

Coaching Impact on Employees and Organizational Performance in the Middle East Healthcare Industry

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ABSTRACT

Coaching is a personal advancement and objective focused process. Achieving organizational results, improving well-being, and driving individual improvement are the main aspects of anticipated results (Rosha & Lace, 2016). This study aims to build a body of evidence on the effect of coaching on improvement on organizational accomplishment in the Middle East Healthcare industry which should support the industry leaders to adopt the coaching techniques recognizing its valuable effects on the growth of their corporations. A total of 195 respondents were involved in this study from various healthcare firms. More than 70% agree that coaching is very useful or extremely useful to achievement own goals, improves the capacity to view their strengths, and accomplish goals. The study participants confirmed that coaching challenged their thinking, improve morale, and offered new options to achieve a feeling of harmony between work, life, and relaxation. In this research, coaching was found very useful to increase confidence to speak openly to managers, support achieving organizational goals, reduce the level of absence, increased productivity, and maintain high work quality. Reshaping the company's management strategies and espousing the coaching techniques may provide improvement in the employee's well-being and productivity leading to the development of the overall organizational performance.

1. Introduction

Practitioners and academicians have developed models and techniques to affect the workers' behaviours and attitudes. There are various influences on Human Resources Management which are scientific management or human relations. The scientific way is much harder and difficult to implement vs the softer human or social way of HR management (Price, 2007). Human Resources Management is then referred to the practices and strategies which may influence workers actions, belief, and the sense of belonging to the organization (Noe, 2013). Coaching not only leads to organizational development, but it also leads to the personal growth of an individual. It is in line with that, the researcher suggested that there are five important elements that may motivate the employees; difficult assigned tasks, development, feeling of belonging, appreciations, and accountability. Using coaching techniques may inspire employees by fulfilling what they aim for (Herzberg, 1959). Every organization tries

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to provide all the possible tools to make their employee more productive. Coaching is currently perceived to enhance the performance of workers. Training, tutoring, and providing instruction to your employees is the easiest method. Not only this but also coaching is an ongoing process that also helps to develop and sustain successful workers and supervisory relationships. Therefore, through this, the Manager of a company also identifies the employee's growth and implement a new plan for their development (Cropley, et al., 2020). Coaching also improves efficiency and leadership skills. It also enhances communication skills among workers, which would then further assist in customer service. The current study observes the coaching effect within a work environment and defines how it helps boost workers' performance as well as the organization. With the help of different author's views, the researcher also examines the impact of using coaching within the healthcare industry and how it improves employee performance, wellbeing, and organizational performance as well. Healthcare companies are in continuous evolvement to match the changes in the environment. They are always agile to adopt new techniques to be adapted in the everyday new reality. The cost of doing business is increasing every year. Therefore, the main objective of any healthcare company is to improve in their offering to consumers either service, patient education tools, customer relationships, or products. They should keep looking for innovations and innovative ways to stay ahead of their competition. (Rad & Yarmohammadian, 2006). (Kavanaugh, et al., 2006) further state that some healthcare managements prefer a flat hierarchal organization, which put pressure on employees to advance in their careers or progress in their professional life. The strategies, that were thus used in the 20th century, are no longer applicable to the 21st-century problems and issues affecting human resources management. Researches recommend that coaching improves the companies efficiency (D'Abate, et al., 2003) and especially in those firms where leaders are using coaching as their management style (Boyatzis, et al., 2000); (Lindbom, 2007). The rationale behind this research is to determine the importance of using coaching, which assists in improving the performance of health workers.

2. Research Objective

- To build a body of evidence recognizing the effects of coaching on improvement on overall organizational performance in the Middle East Healthcare industry.
- To analyse the importance of coaching methods to advance employee's wellbeing, personal growth, and individual performance.
- To evaluate the skills, and attitudes of the managers who use coaching in their endeavor to enhance their employee performance.

3. Literature Review

3.1. Analysing the Importance of Coaching Method to Improve Employee's Wellbeing

Coaching is well-defined as a steady, synergetic, personal advancement, objective focused process. Coaching is more valuable for people who are responsible for taking actions and decisions. Achieving organizational results and high performance, improving well-being, and driving individual improvement are the main aspects of anticipated coaching results. (Roshia & Lace, 2016). (Zhao & Liu, 2020) stated that coaching is a casual interaction between two individuals. It is so because this method mainly focuses on the overall area while mentoring is focusing on specific tasks or objectives. That is why, in top companies, most of them follow coaching that helps to support behavioural change, personal change, and professional changes. According to (Yocum & Lawson, 2019), every business needs to be competitive and

stay ahead in this competitive era. For this, companies used different resources to keep improving their workers' performance such as training and development sessions, coaching, etc. The authors also stated that Managers should possess strong social skills like coaching and mentoring to be capable to boost the team's strength and improve their performance. Even traditional methods also rely more on authoritarian and transactional styles with clarity of duties among workers. However, this style has become harsh, with many unrealistic expectations. Coaching and mentoring are considered the best approach to improve employee wellbeing. (Mitchell, 2018) also stated that coaching is a training or development that assists employees in attaining the goal and many companies even realizing the importance of coaching as well. Leaders of the Healthcare industry mainly choose coaching models to boost their team motivation. It's because coaching is all about self-understanding, which helps individuals to realize their strength and growth. This coaching style allows workers to achieve wellbeing and career by increasing their motivation for achieving those objectives of an organization. Also, (Gauche, et al., 2017) suggest that if an organization wishes to improve, it doesn't affect the attitude and efficiency of its staff, but instead uses a coaching approach. It is considered as a catalyst for these improvements and offer strategies for new learning and development. Overall, the method is used to get positive growth and brings the best results as well. This method is not only successful in their workplace but also helps motivate workers to improve their expertise and perform the job without error. It, in turn, also helps to improve the employee's wellbeing and their personal development too. (Jones, et al., 2018) assessed that good coaching also helps to identify potential gaps in the skills of the employee and then also encourages employees to acquire new talents while reaching individual objectives along the course. Moreover, through effective coaching methods, employees become more reliant and gain more job satisfaction. It helps them to effectively work and even improve efficiency so that they can rapidly achieve their established goals and objectives if a leader or Manager leads workers in the right direction. More than 80 percent of workers agree that coaching as a way for managers/leaders can help improve confidence while enhancing job efficiency, relationships, and the production of excellent communication skills. On the other side, it is reflected that coaching is one of the main impactful management styles for professional & personal progress. Similarly, (Onyishi, et al., 2020) expressed their views that adopting a coaching system also provides a positive effect on the mental and physical wellbeing which stays for a longer time. That is why the managers need to keep supporting employees through coaching, and this, in turn, also assists in reaching essential motivational needs such that improving interpersonal skills and intrapersonal skills. It is so because when the company did not concern about the health of employees, then it makes employees sick or acts aggressively as well. Therefore, the managers need to make sure that all the basic needs of employees are met and if not, the company must act accordingly. (Cropley, et al., 2020) also examined that every person has their own need, and the Manager must meet those demands to keep employees motivated at the workplace. Hence, through coaching, employees may quickly gain new skills, and managers may easily delegate the task to them with an assured that they perform better. Overall, the method assists employees to develop personally as well as professionally. This method is associated with employee wellbeing because it boosts proper appreciation as well as self-confidence that helps to keep performing well within the working area.

3.2. Identifying the Impact of Coaching Upon Managers and Non-Manager Performance

(Ostrand, et al., 2020) stated that coaching creates a good impact on the Manager's performance. It is so because a successful manager knows how to offer regular support and

encouragement to them so that they provide the right direction for the employee's future. Therefore, most of the companies only prefer to give coaching and training to managers. It helps them to improve communication skills which help to communicate the views to employees, in turn, motivate them. Such that when coaching is provided to managers, then they become trained and this, in turn, creates a constructive influence on their performance and workers' engagement. Hence, a coaching method also assists the Manager to motivate and hold employees accountable for improvement while it is not possible in the case of non-managers. Such that when coaching is provided to managers, they require less time as compared to non-managers because they possess strong interpersonal skills as compared to non-managers. On the other hand, (Zhao & Liu, 2020) stated that when coaching methods are applied to non-manager, then it will also help to improve their performance but not up to that level which managers do. Therefore, non-manager did not have a massive responsibility as managers have, so, the impact of coaching is quite lesser as compared to managers. On the other hand, it is also evaluated that the Healthcare industry also provides a range of coaching sessions to every managers and non-managers by analysing their needs. Such that for non-managers, the sector offers health coaching, which is considered a popular aspect of physical wellbeing programs because it also supports a positive effect on the return on investment. It develops the ability to connect unique needs and empower individuals to take proper control of their wellbeing. Therefore, it is considered a personalized relationship which encouraging and compassionate at the time of challenges. Further, (Yocum & Lawson, 2019) stated that in the case of managers, coaching assists them to understand their roles and responsibilities so that they further delegate the same to their staff members. Thus, using coaching creates a direct impact on managers' performance more than non-managers at a personal and professional level. Nonetheless, just their adaptability means how they both consider coaching.

3.3. Analysing the Importance of Coaching Method to Improve Organization's Performance

As per (Hsu, et al., 2019), coaching may carry a direct effect on the organizational future growth and provide a positive working environment for the employees. The authors have said that certain areas have a positive effect on the workers, such as productivity, motivation, target achievements, employees' trust, and mutual relationship and managerial care. Moreover, the authors also stated that coaching would assist the healthcare industry in increasing employee engagement because it allows the individual to participate in their role within a firm actively. They also provide constant feedback and coaching gives the individual a connection to their work and improve employee engagement as well as improve company culture. On the other side, (Peláez, et al., 2019) also highlight that coaching helps to develop the relationship between employees and Manager. The bad managerial relationship is considered the top reason for the employee to quit. "People leave managers, not companies" Marcus Buckingham. That is why developing a coaching session within a firm will support building the relationship between both managers and employees. Such that a coach conducts a meeting between Manager and employees to make sure that they are productive or not. Further, these sessions are held to develop communication between these two and then improve the relationship as well so that they both work together to reach the pre-set goals in a better manner. Coaches also report regularly on the success of the coaching sessions to the Manager. Further, it allows the managers of the healthcare industry to analyse the employee's development and show recognition which further provides benefits as well. (Hanselman, et al., 2019) also stated that using a useful session of coaching within a business will help to increase employee and staff engagement. As a result, it also helps to improve individual

performance as well. On the contrary, (Oosten, et al., 2019) stated that coaching is considered one of the most famous models for improving organization performance. Still, it is a high-priced intervention and time-consuming method. But many researchers also indicate that this method is enough to reduce pressure and stress on both the short- and long-term run. Further, in this modern era, the workforce is wholly invested in their career development, and the organizations are also expected to invest in such activities that help to keep retaining employees. That is why most of the top companies use the coaching program, which is a great way to show an individual that the company is meeting their expectation. Therefore, through coaching, the most prominent benefits which a healthcare company gain is employee retention. Such that it leads to lower the hiring cost and prevent to slows down the dip in productivity. It also helps to retain employee knowledge as well. Thus, (Huang, 2019) explains that investing in coaching program will assist employees in supporting managers to accomplish the defined goals and this, in turn, also assist in improving the organization performance as well. Another most significant advantage which also assists the company to improve its performance is such that coaching helps to improve communication either internally or externally. (Tseng & Levy, 2019) presented their views highlighting that communication skills are vital to productivity and profitability for an organization. And secondary source shows that around millions of employees per year have been lost from large companies because of poor internal communication. Therefore, these companies, which faced a loss of their talents, had a decrease in their overall performance. Moreover, (Dai, 2019) shows that coaching will help to develop employees professionally and personally. Even, improved employee performance is also leading to increased productivity and bottom-line results of the company. That is why it is quite beneficial for healthcare organizations to keep providing coaching to their employees so that it will lead to improving the total performance of the company while generating the best opportunities for its future growth as well. In magnifying the research gaps, multiple studies also highlighted a direct impact of coachees as well as coaches on the organization's performance. It is so because every coach stated the positive effects on themselves due to having these coaching sessions along with their enough experience. And these effects are only intensified when the coaches use proper supervision from others to increase their coaching performance to better influence employees as well as organization. Therefore, it is reflected that using effective coaching sessions will assist the business to improve the employee's performance, and it creates an encouraging impact on the healthcare industry's accomplishment as well.

4. Research Methodology

Referring to this study, an investigator has used a quantitative method for assessing the impact of providing coaching to the employees on the performance of an organization. This technique is counted most suitable as it involves the use of the quantitative tools or questionnaire that, in turn, helps in determining the effect of coaching on the companies in respect of attaining key performance indicators. A deductive approach has been used in which correlation analysis has been made. It is the most suitable approach in making the quantitative study as it offers a clear understanding of the causal relationship which may exist between the variables and the concepts. It supports the scholar in measuring the concepts connected to the influence of employee coaching on the overall performance of an organization. This approach enables in generalizing the research findings up to a certain extent so that appropriate inferences have been drawn with accuracy about the research issue. Also, the scholar has used positivism philosophy as it suits in making the quantitative analysis effectively. This philosophy helps in setting up the hypothesis, application of empirical experimentation in testing the hypothesis of the in-depth analysis, measuring results, and ability in codifying

results inset of the perceptions and the laws. It helps in following the well-defined structure at the time of making analysis linking to the effect of the employee coaching on the performance of an organization. With an application of the positivism philosophy, minimum chances of the errors have resulted because set rules and the laws are followed. It makes the study more and more accurate in case it comes to an application and experiments as it tries for developing the specific rules by making use of scientific and mathematical tools. Regarding sampling, the scholar used the non-probability Snowball sampling technique. The investigator built the survey questionnaire on SurveyMonkey, then distribute the relevant link via social media and communications platforms (LinkedIn, Facebook & WhatsApp). This way of distribution to various scholar's contacts allowed the dissemination of the research questionnaire further to other individuals to ensure a higher response rate and providing an accurate picture of the populace in the sample scope. For Data Analysis, in this research, the scholar used simple software tools in making the quantitative study focusing on facts. This technique is considered suitable because it is the wide and flexible software that is mainly responsible for assessing data. It helps the researcher in doing a survey, data mining, statistical examination of the results relating to the impact of providing coaching to an employee on an entire performance of an organization. Finally, the anonymity of an entity and the individuals involved in the research have also been accomplished. An investigator has declared affiliations in any of the form, funding sources, and any kind of possible interest conflicts. Privacy protection of the research participants has ensured by the scholar using proper disclaimers and anonymous answering models.

5. Results and Findings

5.1. Introduction

The study investigated coaching's impact on employees on the performance of the healthcare business in the Middle East. A survey was conducted mainly by questionnaires to Manager and non-manager various healthcare companies in the Middle East. A total of 195 respondents were obtained from the survey to evaluate the effect on individuals and organizations using SurveyMonkey Platform.

5.2. Demographic Data

Demographic variables have been derived from questions about the respondent company, the work country, the job functional role & the duration of experience within the industry or organization. This research targeted involved many respondents who were from various 42 healthcare firms in the Middle East, such as managers and non-manager. The respondents of the study were from thirteen different countries. Out of the total of 195 participants, most of them were from the UAE, followed by Egypt, Saudi Arabia, and Kuwait, as presented in the following figure 1.

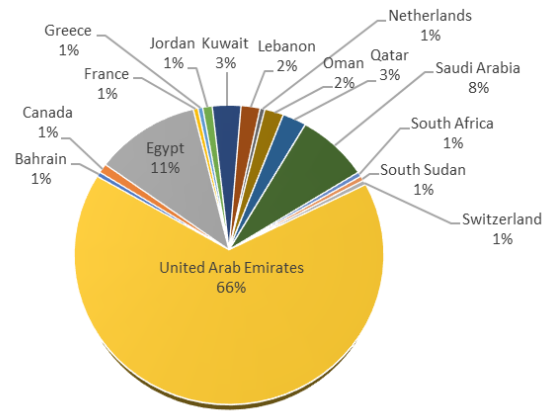


Figure.1. Country of the participants

The survey included managers and non-managers respondents. Among them, twenty-five percent of respondents were working as Managers in the firms. While nineteen respondents were senior managers, seventeen percent was the regional manager, and the team leaders were 10 percent as shown in following figure 2. The heterogeneity of the respondents provides a vast range of experiences and a better picture of coaching in the healthcare industry of the Middle East.

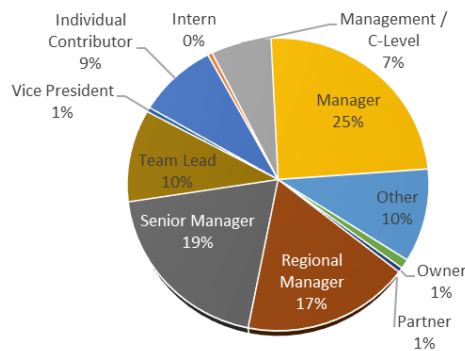


Figure 2. Respondents roles in the healthcare Industry

The research established that the highest number (64%) of employees have been in the healthcare industry for more than, which is relatively high and support the validation of the results as it arises from strong background and multiple experience levels. See Figure 3 below

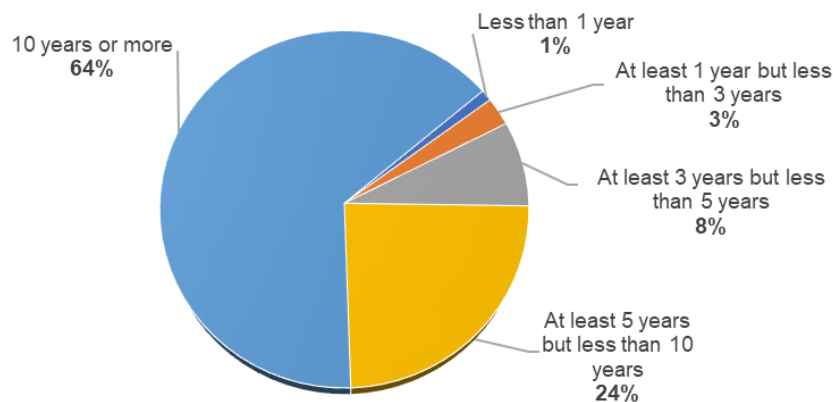


Figure 3. Respondents Years of Experience

5.3. Coaching Impact on Individual Performance and Wellbeing

From these findings, the study evaluates the impact from their point of view as coachees who are receiving coaching. More than 70% of the respondents agree that coaching is very useful or extremely useful with regards to achievement own goals, improve capacity to view openly strengths along with areas of development, and be able to visualize improvements in their performance. As shown in figure 4, the weighted average of responses and statements agreements are more than 3.5 confirming the usefulness of coaching on various aspects from the respondents' point of view. Coaching was helpful to the respondents in increasing their knowledge and skill, supports in building confidence to pursue and achieve business and personal goals. From the participants' evaluation, coaching supports improvement in interpersonal skills at home & at the workplace along with improvement in levels of work fulfilment and capability to focus and try to improve physical well-being. Its increase the ability to find new behaviours to improve relations with other people, build collaboration and improve morale and where the respondents had a strong opinion that coaching challenged their thinking and offered new options as represented which eventually end by a superior feeling of harmony between work, home, life, and relaxation. However, 34 respondents replied that coaching was not useful in the relation of providing a superior feeling of harmony between my work, home, life, and relaxation. However, the majority of respondents believed that through coaching the capacity of self-awareness, knowledge of underlying personal issues and working towards the achievement of business and personal objectives were positively impacted to a high extent, as shown in the previous Figure.

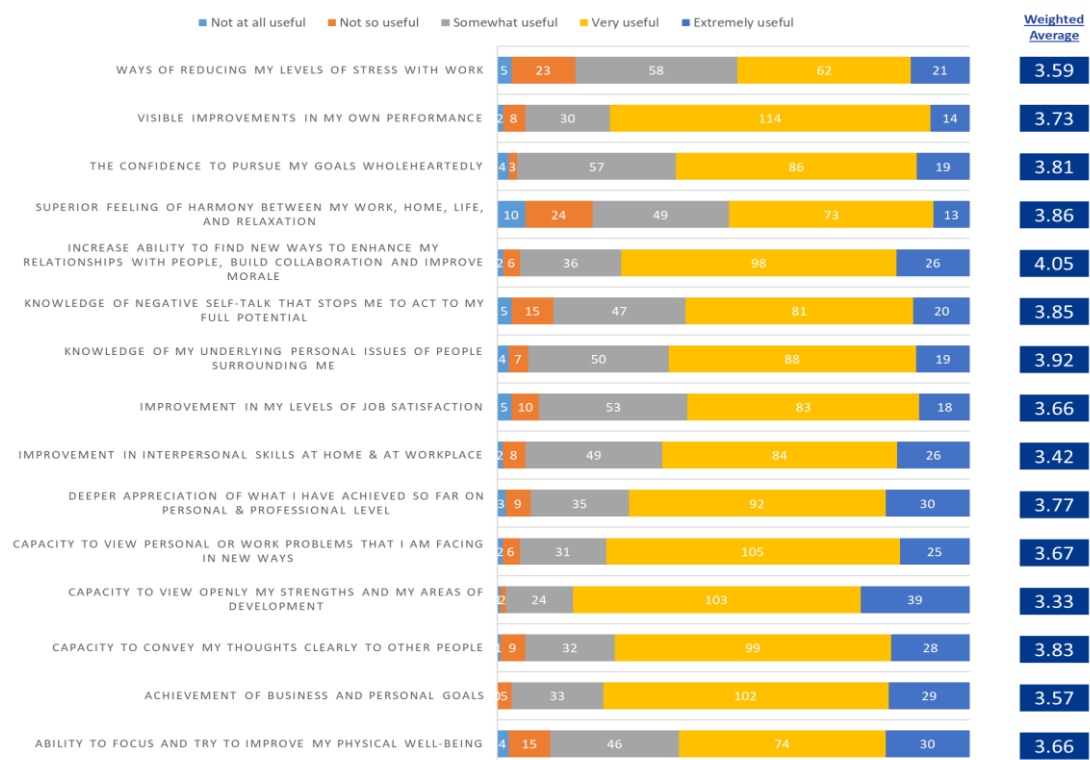


Figure 4. Coaching Impact on individual performance

5.4. Coaching Impact on Organizational Performance

In this research, coaching was found very useful for the professional development and clear career path of the majority of the respondents. Most of the respondents said that coaching was beneficial to enhance their capacity to understand and apply changes in management principals. It increases their confidence to speak openly to managers and colleagues about

their views, and they also learned to respect the opinions of others. Most of the respondents are now able to monitor their task, their performance, and concentrate on prioritizing work tasks to achieve organizational goals.

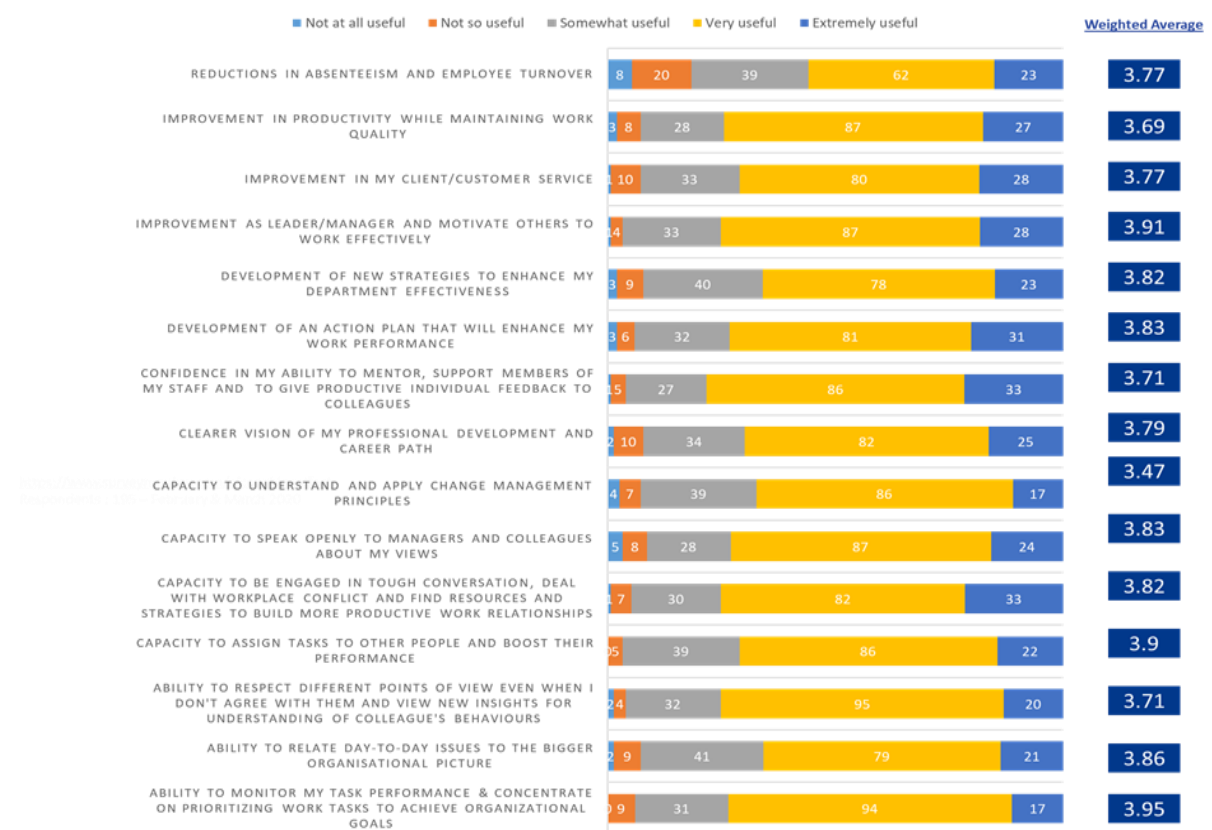


Figure 5. Coaching Impact on Organizational Performance

Most respondents are with the view that coaching had reduced the level of absence in the organization and increase employee turnover. Coaching not only increased the productivity of the firms but also maintaining the quality of their work quality. The coaching was very useful to increase the satisfaction level of customers. It also increased the high level of their effectiveness. More than 80% of respondents viewed that, coaching had boosted the confidence in their ability to support their team members and give individual productive feedback, as shown in figure 5.

5.5. Experience of Coach and Evaluation Its Return on Investment

Based on the study, 65% of respondents have experience as coaches, conducting and providing coaching sessions. However, only 35% tried to measure coaching effectiveness or ROI on coaching. The reason can be linked to the assumption that coaching is a personal development tool and can't be correlated to absolute performance indicators. Some of the tools that were mentioned by the respondents to evaluate the impact on coating are sales performance, task progress, objectives achievements, 360 degrees feedbacks, or overall individual performance.

5.6. Coaching Process, Skills, Attitude & Perspectives Evaluation

In this study, the participants were asked to evaluate their style as coaches. More than fifty percent of respondents replied that they encourage people to check their progress regularly. They comfited that they showed availability for the supports. Regarding the skills used in

coaching sessions, the majority of the respondents said that they listen to get a full understanding, seek a different point of view before offering solutions and refrain from judging other's ideas and welcoming them instead these skills are critical to conduct successful sessions and get the valuable impact of this experience. Everyone can be coached by their own choice, but if a manager possesses the required coaching skills, then the employee will be more coachable. During this survey, most of the respondents answered yes about the coaching attitude and perspectives, as shown in the following Figure 6.

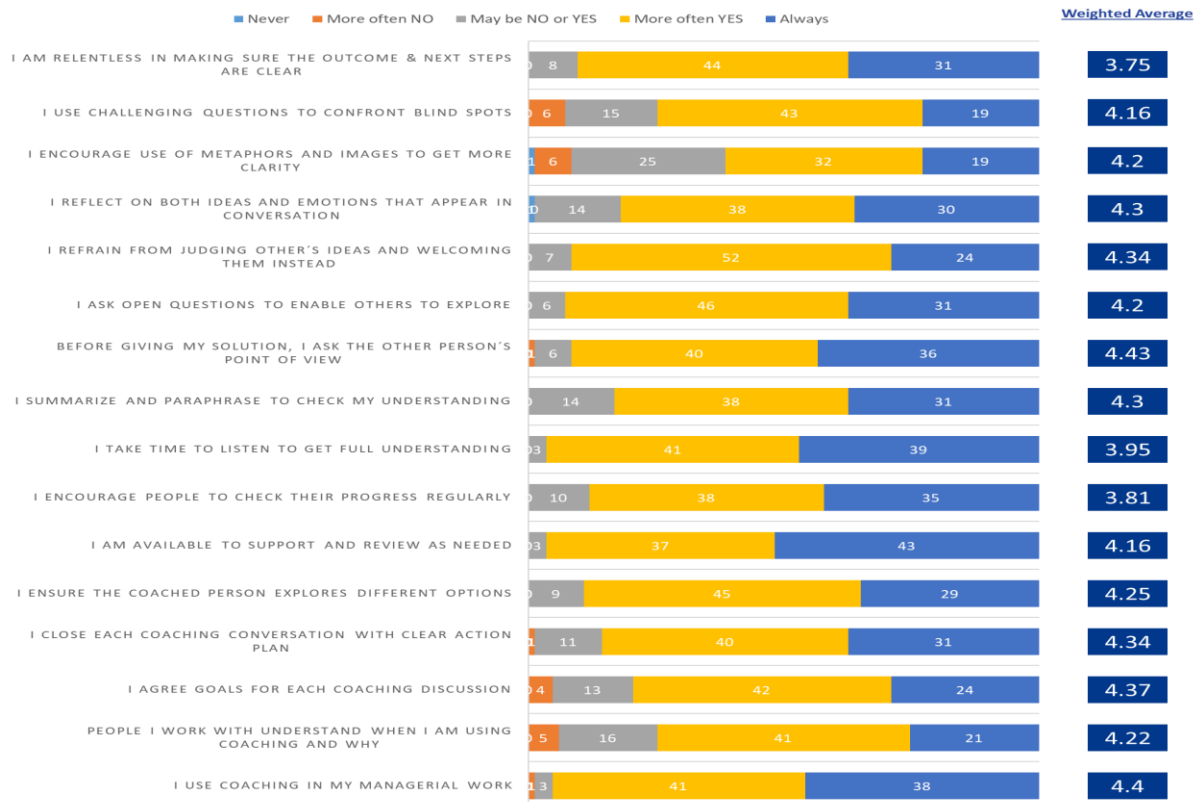


Figure 6. Coaching Process and Skills Evaluation

Further, for the last part of the questionnaire which addressed an open-ended question to describe the meaning and value of coaching and how it helps in improving employee's well-being, and company overall performance, the majority of the respondents stated that coaching is a journey that changes the mindset and plays a key role in adjusting focus, improving potential, and achieving goals. Coaching was perceived as a way to improve and develop performance through creating self-awareness and generating responsibility.

6. Conclusion

Most companies believe that coaching is a valuable resource and provide sessions to potential employees first. The research showed that coaching was regarded as a valuable practice to be performed in a company. The motivation and welfare levels at the healthcare companies are not as they should be; therefore, there is a high need for an increase in the motivation and welfare strategies at the company. It can be achieved through employee coaching, thus improving the achievements of the employee and the organization. Coaching influences the organizational performance indicators leading to sustainable growth and goal achievement through an objective approach, positivism, & understanding among staff. Results confirmed that coaching improves the capacity to be engaged in a tough conversation, deal with workplace conflict, find resources, and build policies to ensure more productive work

relationships and customer service improvement. The return on investment is clear ensuring the sustainability of the coaching process. It can be concluded that coaching will improve the organization's performance contributing to sustainable development. As coaching became more shared in companies, many pieces of literature and researches outline its effects and impact on organizations. Further studies should also be carried in other healthcare institutes within the Middle East countries to find out what successive strategies and coaching can improve the healthcare sector of these countries.

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