

THE INFLUENCE OF LEADERSHIP COACHING ON EMPLOYEE MOTIVATION, JOB SATISFACTION, AND EMPLOYEE PERFORMANCE

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ABSTRACT

There is the role of Leadership coaching in the development of work culture and work satisfaction in an organization. The sole focus of our discussion today is that only. In this piece of work, and overall outline will be provided on how Leadership coaching works. How leadership coaching can influence the work in an organization. Its role in increasing work satisfaction and interest in employees is huge. Research work should also be done backing up by a proper literature review. Various concepts, research, and many more would be discussed leading to an analysis that helps build up a proper recommendation for the scenario and helps finally concluding with the idea.

Key words: work satisfaction, Leadership coaching, Research work, literature review

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1. INTRODUCTION

Leaders play an essential role in directing the organization, they are usually responsible for setting the mission and vision of the organization which is essential for others to achieve (Ahmed & Anantatmula, 2017). Therefore, with an appropriate leadership style, prosperity and

economic growth of the organization. With the better implication of leadership abilities within the organization, direction, and motivation improving and organizing become effective. Other than this, motivation level can be increased by employees and allows to improve the productivity level. To have a clear idea of the research topic, it is essential to learn about how employee motivation, job satisfaction, and employee performance are crucial. Job satisfaction is the process of sharing the emotional responses of the employee against the current job, while motivation is considered as the driving force that helps in satisfying the needs of individuals (Goodwin University, 2019). We believe that motivational factors include responsibility, personal growth, and recognition at the workplace. This allows employees to understand their roles and accordingly they tend to provide their full potential and efforts toward achieving the organizational goals.

Now, having a brief idea of the leadership and its impact on the organization, it is equally essential to get an idea of how specifically the coaching leadership style helps in creating a impact on employee motivation, job satisfaction, and employee performances. Coaching leadership is recognized as a style that specifically facilitates and involves people, which helps to draw out a clear image of individual motivations. The leadership style allows a leader to do exceptional work and allows them to develop a relationship towards uncovering their weakness and strengths. The implication of the coaching leadership style has a positive impact on the productivity of an employee and their morale. Leaders encourage their team members to reach the targeted growth areas. Because of this, employees feel that the action plan allows for improving the overall efficiency. As a result, the employees feel that the company is investing in the success of employees (Park & Wee, 2020).

To maximize long-term success and behavior change, leaders need to follow and accept the coaching leadership approach. Furthermore, it is noticed that the style of coaching leadership has transformed the entire society, and shifting the leadership styles from directing to the coaching process will result to shift the organization's culture accordingly (Ahmed & Anantamula, 2017).

The research work focuses on understanding the impact of Coaching Leadership Style on Employee Motivation, Job Satisfaction, and Employee Performance (Ahmed & Anantamula, 2017). This study will investigate how these factors are dependent on the coaching leadership style and whether implementing the style will guide leaders to extract the best possible efficiency from every individual in the organization.

2. RESEARCH OBJECTIVE

This research aims to gain a better understanding of the impact of coaching leadership style on employee Motivation, job satisfaction, and employee performance. Therefore, based on the objectives evaluated, the research objectives are prepared which will address through adaptation of different methods, such as

- To understand the impact of coaching leadership on the job satisfaction of employees
- To know how coaching leadership is influencing the performance of employees within the organization
- To understand what factors of coaching leadership aids to motivate the employees
- To enhance the use of coaching leadership style in organization to reach long-term sustainability.

3. RESEARCH QUESTIONS

Based on the mentioned objectives, the questions below were identified to guide the entire research work, such as:

- What is the impact of coaching leadership on the job satisfaction of employees?
- How coaching leadership is influencing the performance of employees within the organization?
- What are the basic factors of coaching leadership aids to motivate the employees?
- How the enhancement of coaching leadership helps the organization to have long-term sustainability?

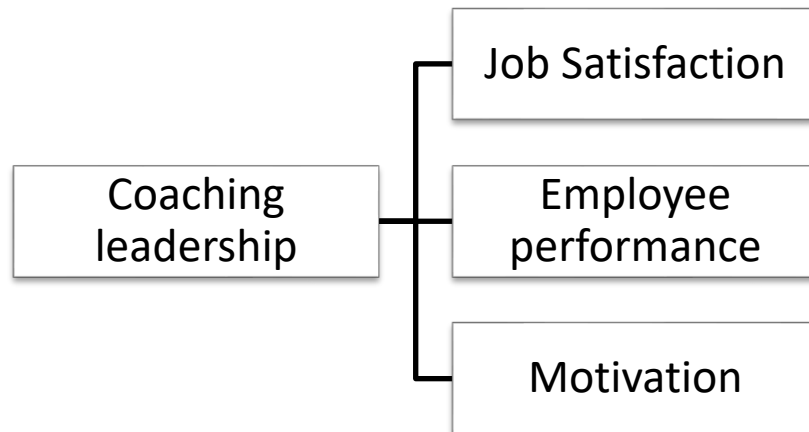


Figure 1 Coaching Leadership Model

4. RESEARCH HYPOTHESIS

The research will use main and null hypotheses. The research hypotheses are given as:

- Null Hypothesis (H_0): Coaching leadership style has no impact on job satisfaction, performance, motivation of employees
- Main Hypothesis (H_m): Coaching leadership style has a direct impact on job satisfaction, performance, motivation of employees

The sub-parts of the main hypothesis are categorized according to the research variables

Coaching leadership:

- H_{1A} : Coaching leadership style helps employees to build their skills
- H_{1B} : Coaching leadership helps employees to perform better

Job satisfaction:

- H_{2A} : Leadership style adds value to employee job satisfaction
- H_{2B} : Employees tend to have high job satisfaction with good leadership

Job Performance:

- H_{3A} : Coaching style allows employees to enhance their performance
- H_{3B} : Coaching style helps in increasing performance level of employees

Motivation:

- H_{4A} : Motivation level is enhanced when leaders are more involved with employees
- H_{4B} : Coaching style keeps the employee motivated

5. LITERATURE REVIEW

5.1 Influence of Coaching Leadership over the Development of the Employee Skills

The study conducted by Yuan and others (2019) investigated the role of leadership in the encouragement of employees to speak up. The focused goal of their study was to explain how coaching leadership helps the employees to develop employee skills with the help of developing leadership qualities in directing their team. There are three-stage that were developed from their research that help building effective leadership coaching. The stages that are mentioned or described are the Cognitive stage, the Associative stage, and the Autonomous stage. Those stages are differentiated with the level of error present in them and by that stage identification of the level of intensity of coaching will be decided. Like, the Cognitive stage is considered to have the most errors among the three whereas the Autonomous stage is having the least errors, and Associative lies somewhere between the two. So, for Cognitive the coaching will be the most intense whereas in the case of Autonomous the coaching will be based on achieving perfection in work. The author's Yuan and others (2019) include in their study how coaching leadership is properly implemented, along with the implementation of the identification of the employee stage, the necessary strategic decisions could be taken to increase employee job satisfaction (Yuan, Wang, Huang, & Zhu, 2019). The authors also provide in their research work that leadership continuation will allow improving the ability to work along with implementation of a proper coaching style that is needed in the situation. This the different coaching style will help improve effectiveness through different modes of communication, encouragement and guidance to improve and achieve professional development skills in a personal level. The leadership styles that are available and can be utilized are named democratic Coaching, authoritarian coaching, holistic coaching, autocratic coaching, and vision coaching which is benefiting towards improving the mental model of different employees and stimulating the creativity of employees (Yuan, Wang, Huang, & Zhu, 2019).

According to the views of Ali and others (2018), coaching has an important and direct role in the identification of human nature and HR development that can be done with it. The utility is developed by the study and usage of a different leadership coaching model that could be used to reach the goal. There is an overall influence of work and job satisfaction (Ali, Lodhi, Orangzab, Raza, & Ali, 2018).

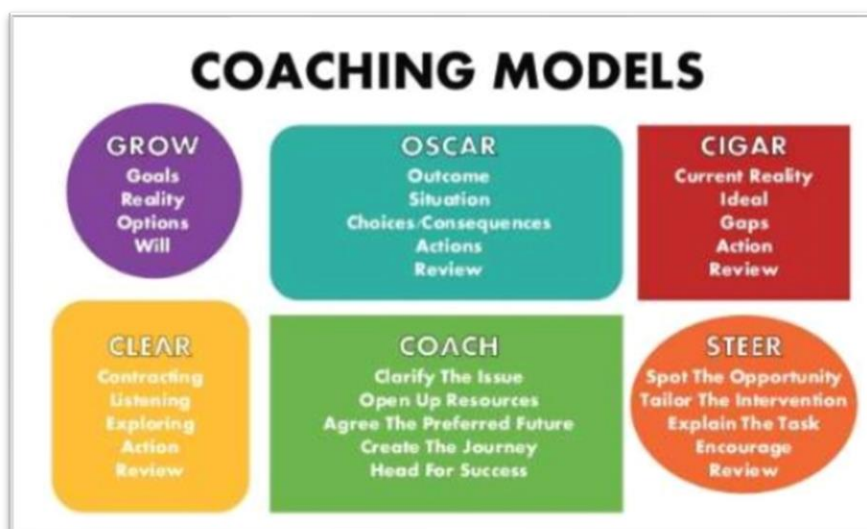


Figure 2 Coaching Models

According to (Models, n.d.), Democratic coaching gives the right to think to every individual, Authoritarian coaching allows leadership coaching under a authority of some sort, holistic coaching allows coaching of a team as a whole, autocratic coaching allows coaching with autocracy and in the vision coaching the coaching is done with a specific vision. coaching has an important and direct role in the identification of human nature and HR development that can be done with it. The utility is developed by the study and usage of a different leadership coaching model that could be used to reach the goal. There is an overall influence of work and job satisfaction. stated the mentioning name of those leadership coaching models that could be used in an organization. These names are GROW, TGROW, OSKAR, CLEAR, etc. that could be used. The usage of the leadership coaching model is considered a modern trend that can increase job satisfaction (Models, n.d.).

5.2 Influence of Coaching Leadership over Job Satisfaction of the Employees

Coaching leadership has a fundamental prediction ability of the success of subordinates, but the utility of leadership coaching and its benefits must be well understood by the organizations. According to the views of Peng, Gao, and Zhao (2019), job satisfaction is the one that links with career success. If career success could develop a link with leadership and its benefits in the career success then the real magic could happen (Peng, Gao, & Zhao, 2019). Thus the employees are found to have great work satisfaction and productivity in the workspace providing both personal and organizational benefits. Every benefit should be well analyzed and understood to attain organizational development as well as the development of employees followed by success in the organization. Among all benefits of leadership coaching, the research highlighted the benefits. The key benefits of leadership coaching are empowerment, free-thinking, enhanced performance, and improved communication (Peng, Gao, & Zhao, 2019).

According to the views of Schmidt and others, Empowerment gives the power to work both win-win and as a leader along with new insight proving new ideas of leadership. The development of free thinking allows to think in a neutral stand point. Along with these enhanced performance increases the performance of the individual as a employee and improved communication help them work as a team (Schmidt, 2017)

Study conducted by Park and Wee (2020) shares that with the rapid change in the business environment the demand for organization flexibility increased a lot in terms of demand. They also talk about both the advantages and disadvantages of leadership coaching. Coaching skills focus on both the development of the needs of members and also on building the overall member capacity that builds up the advantage of this leadership coaching. Talent promotion by coaching is done by enhancing not just the participants' personal goals but rather the organization's are also checked and improved by using the fundamentals of coaching leadership (Park & Wee, 2020). Coaching leadership style increased productivity, and not only that, work satisfaction also comes with it. The focus has a direct link in this area where an organization can increase work satisfaction and productivity at the same time. As a disadvantage, the increased work pressure can be mentioned but that too is compensated by the work that is inserted by proper coaching. The study conducted by McKimm et al. (2020), aims at coaching leadership investment, which tries in demonstrating how leadership coaching influences job commitment. The characteristic of the coaching leadership is also well explained. As a result, job satisfaction is obtained effortlessly and retained along with a positive organizational culture (McKimm, 2020).

As per the views of Cummings and others (2017), leaders are expected to adopt the political or economic challenges. Empowering attitudes, reacting with comprehension, and expressing empathy are all ways that effective leaders show professionalism (Cummings, et al., 2017). Thus, the focus to put a theoretical framework of nursing employees' impressions of their work

environment, and also how their supervisors use the coaching style to impact their followers by conversation analysis such as emotional intelligence. The analysis shows that the coaching conversion harms the job satisfaction of the employees (Cummings, et al., 2017).

5.3 Impact of Coaching Leadership over Employee Motivation and Engagement

As per the views of Michelle Chin Chin Lee, 2019, the key role has been played by HR development in the overall employee development and developing leadership qualities among team leaders. Coaching and the success to create leader behaviors among team leaders allows the businesses to certain levels of success. Recognized coaching should be integrated within the core of management and organizational effectiveness (Michelle Chin Chin Lee, 2019)

The external and internal motivation of employees in leadership coaching develops the senior employee into leaders. Motivation and behaviors are shaped by both external as well as internal factors. Employee commitment and minimize turnover intention are the main focus of this leadership coaching.

In the increasingly competitive markets, organizations are focused on improving their overall performances as it will allow in gaining a sustainable environment. Following this, leadership emerged as a powerful factor behind it. Tanskanen, Mäkelä, & Viitala (2018), shared that managerial coaching or leadership behavior fully supports the individual for attending the goals and improving the performances. It simply allows providing a better perspective on leadership. Besides, the study aims at investigating how individual performance is driven by behavioral styles that are developed and gained from managers, as well as to understand the personal relationship between managers and team members. If we look into the findings of the study, it is observed that leader-member exchange theory (LMX) does have a stronger impact on the performance of individuals and their engagement of work (Tanskanen, Mäkelä, & Viitala, 2018). Through managerial coaching, better leadership can be provided and a wider opportunity can be gained in the competitive world (Tanskanen, Mäkelä, & Viitala, 2018).

According to Trujillo, 2018. performance management is an essential factor that can be improved through implementing the coaching leadership style. The condition of effective Coaching leadership should also be created. It does not only motivate employees but also enhances the engagement process, despite the widespread use of managerial coaching in companies and its well-established importance for the implementation of effective performance management. It's indicated that managerial coaching allows having a clear description of roles and job attitudes along with the overall job performances (Trujillo, 2018). The coaching leadership style allows the employees to become more motivated and helps in maximizing their talents and potential. Therefore, it can be concluded that with the coaching leadership style, the employees are motivated easily and performance is evaluated accordingly (Trujillo, 2018).

6. RESEARCH METHODOLOGY

There are different steps to identify a suitable research method. The selection of the best method will help in developing the research work and determine the appropriate results. The following sections which methods are selected for the work.

7. RESEARCH APPROACH

The research approach is essential as it sets the tone for the research work. To have a better idea of "Coaching Leadership Style Impacting on Employee Motivation, Job Satisfaction, and Employee Performance" the researcher will be adopting the inductive approach to develop the research work. The research questions are narrowed down by using the research approach. thus, a proper idea of the research topic is gained and better observations can be made. Here the quantitative approach will be adopted to develop the research work and based on that the study

will be developed. Through this, a better analysis is made to the research work is gained (Goundar, 2012).

8. RESEARCH STRATEGY: SURVEY QUESTIONNAIRE

This section is recognized as a major section in the research work were to develop the study, a questionnaire will be prepared. A survey questionnaire is developed by the researcher based on the hypothesis. The results of the survey are collected using Google Forms and based on the results gained from the respondent, the findings are made and closure to the work is provided. The research method allows providing a proper idea of how to collect the data and analyze them. Through this, better guidance is provided and planning and monitoring become effective (Noko Emmanuel, 2019).

9. TOOLS OF ANALYSIS: CORRELATION, REGRESSION

To find out the impact of Coaching Leadership Style, various tools will be used to develop the analysis to have a better idea of the research work. The best suitable one is the correlation and regression. The analysis method will help in dealing with the data. It will allow in proving the hypothesis and gaining better results. As a result of using the correlation and regression, a faster reporting process is made and accurate results are gained. The data quality is improved and simultaneously helps in providing a proper closure to the research work (Noko Emmanuel, 2019).

10. QUESTIONNAIRES DESIGNING

The designing of the questionnaire is essential for the research work. Therefore, to develop the questionnaire, the researcher has used the hypothesis. At first, the hypothesis is segregated parts. It includes coaching leadership, job satisfaction, job performances, and motivation. Based on the developed sub-section, the further development of the hypothesis is made and according to that basis, the questionnaire is designed. Around 28 questionnaires are developed which will allow having a clear idea of the research work. These questions are made in the Likert scale format where Highly Disagree is rated as 1 and Highly Agree is rated as 5 (Noko Emmanuel, 2019).

Table 1 Likert Scale

Likert Scale	
Option	Scale
Highly Disagree	1
Disagree	2
Neutral	3
Agree	4
Highly Agree	5

11. DATA POPULATION AND SAMPLING

One of the essential sections in this work is the data population and the sampling. To collect the data population, the researcher includes a section of demographic questions are included. It speaks about age, gender, education degree, job title, and nationality.

The sample of the study is around 150, which aids to provide a clear image of the responses. Based on these ideas and data, results will be collected and findings of the study are prepared (Verma, 2012).

11.1 Hypothesis Analysis

Null Hypothesis

Coaching Leadership Enhances Employee Motivation

Alternative Hypothesis

Coaching Leadership does not play a role in enhancing Employee Motivation

Table 2 Correlation Table

	Interact ion	Employ ee idea recognit ion	motivatio n by employ ment	job role identificat ion	Emplo yee care	Care for emplo yee goals	Emplo yee inspiri ng	Salary & Apprai sal
Employ ee Motivati on								
Correlat ion (r)	0.74	0.72	0.75	0.80	0.79	0.77	0.76	0.77

“job role identification” is the biggest significant factor in enhancing employee motivation followed by “Employee Care” as defined by the correlation coefficient values of 0.80 & 0.79 respectively.

Table 3 Regression Table

SUMMARY OUTPUT								
Regression Statistics								
Multiple R	0.9661016							
R Square	0.9333523							
Adjusted R Square	0.932902							
Standard Error	0.224701							
Observations	150							
ANOVA								
	df	SS	MS	F	Significance F			
Regression	1	104.6483402	104.64834	2072.6334	6.179E-89			
Residual	148	7.472597268	0.0504905					
Total	149	112.1209375						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	-0.0372487	0.092655913	-0.4020112	0.6882557	-0.2203481	0.1458507	-0.2203481	0.1458507
CLS (X)	0.0438127	0.000962362	45.526183	0.00	0.0419109	0.0457144	0.0419109	0.0457144

Regression Model

Multiple R = 0.97, R-Square = 0.93, Model Highly Reliable

Cumulative Layout Shift (CLS) ($p= 0.00<.05$) CLS is a statically significant variable in influencing EM at 5% level of significance.

- Null Hypothesis is rejected, Alternative hypothesis has been accepted

11.2 Hypothesis Analysis

Null Hypothesis

Coaching Leadership Enhances Employee Performance

Alternative Hypothesis

Coaching Leadership does not play a role in enhancing Employee performance

Table 4 Correlation Table

	Proper Training	Attainment of Full Potential	Employee commitment	Better Performance	Efficiency Enhancement	Ease of Employee Work	Healthy work-life balance	Employee Appraisal
Employee Performance								
Correlation (r)	0.7603	0.7800	0.7536	0.6752	0.8149	0.7674	0.6814	0.6953

“Efficiency Enhancement” is the biggest influential factor in enhancing “employee performance” followed by “Attainment of Full Potential” as defined by the correlation coefficient values of 0.81 & 0.78 respectively.

Table 5 Regression Table

SUMMARY OUTPUT								
REGRESSION STATISTICS								
MULTIPLE R	0.95811056							
R SQUARE	0.917975846							
ADJUSTED R SQUARE	0.917421628							
STANDARD ERROR	0.231916794							
OBSERVATIONS	150							
ANOVA								
	df	SS	MS	F	Significance F			
REGRESSION	1	89.08726088	89.087261	1656.3466	2.925E-82			
RESIDUAL	148	7.960239122	0.0537854					
TOTAL	149	97.0475						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%

INTERCEPT	0.30003 3298	0.09563 1377	3.137 3939	0.002 0572	0.11105 4	0.4890 126	0.11105 3986	0.48901 2611
CLS(X)	0.04042 4202	0.00099 3267	40.69 8238	0.00	0.03846 14	0.0423 87	0.03846 1386	0.04238 7019

Regression Model

Multiple R = 0.96, R-Square = 0.92, Model Highly Reliable

CLS (p= 0.00< .05) CLS is a statically significant variable in influencing EP at 5% level of significance.

- Null Hypothesis is rejected, Alternative hypothesis has been accepted

11.3 Hypothesis Analysis

Null Hypothesis

Coaching Leadership Enhances Job Satisfaction

Alternative Hypothesis

Coaching Leadership does not play a role in enhancing Job Satisfaction

Table 6 Correlation Table

	Leader as a driver of job satisfaction	responsible act of leader that leads to enhancement in job satisfaction	Leader appraisal	Opportunity Creation for employees	Adoption of technique for employee satisfaction	Skill development	Leaders involvements
Employee Satisfaction							
Correlation (r)	0.847	0.818	0.765	0.815	0.813	0.818	0.803

“Leader as a driver of job satisfaction” is the biggest influential factor in enhancing “Employee Satisfaction” followed by “responsible act of leader that leads to enhancement in job satisfaction” as defined by the correlation coefficient values of 0.84 & 0.81 respectively.

Table 7 Regression

SUMMARY OUTPUT							
REGRESSION STATISTICS							
MULTIPLE R	0.957552						
R SQUARE	0.9169058						
ADJUSTED R SQUARE	0.9163443						
STANDARD ERROR	0.2691645						
OBSERVATIONS	150						
ANOVA							

	df	SS	MS	F	Significance F			
REGRESSION	1	118.3181478	118.31815	1633.111	7.63633E-82			
RESIDUAL	148	10.72253246	0.0724495					
TOTAL	149	129.0406803						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
INTERCEPT	-0.3003252	0.110990559	-2.7058629	0.0076129	-0.519656175	-0.0809943	-0.519656175	-0.080994302
CLS(X)	0.0465864	0.001152793	40.411768	0.00	0.044308359	0.0488645	0.044308359	0.048864481

Regression Model

Multiple R = 0.96, R-Square = 0.92, Model Highly Reliable

CLS ($p = 0.00 < .05$) CLS is a statically significant variable in influencing ES at 5% level of significance.

- Null Hypothesis is rejected, Alternative hypothesis has been accepted

12. RECOMMENDATION

From the above discussion, it is clear enough that there is a huge impact of employee leadership coaching on overall employee development. The development is in terms of workflow and increased job satisfaction. Few things must be recommended for betterment in the execution of the leadership coaching. These are:

- Leadership coaching should be done in stages from beginner to experience. The less experienced employee should be given more importance and the expert employee should be trained for perfection.
- Different Coaching models are available in the organization zone. The correct zone for a correct model should be identified and implemented.
- Even if the models are identified there are also different modes of training that should also be identified and implemented.

13. CONCLUSION

In this piece of work, the main goal is to discuss the utility of Leadership coaching on Employee Motivation, Job Satisfaction, and Employee Performance. The discussion started with the proper introduction where the overall importance of leadership coaching is discussed. Its utility in developing Employee Motivation, Job Satisfaction, and Employee Performance is also explained in a brief. To make the concept clear research work and literature work are also discussed. In the research work the concept, goal, what is needed to be learned all are discussed. In the literature work various researches, coaching stages, models, etc. are discussed. A full analysis is also done making the full concept and utility of Leadership training complete

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