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The Impact of Perceived Managerial Coaching on Local Staff Organizational Commitment in International Development Agencies Working in Gaza Strip

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Abstract:

This study aimed at investigating the impact of perceived managerial coaching on organizational commitment of local staff of international development agencies working in Gaza Strip.

150 local staff, in Gaza Strip, were randomly selected to fill in a questionnaire included managerial coaching measure developed by (McLean, Yang, Kuo, Tolbert & Larkin, 2005) and revised by (Park, 2007), and organizational commitment measure, that was based on (Porter, Steers, Mowday & Boulian, 1974). The study found that managerial coaching has a positive effect on organizational commitment and team approach behaviour has an influence over organizational commitment more than other managerial coaching behaviours.

Keywords: *Managerial coaching, organizational commitment, Coaching, employee development*

1. Introduction

With rapid change in business environment characterized by accelerated technology and fierce competition, talented staff becomes a high priority and important aspect of building organizational capabilities to ensure sustained competitiveness. Today, retaining and attracting valuable employees is a global challenge and it is organization responsibility to create the atmosphere that promote for employees development and improve employee performance.

Employees are the real assets of the organization and have become viewed crucial factors to organization's ability to grow, compete and evolve continuously. The success of any organization is dependent upon individuals who work for the organization, including leaders and employees, and the amount of work each individual puts into it (Saqr, 2009).

Coaching has emerged as a strategy for improving the skills of the employee, and promoting personal and professional development. Coaching is viewed, also as a strategy for enhancing leadership skills and employee technical skills through an interpersonal relationship between the first line manager and employee, which results in organizational effectiveness and job satisfaction (Batson, 2012). Coaching has been defined with little differences of views of management and human resource development (HRD) practitioners and researchers. (Antonioni 2003) defined coaching as a partnership between a manager and an employee, in which the manager enhances the employee's ability to release his potential. In this partnership, the manager changes his judgmental style and switch to a non-judgmental style of analysis and teaching, While employee development is recognized as an asset to the organization, employee commitment is increasingly becoming another valued asset for the organization. With the increased changing environment and organizational competition, the employee commitment has become a common construct for investigation because of the significant impact a committed worker can have on the organization. As committed staff members believe in organization vision, mission and values, they will release their potential and increase their ability to do the best and made them more likely to achieve goals on behalf of their organizations (Saqr, 2009).

2. Problem Statement

What is the impact of managerial coaching on the employees' organizational commitment in international development agencies working in Gaza strip?

3. Research Hypotheses

H1: Managerial coaching has a statistical significant positive effect on organizational commitment at level $\alpha = 0.05$. This hypothesis can be divided into the following sub-hypotheses:

4. Research Objectives

The aim of this research is to determine the impact of managerial coaching on employee organizational commitment.

4.1. Relationship between Coaching and Commitment

Managerial coaching enhances employees' feelings of competence which is a determinant of organizational commitment. Coaching provides employees with empowerment that makes employees feel trusted by their supervisors which strengthen their relations and increase commitment (Meyer & Allen, 1997). In addition, (Mathieu and Zajac 1990) argued that participative leadership, such as supervisory coaching, is related to organizational commitment. In addition,

In his study, (Park 2007) supported the conclusion that managerial coaching impacts employees' organizational commitment. This result is aligned with the literature which emphasized the important role of managers in increasing employees' organizational commitment (Mathieu & Zajac, 1990). Managerial coaching can bring trust and ownership to employees that will lead to employees' organizational commitment. When employees perceive that they receive support from their managers in their development, they are more likely to be engaged with the organization (Park, 2007). The results clearly support the conclusion that managerial coaching impacts employees' organizational commitment

4.2. International Development Agencies in Palestine

In Palestine, the international development agencies, called international NGOs, play a more vital and important role than merely serving an intent group. Since 1967 when Israel occupied the West Bank and Gaza Strip, International organizations have been providing a wide range of basic services in health, education, culture, social welfare, agriculture, trade and human rights. Following the signing of the Oslo accord, NGOs assumed a far greater role in development than previously.

These large amounts of foreign assistance played an important role in upgrading Palestinian infrastructure facilities and reducing the destructive impact of the Israeli policies and practices during the ten years following the Oslo Accords.

5. Research Population

The research population, for this study, includes all local staff working for international development agencies in Gaza Strip in different areas and serving different sectors, and represented in the association for international development agencies (AIDA) and have significant development projects and residential offices in Gaza Strip. the research population is composed of 21 agencies and shown in table (1)

American-Mideast Educational and Training Services (AMIDEAST)	American Friends Services Committee (Quakers)-	World Vision International
Handicap international	Help Age International- IHH – Turkey	Qatar Charity - Welfare association
Help Age International	International cooperation south (ciss)-	Oxfam GB - Terres Des Hommes
Interpal - Yardimeli Dernegi – Turkey	Islamic relief . France	Muslim Hands
Irfan Canada- Islamic relief .UK	Map .UK - Reyada . CHF	Mercy Corps international

Table 1: International Development Agencies in Gaza Strip

Source: illustrated by the researcher, 2014

6. The Research Sample

The research simple random sample used for this study is calculated to be 144 of local staff who work for international development agencies in Gaza Strip. The research sample was calculated according to the following formula:

$$n = \left\{ \frac{Z}{2m} \right\}^2 \quad Z=1.96 \text{ at } \alpha = 0.05, m = \pm 0.05$$

$$n = \left\{ \frac{1.96}{2 \times 0.05} \right\}^2 \cong 384$$

$$n_{\text{modified}} = \frac{nN}{N + n - 1}$$

$$n_{\text{modified}} = \frac{384 \times 230}{230 + 384 - 1} \cong 144$$

6.1. Measuring Managerial Coaching

The instrument selected to measure coaching skills of managers in International Development Agencies was developed by McLean et al. (2005). Through a series of revisions and validation processes, the instrument was found to have four dimensions of managerial coaching skills, each measured with five items, for a total of 20 items. The four dimensions were open communication, team approach, value people, and accept ambiguity.

6.2. Measuring Organizational Commitment

This part of the questionnaire was design to examine the organizational commitment of local staff of International Agencies in Gaza Strip. Porter et al. (1974) model was utilized to analyze the organizational commitment as one dimension. Developed by Porter et al. (1974),

6.3. Statistical Analysis of the Study Variables

This section is designed to verify the nature and mean of managerial coaching behaviours and organizational commitment, to identify the relationship between the study variables, and analyze their trend and strength.

S/N	Dimensions	No. of Items	Statistic (Z)	Sig.
1.	Open Communication	9	1.146	0.145
2.	Team Approach	8	1.219	0.102
3.	Value People over Task	6	1.154	0.139
4.	Ambiguity Acceptance	7	0.861	0.449
5.	Facilitation of Employee Development	11	1.072	0.200
6.	Organizational Commitment	15	1.159	0.136
	Total	56	0.787	0.566

Table 2: One- Sample K-S Test

Test results, as shown in table (2), clarifies that the calculated p-value is greater than the significant level which is equal 0.05 (p -value > 0.05), this in turn denotes that data follows normal distribution, and so parametric tests must be used

6.4. Overall Managerial Coaching Behaviours

Figure (1) provide visual illustration of the five behaviours of managerial coaching, together with an overall view of the perceived Managerial coaching.

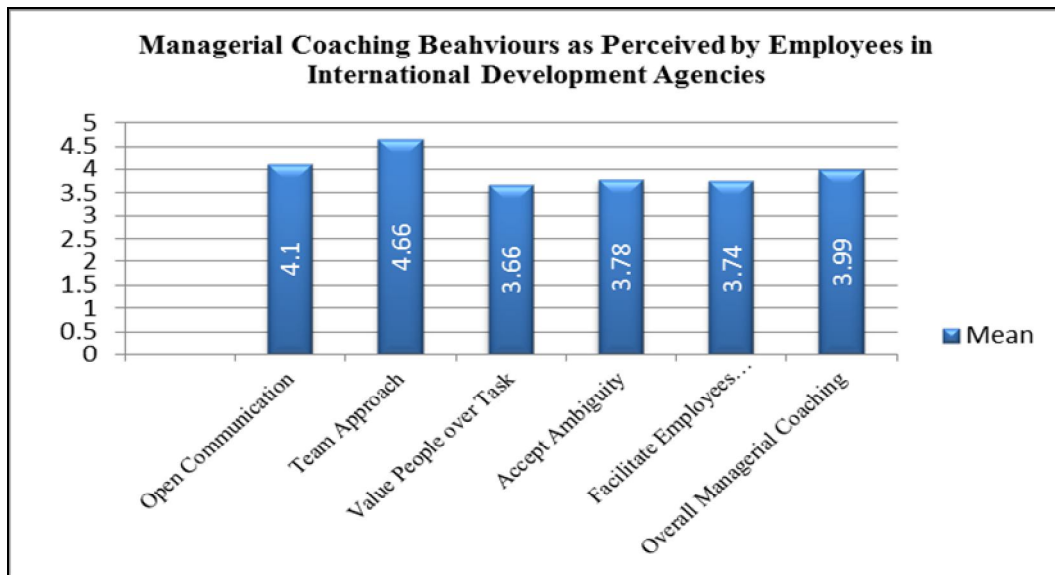


Figure 1: Managerial coaching Behaviours as Perceived by local staff of the International Development Agencies in Gaza Strip
Source, Conceptualized by the researcher, 2014

Analysing figure (1), the research concluded that local staff of international development agencies perceived their supervisors as having high level of “team approach”, moderate level of “open communication”, “ambiguity acceptance”, and “facilitation of development” behaviours. The respondents could not conceptualize a view regarding “value people” behaviour.

The overall mean of the five constructs that form the managerial coaching was greater than 60%; Managers’ behaviour of open communication was exercised by 68.4%, team approach was 77.6%, value people over task was 61%, ambiguity acceptance was 63% and facilitation of development was exercised by 62.3% as perceived by their subordinates.

Dimensions	M	R(%)	SD	T	Sig.	Ra
Team Approach	4.66	77.60	0.66	19.28*	.000	1
Open Communication	4.10	68.41	0.96	6.95*	.000	2
Ambiguity Acceptance	3.78	63.05	0.92	3.38*	.001	3
Facilitation of Development	3.74	62.28	1.03	2.53*	.011	4
Value People	3.66	61.02	0.99	1.79	.076	5
Managerial coaching	3.99	66.56	0.81	6.71*	.000	

Table 3: Overall managerial coaching behaviour

*Indicates to significant Diff between the Mean value and the scale mid-point value at 5% level. M = "Mean", R = "Relative weight", SD = "Standard Deviation", T = "T-test value", Ra = "Rank of Items".

The results shown in table (3) reveal that while respondents perceive their managers providing four of coaching behaviours with levels ranged between high and low, respondents could neither conceptualize their view on the "value people behaviour", nor perceived their supervisors, as supportive, caring, person-oriented or considering people's needs.

The overall managerial coaching behaviour mean equals 3.99, and the weighted mean equals to 66.56% which is greater than "60%". The value of t-test equals to 6.71 which is also greater than the critical value, equaling 1.98, and the p-value equaling 0.000 which is less than 0.05, significant at level $\alpha=0.05$, meaning that local staff of the international development agencies perceive their respective supervisors to be providing moderate level of managerial coaching.

6.5. Organizational Commitment

To answer the study second question "What is the level of organizational commitment of local staff of international development agencies working in Gaza Strip?", the researcher examined organizational commitment concept as proposed by Porter and his colleagues (1974) model. Fifteen paragraphs were used to assess local staff's identification with and involvement in their agencies and one sample t-test was used to analyze data; table (5.11) shows the results.

S/N	Items	M	R (%)	SD	T	Sig.	Ra
1.	I am willing to put in a great deal of effort beyond that normally expected in order to help my organization be successful.	4.97	82.78	1.04	15.51*	0.000	5
2.	I talk up my organization to my friends as a great organization to work for.	4.80	80.03	0.82	17.40*	0.000	8
3.	I feel very little loyalty to this organization.	5.01	83.47	1.07	15.53*	0.000	4
4.	I would accept almost any type of job assignment in order to keep working for this organization.	4.64	77.27	1.23	10.15*	0.000	10
5.	I find that my values and the organization's values are very similar.	4.77	79.48	0.96	14.48*	0.000	9
6.	I am proud to tell others that I am part of this organization.	5.15	85.81	0.93	19.55*	0.000	2
7.	I could just as well be working for a different organization as long as the type of work was similar.	4.06	67.63	1.31	4.68*	0.000	15
8.	This organization really inspires the very best in me in the way of job performance.	4.60	76.58	1.25	9.65*	0.000	11
9.	It would take very little change in my present circumstances to cause me to leave this organization.	4.31	71.76	1.27	6.98*	0.000	13
10.	I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.	4.89	81.54	1.04	14.74*	0.000	7
11.	There is not much to be gained by sticking with this organization indefinitely.	4.34	72.31	1.26	7.35*	0.000	12
12.	Often, I find difficult to agree with this organization's policies on important matters relating to its employees.	4.29	71.49	1.23	7.03*	0.000	14
13.	I really care about the fate of this organization.	5.20	86.64	0.93	20.14*	0.000	1
14.	For me this is the best of all possible organizations for which to work.	4.90	81.68	1.00	15.36*	0.000	6
15.	Deciding to work for this organization was a definite mistake.	5.08	84.71	0.82	21.17*	0.000	3
	Total Degree	4.73	78.88	0.72	18.89*	0.000	

Table 4: Organizational Commitment

*Indicates to significant Diff between the Mean value and the scale midpoint value at 5% level. M = "Mean", R = "Relative weight", SD = "Standard Deviation", T = "T-test value", Ra = "Rank of Items".

Reviewing table (4) revealed the following:

In general the results for all items of the field show that the average mean equals to 4.73 and the weighted mean equals to 78.88% which is greater than "60%". The value of t-test equals to 18.89 which is also greater than the critical value, equaling 1.98, and the p-value equals 0.000 which is less than 0.05, significant at level $\alpha=0.05$, which means that the local staff of the international development agencies have a good level of organizational commitment. The accepted level of organizational commitment may refer to high rate of unemployment in Gaza Strip, especially among graduates which makes employees sticking to their organizations. The findings may relate also to other benefits associated from engagement with International agencies such as compensations.

7. Recommendations

1. Recommendations for international development agencies:

- Organizations can adopt the instrument to assess their managers' leadership style, and identify the areas for improvement. It can also be used as an evaluation tool of training programs on leadership and coaching skills.
- Direct personal interaction and respect for subordinates as human beings should be an approach that adopted in all organizations. Managers who made an effort to communicate directly with individuals in meetings or informal settings were highly appreciated.
- Human resource managers should give more attention to employee development by facilitating the development of learning conditions that emphasize the value of coaching.
- Organizations should ensure that tools and motivators are in place to encourage managers practicing coaching as an employee development strategy.
- This study provides international NGOs in particular and organizations in general with rationale and motivation to use managerial coaching as learning and development strategy which contribute to enhancing employee engagement with the organization and strengthen individual development and commitment. The following recommendations are proposed to help NGOs develop managerial coaching competencies and behaviours:

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