to me etc.

Contextual Performance

Scale developed by Borman, W. C., & Motowidlo, S. M. (1993) was used to measure contextual performance. It contains 16 items e.g.

While performing my duty, I do comply with instructions even when supervisors are not present. Etc.

Role clarity

Role clarity is measured by using Rizzo et.al (1970) role clarity and ambiguity scale. This scale has two parts: one is about role clarity and other is about role conflict. Here scale about role clarity is used which consist of 6 items. e.g. I feel certain about how much authority I have. Etc. Different researches shows that it has Cronbach alpha from .71 to .95

Organization commitment

Organization commitment questionnaire (OCQ) Meyer & Allen's (1997) six item scale of Affective, normative and continuance commitment). Primarily Meyer & Allen (1984) differentiated two types of organizational commitment as affective and continuance commitment. Affective commitment means emotional connection of a person to the organization while continuance commitment highlighted apparent cost of leaving the organization.

Later another dimension of commitment was introduced by Allen & Meyer (1990) named as normative commitment and stated as it's a perceived commitment to remain with the organization. Then, normative scale was reviewed by Smith, Allen & Meyer (1993) to clear the difference among other two dimensions. The former type of OCQ contains total 24 items (Meyer & Allen, 1984, 1991; Allen & Meyer, 1990), but advanced type of OCQ (organizational commitment questionnaire) have 18 items (each dimension consists of 6 items) Meyer, Allen, & Smith (1993) and Meyer & Allen (1997). Here the advanced form of OCQ is used in this study.

Reliability and validity of the instrument

Table 1

Reliability test

Variable	No of items	Cronbach's Alpha
Managerial coaching	5	0.758
Job performance	21	0.918
Organizational commitment	18	0.925
Role clarity	6	0.808

Reliability analysis is used to check the validity and stability of the Instrument. Reliability can be measured by internal consistency. Cronbach's alpha technique is used to measure internal consistency of the four instruments. The Cronbach's alpha of all the four instruments were greater than 0.70, which indicates that all the instruments are reliable and valid.

Data analyses and collection

H: 1 There is a significant relationship between managerial coaching and role clarity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.42 ^a	.195	.192	.46632

The regression analysis shows that managerial coaching has a significant positive effect on role clarity. R² value is equal to 0.195 this shows that the impact of independent variable MC on dependent variable RC will be 19.5 percent. Here the value of beta is 0.412 which is positive. Positive value of beta shows that the relation between these two variables are positive. Significance value is 0.000 which is less than the accepted value (<0.05) All these values show that our hypothesis is accepted.

H: 2 There is a relationship between role clarity and job performance

The regression analysis shows that role clarity has a significant positive effect on job performance. R² value is equal to 0.281 this shows that the impact of independent variable RC on dependent variable JP will be 28.1 percent. Here the value of beta is 0.533 which is positive. Positive value of beta shows that the relation between these two variables are positive. Significance value is 0.000 which is less than the accepted value (<0.05) All these values show that our hypothesis is accepted.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	β	Sig
1	.533 ^a	.284	.281	.38534	.533	0.000

H3: There is a relationship between managerial coaching and organizational commitment

The regression analysis shows that managerial coaching has a significant positive effect on organization commitment. R² value is equal to 0.101 this shows that the impact of independent variable MC on dependent variable OC will be 10.1 percent. Here the value of beta is 0.323 which is positive. Positive value of beta shows that the relation between these two variables is positive. Significance value is 0.000 which is less than the accepted value.<0.05) All these values show that our hypothesis is accepted.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	β	Sig
1	.323	.104	.101	.66688	.323	0.000

H:4 There is a relationship between organizational commitment and job performance

The regression analysis shows that OC has a significant positive effect on JP. R² value is equal to 0.168 This shows that the impact of independent variable OC on dependent variable JP will be 16.8 percent. Here the value of beta is 0.410 which is positive. Positive value of beta shows that the relation between these two variables is positive. Significance value is 0.000 which is less than the accepted value. All these values show that our hypothesis is accepted.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	β	sig
1	.410	.168	.165	.41524	.410	0.000

H:5 There is a relationship between managerial coaching and job performance

The regression analysis shows that organizational commitment has a significant positive effect on job performance. R² value is equal to 0.168 this shows that the impact of independent variable OC on dependent variable JP will be 16.8 percent. Here the value of beta is 0.437 which is positive. Positive value of beta 0.437 shows that the relation between these two variables is positive. Significance value is 0.000 which is less than the accepted value.(<0.05). All these values show that our hypothesis is accepted.

H:6 There is a mediating role of role clarity between job performance and managerial coaching

R² change is .061 which shows that role clarity significantly and positively moderates the relationship between managerial coaching and job performance. Significance value is 0.000 which is less than the accepted value.(<0.05). All these values show that our hypothesis is accepted.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	β	Sig
1	.437	.191	.188	.40957	0.437	0.000

Model Summary of hypothesis 6

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F	df1	df2	Sig. F Change
1	.437 ^a	.191	.188	.50463	.191	66.261	1	281	.000
2	.502 ^b	.252	.247	.48606	.061	22.880	1	280	.000

- a. Predictors: (Constant), JOBPERFORMANCE
- b. Predictors: (Constant), JOBPERFORMANCE, role clarity

H: 7 There is a mediating role of organizational commitment between job performance and managerial coaching

R² change is .025 which shows that role clarity significantly and positively moderates the relationship between managerial coaching and

Future of Marketing and Management (FMM 2017)

job performance. Significance value is 0.000 which is less than the accepted value.(<0.05). All these values show that our hypothesis is accepted.

Model Summary of hypothesis 7

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.437 ^a	.191	.188	.50463	.191	66.261	1	281	.000
2	.464 ^b	.216	.210	.49775	.025	8.820	1	280	.003

a. Predictors: (Constant), Job Performance

b. Predictors:(Constant),Job Performance, Organization Commitment

Conclusion and Recommendations

As coaching is becoming popular now a days (International coaching federation, 2010) and seems to become an important technique for HRD so, future researchers need to discover all the forms of coaching, managerial coaching as well as executive coaching in HRD setting.

Because past researches show that there is insufficiency in research in this area.

For further investigation in area of managerial coaching behavior, other researchers should focus on both quantitative and qualitative techniques. Researcher can use different sample size or any other sector except banking for more confirmation of the hypothesized model or researcher can conducted this research internationally or in some other cross cultural setting. Lastly, researcher should examine the association of managerial coaching and HRD. Current study does not investigate all the moderating and mediating variables while investigating impact of managerial coaching behavior on job performance, so future research is recommended to find all relevant variables.

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