Full Length Research Paper

To the promotion of work life quality using the paradigm of managerial coaching: The role of managerial coaching on the quality of work life

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In the past, the examination of quality of work life (QWL) and its effect on the organizational performance has been considered so much and many investigations have been done. In new paradigms in which the development of human resources and organizational goals are considered instead of using them for achieving the organizational goals, the QWL has been defined through new indices, which according to Hayrol et al. (2010) are as follows: interpersonal, the organization's policies and managerial style, organizational support, personal and family life, security and satisfaction in the organization, work environment, well-being and personal health. As it was previously mentioned, one of the indices of QWL is the managerial style in the organization. In this paper, considering the objective of developing human resources, the effect of managerial coaching style which is used today for learning and development through open communications, team procedures, valuing people over task, the acceptance of ambiguity and development of facilities on the QWL in the Government Offices of Yazd city have been analyzed which is done through modeling of structural equations by Lisrel 8.5 software. It becomes obvious that managerial coaching has a significant role on the QWL and it indicates 36 percent variance of the QWL with 95 percent accuracy rate. Also all the observed variables in the model could indicate latent variables except for well-being and individual health and personal life (managerial coaching variable $p<0.01$ and QWL $p< .0.05$).

Key words: Managerial coaching, the quality of work life, Iran, governmental offices.

INTRODUCTION

In past centuries, the effects of managerial styles on the performance of the organization had been mentioned among academies and managers of organizations as an interesting topic. It is maybe due to the fact that all believe that the manager can be influential over the performance of the organization. Todays, because of the

development of behavioral sciences, the term "leadership" is used instead, for example, Zacharatos (2000) asserts that the leadership style of the manager in the organization has a great importance in the way to achieve organizational objectives which itself related to the performance of the staffs.

With the increase in the number of organizations and their developments, new paradigms emerged from the old styles of control and order management which was based on collaboration and cooperation. These new paradigms are focusing on development, empowering and the learning of staffs (Robert, 2006). This managerial style is called managerial coaching which Katzenback and Smite (2006) mentioned it in their book as super

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leadership.

The process of managerial coaching in knowledge-based, universal and complex organizations of today can actually elevate the organization to an excellent level of performance. According to Brocato (2003), nowadays the organizations are passing through the continuity, conformity and the command to change, coordination and managerial coaching and use managerial coaching in balancing their new work life in order to facilitate the development of staffs (De Macro, 2007). In this article, the effect of this new managerial style on the quality of work (QWL) life has been investigated.

MANAGERIAL COACHING

The history of managerial coaching dates back to Socrates, Socrates believed that when the people have some responsibilities or they are the owner of the achieved status, they would have a better learning. Generally, the term "coach" has been common in sport, but it also is used today in trade. In sports, as most of the common organizational models, people and team work are much significant, it can be said that the team work of people is more important in the organizations, as people in the organizations cannot succeed individually but through synergies (Edvards, 2003).

Based on the definition of Parsloo and Wray (2000), managerial coaching is a process which leads to learning and development and the improvement of the performance. Lynos and Goldsmith (2005) consider the use of managerial coaching style as a way for promoting the performance and skills of leadership which is known as a strategy for developing management. Bianco-Mathis et al. (2002) argue that the powerful leaders are those who have inserted the managerial coaching in their actions and beliefs. Managerial coaching is moving toward achieving high performance in organizations through increasing the effectiveness of organizational communi-cations, success of team building, self-knowledge, improving the ability to create, moving toward chang and generally, empowering of staffs and creating open com-munications (Natal and Diamant, 2005). Achievement to high performance needs committed and powerful staffs which put emphasize on achievement to quality in performance and satisfying the organizational objectives. Based on the studies, managerial coaching is influencing all dimensions of the organization as a method for changing human beings, for example Wright (2007) realized in 2007 that managerial coaching leads to a reduction in stress in work place. Clegg et al. (2005) presented a paper on managerial coaching in trade in 2005, other examples include: communication and leadership skills in the paper by Wilson (2004), deve-lopment of occupational career (Scandora, 1992), team making and the development of the group (Cunha and Louro, 2000), improvement of group's skills and performance (Rich,1998), managerial coaching and the improvement of per-formance in occupational interviews (Maurer et al., 1998).

Generally, it can be said that managerial coaching consists of five dimensions of open communication, team work, acceptance of ambiguity, the priority of the individual to task and the development of facilities, which the first four dimensions have been introduced by McLean et al. (2005) and Park (2007).

Open communication

One of today's main changes which occur in organizations is the shift from formal and hierarchical communications to partnership and network communica-tions which requires sharing information and team consultancy, and this does not occur except by open communication (Muetzelfeldt, 2005).

One of the main characteristics of the effectiveness of coaching is open communications. In fact, these open communications help the managers and staffs to have a better understanding of each other and plan a better foundation for communication.

Evered and Selman (1989) in their study emphasize on the effectiveness of coaching. In order to make open communication there should be some cooperation, sincerity and collaboration of staffs.

Team approach

This dimension of coaching means making collaboration with each other. When working with team approach, at the time of decision-making and obtaining results, team working is preferred. After some investigations Kritner and Kiniki (2006) concluded that the successful teams give credence to the objectives of the individuals and team. In coaching, the manager tries to evaluate the staff and give feedback to them instead of commanding and he does this with continuous participation in order to help the staffs to achieve the objectives of the organization and their personal occupational desires (Brecher, 2004). Fournies (2000) considers coaching as a preventive factor for failure in team works.

Valuing people over task

A good managerial coaching manager distinguishes the personal needs from tasks and knows that how much attention he/she should pay to each. This factor has more relationship with the job satisfaction of the staffs. In the study of Landdon (1996), most respondents believed that their job satisfaction has much relation with receiving respect from their organizations. In this dimension of coaching, the managers should listen carefully to their staff and support their efforts.

Acceptance of ambiguity

In order to achieving high performance through coaching in organizations, the flexibility in the communications and acceptance of opinions and new innovations are considered as most important factors (Peterson and Hicks, 1996). Managers should look for multiple solutions and communicate with their staff and accept their views if it has a useable view in it.

Development of facilities

One of the skills of a leader is to provide proper conditions and environment for training staffs and improving them. The leader should give feedback to his staff in a way that he gets the control of them and improves them. In fact, the coaching manager should strategically accompany his staff when facilitating their affairs (DeMacro, 2007).

The quality of work life

For an organization to succeed, its staff should not be ignored as a driver motor. This motor should be serviced through the best reliable methods. Staff that their needs are not meet, are unsatisfied and they work less than their true and actual power (Azril, 2010). Robbins considered QWL as the organization's responsiveness to the needs of staff through developing some mechanisms which let them to be involved in those decisions which influence their life.

The concept of the QWL was mentioned for the first time by Davis in 1973. In the literature of management, from past to now, so many key factors have been introduced as influencing on QWL, as an example, Lau and May (1998) considered the work condition, job satisfaction, behavioral aspect of staff, growth and development as main factors.

As it was mentioned with the development of the organizations and in paradigmatic pass, the indices of QWL increased too. Arzil et al. (2010) define these indices as follow:

1. Payments: the most significant factor which is mentioned in the literature of QWL is payment which includes the wages, increase of wages, benefits, and subsidiaries, retire rights and medical benefits. Wan (2007) and Matzler and Renzl (2007) in their investigation has demonstrated that the most significant aspect of job satisfaction is payment.
2. Interpersonal relationships: other aspect which is important after payment is interpersonal relationships which are nowadays mentioned as one of the main factors in organizational performance. This criterion includes respecting others, collaboration with others and

sharing some information with affirmation of the organization which will have some benefits for managers and staffs.
3. Work environment: another determining factor in deciding on the performance is work environment which includes argonomy, harmonic and safe environment.
4. Job safety and satisfaction: The security and safety aspect such as retirement programs and the community of staffs can increase the motivation, utilization, organizational commitment, physical and mental health of staff. Job satisfaction factors such as JDI indices (the nature of job, supervisor, cohort, promotion and payments) are placed within QWL.
5. Organization's policies and management: According to the investigations done by Keiningham et.al, (2006), the existence of fair policies and proper management styles are among the most important aspects in the QWL and performance of staff. For example the participation of staff in decision-making process, the facilitation of the relationships between the manager and staff and the working teams are effective for their performance (Eaton and Gordon, 1992).
6. Organizational support: this index is one of the main tools in strong and powerful performance of staff. It should be noted that if staff work individually without any support from manager, their performance will be decreased. This is surprisingly obvious in the studies of Ussahawanitichakit (2008) and Hutchinson and Garstika (2006).
7. Personal and family life of staffs: Mazerolle et al. (2008), Mulvaney (2006) and Ezra and Deckman (1996) found that the balanced personal and family life of people leads to high performance among staff and conversely, their unbalanced life leads to instable morale and a negative performance.
8. Personal health and well-being: Piqueras (2006) recognized a significant relationship between this factor and QWL; also he considers some factors such as personal health, stress, personal problems, body fitness and personal desires as some of important factors. In a study which has been done by Azril (2010) to investigate the relationship between performance and QWL it was demonstrated that there is some relationships between performance and well-being.

Managerial coaching and the quality of work life

Bartlett (2007) believes that coaching is a far-reaching performance in development of human resources. Also in a study which has been done in 2005 by Chartered Institute for Personnel and Development (2005) in the U.K. stated that 88 percent of organizations use coaching method for developing their staff. It can be said that coaching affects many aspects and indices of quality of work life.

It can be said that coaching can be effective on the

indices of quality of life work. One of the main skills of coaching is the creation of interpersonal relationships. Denfeld Wood (2008) believes that in coaching we are following three objectives: 1. Improvement of life: to balance professional and personal roles as carter, 2. Leadership: improvement of team and interpersonal skills and 3. Self-knowledge: to be aware of deficiencies and opportunities that we can have in order to grow. Haiz (2008) also introduces coaching as a necessary tool for creating mutual interpersonal relationships. In fact coaching is a practice which empowers interpersonal relationships (Denver, 2005).

In the list of coaching model of Noer (2005), one of the behavioral indices of managers is his support of his staff by creating interpersonal relationships for facilitating the trust, open relation, respect and perception which consists of behavioral elements attending, inquiring, reflecting and affirming.

One of the main streams in coaching is teaching personal development. Williams et al. (2002) believes that the coaching manager encourages staff to obtain a better status in respect of health and well-being. Williams et al. (2002) believes that the coach should be in a better level of goodness rather than his subordinates. One of the main factors which are in a mutual relation with work environment is the quality of management. In the studies done by Meret Labriola (National institute of occupational Health Copenhagen, Denmark) low level of support and quality of management, low authority in decision-making and supervision have been mentioned as the causes of staffs' absenteeism due to sickness.

Coaching manager seeks to obtain and promote the policies and programs such as creating equal opportunities for staffs, personal development, team work, making changes, communication skills and contradiction management and so on, in an organization. Generally it can be said that coaching manager is going to find those policies which are followed by highest level of performance, obtaining a new level of personal improvement, increase of learning, more successful occupational path and totally, the increase of life satisfaction (TenHoor, 2002).

In the past studies, the role of managers in job satisfaction has been investigated widely in such a way that is has been considered as an important indices of their managing technique in measuring the staff's job satisfaction.

In the field of coaching management method and its effect on job satisfaction, many studies have been done including Wrench and McCroskey (2006) which in their study on coaching scales they found that there is some relationship between organizational coaching and the satisfaction and motivation of staffs. Elligner et al. (2003) has studied the coaching behavior of supervisors and job satisfaction of staffs.

The most prominent aspect of coaching is its psycho-analysis approach which seeks to discover the personal values, motivations and even family matters (Lawler and Candidate, 2009).

Bowels and Picano assert that in a work environment in which there is managerial coaching style, there is a higher level of job satisfaction. One of the objectives of coaching management is the promotion of occupational security and safety.

It can be said that the success or failure of manager's actions, work environment and coaching, can be effective on occupational security and communications and totally, the meaning of coaching includes different matters of work life (Cavanagh and Grant, 2006).

Hypotheses of research

In order to measure the coaching behavior of management and quality of work life, based on the above review of literature, it is assumed that:

H1: There is a significant relationship between open communication and coaching.
H2: There is a significant relationship between team approach and coaching.
H3: There is a significant relationship between ambiguity and coaching.
H4: There is a significant relationship between the individual's priority rather than the task and coaching.
H5: There is a significant relationship between facilities development and coaching,
H6: There is a significant relationship between payment and QWL.
H7: There is a significant relationship between work environment and QWL.
H8: There is a significant relationship between security and job satisfaction and QEL.
H8: There is a significant relationship between the organization's policies and managerial style and QWL.
H9: There is a significant relationship between organizational support and QWL.
H10: There is a significant relationship between personal mutual relationships and QWL.
H11: There is a significant relationship between personal and family life and QWL.
H12: There is a significant relationship between goodness, personal health and QWL.
And the final hypothesis which examines the relationship between latent variables after confirming their relationship with observed variables is:
H13: There is a significant relationship between managerial coaching and QWL.

The conceptual model of the research

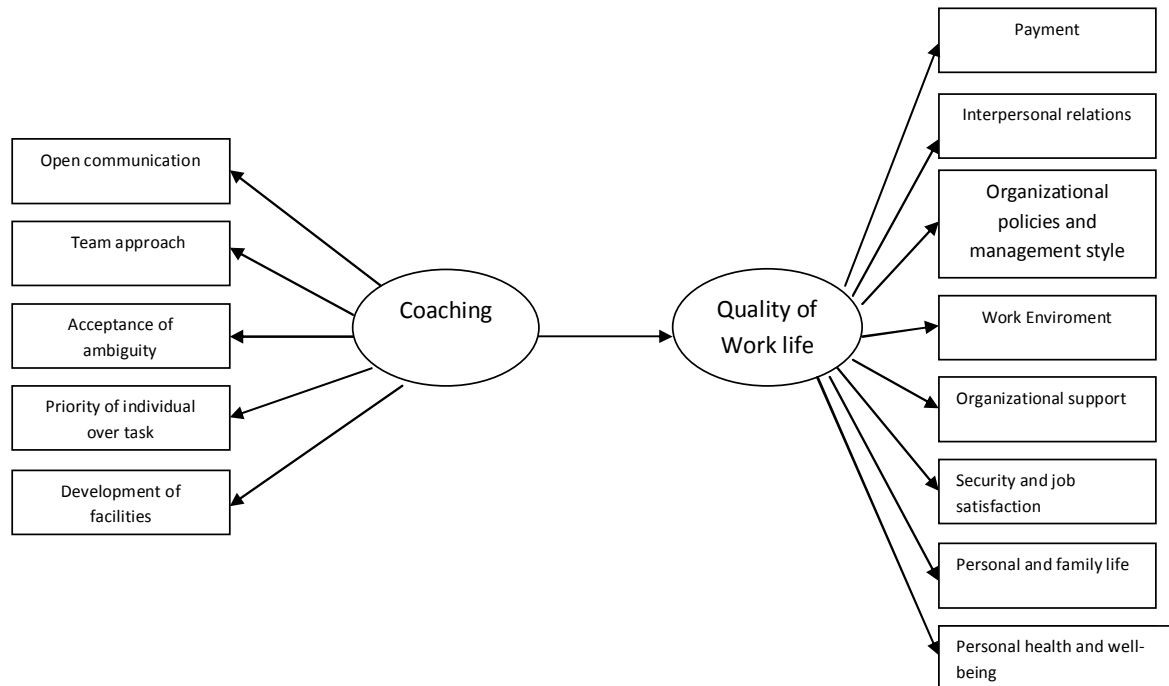In this study, coaching is considered as an independent variable and QWL as dependent variable. The variables

Figure 1. Conceptual model of research.

of open communication, team approach, the acceptance of ambiguity, the priority of the individual to task and development of facilities are observed variables for latent variable of coaching. On the other hand, variables of personal relation in the organization, policies of organization and managerial styles, organizational support, personal and family life of staff, security and satisfaction in organization, work environment, payment, well-being and personal health are observed variable for quality of work life. In this research the relation of managerial coaching style and QWL has been examined (Figure 1).

MATERIALS AND METHODS

Methodology

The present study is a field study with descriptive data collection and in respect of the relation between variables, it is a causal study.

Tools for data collection

In this study two questionnaires have been used for data collection.
1. A 41-questions questionnaire which examines the degree of coaching (the measurement of managerial coaching which has been designed by McLean et al. (2005) and its reliability and validity has been proved in previous studies and it has been taken from Lai (2008). The response range of questions has been from 1 to 6 (from total disagreement to total agreement).
2. The questionnaire used for evaluation of quality of life in which, according to Azril's indices, the criteria used in International Standard Organization (ISO) are used, has been designed by researcher. In this questionnaire Likert's range has been used. The results of computation of cronbach's α values in pre-test for each

variable are shown in Table.1

Research samples

This study is on executive organizations of Yazd provience in Iran which is presented according to statistics of Yazd organization which has been conducted in 1388 by the Office for Human Resources and Administration Revolutions of Deputy of Management Development and Human Resources. The population consists of 150 individuals who has been selected based on their reputations which was distributed randomly between 10 organizations, and finally 110 questionnaires have been collected.

Demographics

Before data analysis, it is better to have a clear picture of the respondents. Based on the data from Table 2, the frequency and the distribution percentage of gender, age, education and work background variables can be seen. Also the average age of respondents is 32 years old and their work experience is 9 years.

RESULT

In order to analyze data and test the research hypothesis, the structural equation's model has been used. In Figure2, all the coefficients of measurement model and the route of structural model can be seen. Standardized values in the final structural model indicate the intensity of the relation between coaching and its indices and QWL and its indices in measurement model and structural relation of coaching with QWL. Other values of measuring model (λ) and structural model are included in Table 3.
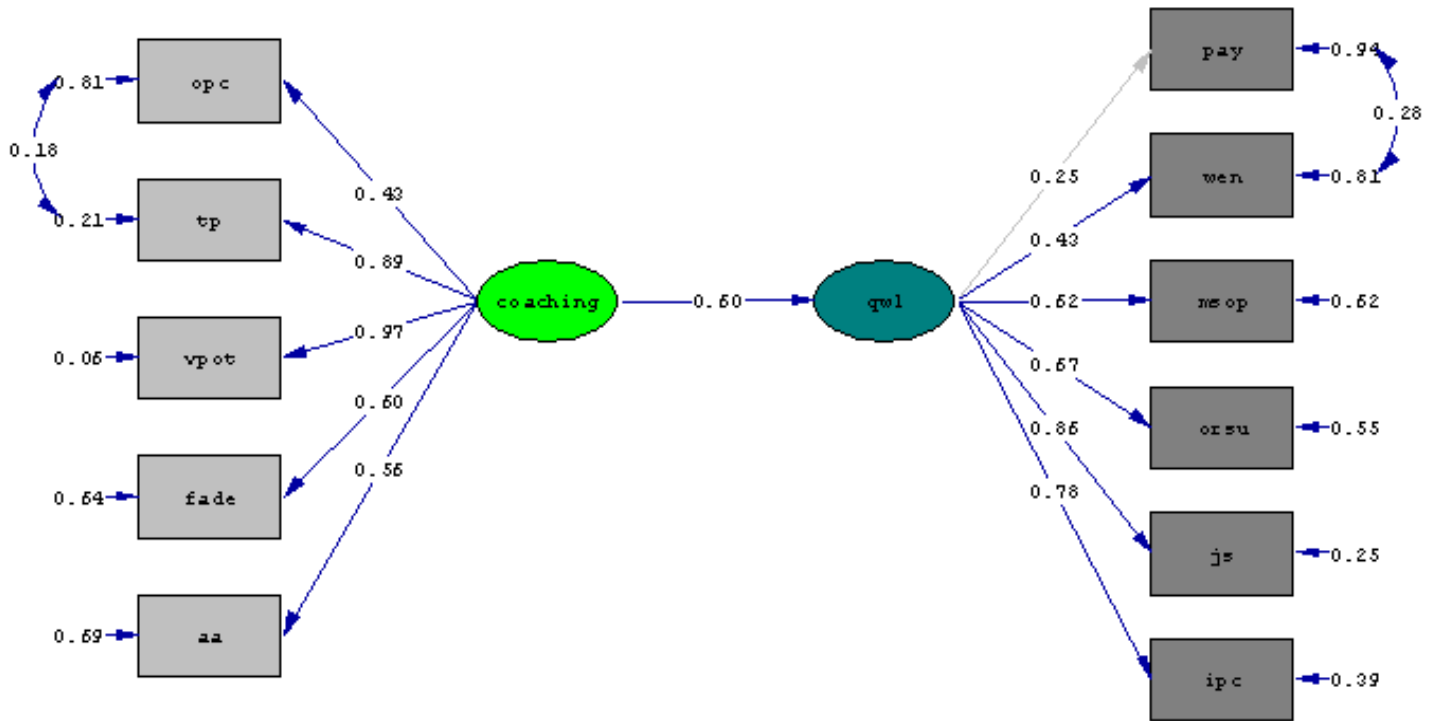
Chi-Square=64.76, df=41, P-value=0.01041, RMSEA=0.073

Figure 2. The values of standardized model for final structural model.

Table 1. The values of cronbach's α pre-test for each variable.

	Indices	The number of question	Cronbach's α
	Valuing people over task	6	0.75
	Team approach	8	0.83
Coaching	Development of facilities	10	0.66
	Acceptance of ambiguity	8	0.71
	Open communication	9	0.74
Total		41	0.89
	Security and job satisfaction	11	0.8
	Interpersonal relation	4	0.78
QWL	Organizational support	6	0.74
	Organizational policies and management style	7	0.70
	Work environment	5	0.83
	Well-being and personal health	4	0.70
	Family and personal life		0.72
Total		33	0.86

Based on the presented data, it can be said that with 95% degree of confidence the indices of payment, interpersonal relation, organizational policies and managerial style, organizational support, security and job satisfaction have significant relation with QWL. In which the security and job satisfaction with λ= 0.85 and lowest variance error (0.083) has the highest role in the QWL and payment with λ= 0.27 and variance error of 0.94 has the lowest role on QWL. In final model, indices of personal and family life and well-being and personal health have

Table 2. The characteristics of respondents (n=110).

Variable	Frequency	Percentage
Gender		
Female	62	56.4
Male	48	43.6
Age		
Under 40 years	89	80.9
Above 40 years	21	19.1
Education		
Diploma	15	13.6
Associate of Arts	16	14.5
BA	70	63.6
MA	8	7.3
Occupational experience		
Between 1-5	48	43.6
Between 6-15	43	39.1
Between 16-25	14	12.7
>25	2	1.8

Table 3. The values for QWL indices in structural model.

Indices of QWL based on priority	Standard estimated value (λ)	t-value	Estimated standard error	p- value	The value of coefficient of R^2
Is: job security and Satisfaction	0.85	2.43	0.22	$P<0.05$	0.75
Ipc: interpersonal Relation	0.72	2.41	0.28	$P<0.05$	0.61
Orsu: organizational Support	0.67	2.37	0.14	$P<0.05$	0.45
Organizational policies And management styles	0.62	2.34	0.18	$P<0.05$	0.38
Wen:Work environment	0.43	2.53	0.14	$P<0.05$	0.19
Pay: Payment	0.27	-	-	$P<0.05$	0.06

been explaind by the model.

According to Table 4, the values of factorial loads indicate the high correlation between open communication, team procedure, and priority of individual over task, acceptance of ambiguity and coaching. Among them, the index of individual priority over task with $\lambda= 0.97$ has the highest factorial load and the index of acceptance of ambiguity with $\lambda=0.43$ has the lowest factorial load in determining coaching.

In the confirmation of final hypothesis, considering the fact that the QWL changes 60% per each unit of change in coaching behavior of manager, in other word, the value of indicated variance of QWL through coaching is 36%, it indicates that coaching has a great influence on QWL.

Finally, the results shown in Table 5 indicate the indices of final structural model. It shows that the final structural model is consistent and practical, and the indices of model show that it is a good and useable model.

Conclusion

The results presented make it clear that the behavior of coaching management is in fact an important factor in the

Table 4. The values of coaching indices in structure.

Indices of coaching based On priority	Standard estimated Value (λ)	t-value	Estimated Standard error	P value	The value of Coefficient of R^2
Priority of individual over task	0.97	13.29	0.047	P<0.01	0.94
Team procedure	0.89	11.55	0.666	P<0.01	0.79
Development of facilities	0.60	6.82	0.049	P<0.01	0.36
Acceptance of ambiguity	0.56	6.21	0.051	P<0.01	0,31
Open communication	0.43	4.59	0.06	P<0.01	0,19

Table 5. Presentation of statistics related to the fitness of the model.

Index	Value	Accepted range	Result
df /χ2	1.8	2df </χ2	Confirmed
RMSEA	0.073	RMSEA<0.08	Confirmed
GFI	0.95	GFI> 0.9	Confirmed
CFI	0.94	CFI> 0.9	Confirmed
IFI	0.94	IFI> 0.90	Confirmed

quality of work life. Regarding the fact that in the considered statistical population the highest factor in determining the QWL is achieving security and job satis-faction, and as it was stated in the review of literature, based on the investigation of Langdon (1996), one of the most important factors in job satisfaction is to receive respect from organization. In this study the priority of the individual to task is the highest factor in determining the managerial coaching behavior of the management, and it is indicative that the managers should listen to their staff carefully and respect them. The second important factor in the QWL is the interpersonal relationships and one of the goals of coaching manager is to improve interper-sonal and team skills (Denfeld, 2008). Managers should participate continuously and evaluate staffs and give feedback to them in order the staff to achieve the objectives of the organization. Fournies (2000) believe that coaching is the most significant factor in the success of team works and Denver (2005) considers the coaching behavior of the manager as the cause of the empowering of the interpersonal relationships.

Generally, it is expected that the managers of the executive organizations of Yazd provience (and generally Iranian executive managers) grow some managerial coaching behavior. This behavior which will promote and improve the QWL of their staffs which, based on the results obtained from previous studies, has a great influence over the organizational achievements.

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