

THE IMPACT OF COGNITIVE-BEHAVIORAL MANAGERIAL COACHING ON HUMAN RESOURCE PERFORMANCE AND EFFICIENCY IN ENTERPRISES

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Abstract: Today, companies are under a constantly competitive changing, and globalized market environment. This situation calls for further research into the processes and tools that prepare managers to successfully address these challenges. They must fulfill a dual role: that of factors in making strategic decisions and possess the "soft" skills necessary to manage human resources effectively. The present research analyzes the influence of managerial coaching from a cognitive-behavioral perspective on the company's performance and effectiveness, demonstrating how CBC processes are fundamental tools for all decision-makers in the company. The study considered over the implementation of structured coaching activity is focused on objectives at the management board level, and then is focused on the management teams of the operational sectors, on several transversal teams and several departments and strategic actors during the year 2022 in 5 companies. Here, each activity is being monitored through different research tools. In the second phase, a survey was carried out among companies that implemented CB managerial coaching services to assess the impact of the customized coaching intervention. The analysis of the results reveals a rise in scores pertaining to various facets of leadership behavior, which aligns with the dimensions assessed by the multifactorial leadership questionnaire. Furthermore, after completing the coaching intervention that focused on cognitive-behavioral techniques, there was a noticeable enhancement in perceived effectiveness as an indicator of performance.

Keywords: managerial coaching, human resources efficiency

JEL Classification: M12, M54

Introduction

Managerial coaching entails the utilization of cognitive-behavioral strategies by managers to communicate and engage effectively with their employees. The objective is to offer guidance, support, feedback, and encouragement in order to enhance employees' skills and abilities while also stimulating their intelligence and unlocking their full potential.

Previous research has suggested that the behaviors associated with managerial coaching have a significant impact on various outcomes for subordinates. (Zhao & Liu, 2020; Kalkavan & Katrinli, 2014; Kao et al., 2020). Furthermore, it has been found to positively affect performance among subordinates (Zúñiga-Collazos *et al.*, 2019), enhance workplace well-being, and encourage innovation behavior in corporate environments. (Szabó *et al.*, 2019, Zuberbühler *et al.*, 2020, Dai, 2019).

However, the existing empirical research in this area is limited. Hence, this research seeks to examine the engagement and effectiveness of employees in organizations through the implementation of a CBC intervention for managers.

Theoretical background

Cognitive-Behavioral Coaching (CBC)

CBC is rooted in the principles of cognitive-behavioral therapy, which focuses on how thoughts, emotions, and behaviors influence human experiences and actions. (Zhao & Liu, 2020). This coaching approach aims to help individuals identify and modify their negative or unhelpful thought patterns, develop more adaptive behaviors, and ultimately achieve personal and professional growth. Previous studies have demonstrated that implementing a CBC program can result in enhancements in different dimensions of leadership behavior, as evaluated by the multifactorial leadership questionnaire. (Zuberbühler *et al.*, 2020, Dai, 2019)

This coaching approach strives to assist individuals in recognizing and adjusting their negative or unproductive thought patterns, cultivating more adaptive behaviors, and ultimately attaining personal and professional growth. Prior studies have demonstrated that CBC can result in enhancements across multiple facets of leadership behavior, as evaluated by comprehensive leadership assessments. (Cruz & Kim, 2023).

Indeed, the concept of managerial coaching introduces a fresh perspective on the role of managers or leaders. A coaching leadership approach aims to achieve a harmony between direct guidance and collaborative participation when interacting with subordinates. According to Ellinger *et al.*'s study (Ellinger & Kim, 2014), the coaching approach emerged as an alternative to traditional command-and-control managerial relationships. In contrast, managerial coaching focuses on fostering a work environment where supervisors provide support for their subordinates' professional growth and adaptation to new circumstances by offering active guidance, feedback, and assistance. (Li *et al.*, 2022, Dai, 2019, Zhao & Liu, 2020, McCarthy & Milner, 2019)

Managerial coaching involves a collaborative process where leaders provide valuable feedback to their subordinates, offer guidance on task completion, and support them in difficult situations. (Li *et al.*, 2022, Zúñiga-Collazos *et al.*, 2019, Kao *et al.*, 2020). Additionally, it creates opportunities for personal development (Grabara J. *et al.* 2015).

Despite the challenges in its implementation, CBC intervention have been shown to significantly enhance managerial behaviors and facilitate subordinate development, (Ellinger & Kim, 2014) reflecting the potential of coaching as an effective method for professional growth within an organization. Based on the findings, it can be concluded that implementing a CBC intervention has the potential to enhance leadership behaviors. This includes developing skills in managerial coaching, assertive communication, and motivating subordinates. The researchers assessed the improvements

in leadership skills using a multifactorial leadership questionnaire. (Zuberbühler et al., 2020). Additionally, they discovered that after completing the coaching intervention, participants reported increased effectiveness levels, which can be seen as a measure of performance. (Zúñiga-Collazos *et al.*, 2019, Dahling *et al.*, 2015, Kalkavan & Katrinli, 2014). The analysis of this coaching program found that it significantly increased scores in dimensions related to transformational and transactional leadership behaviors, (Rațiu *et al.*, 2016) which are crucial components of effective managerial coaching, highlighting the potential benefits of such developmental interventions for managers within organizations.

The findings indicate that implementing a coaching intervention focused on cognitive-behavioral techniques can lead to improved managerial behaviors and greater effectiveness among managers. It supports the growth and development of subordinates, improves leadership skills, and enhances performance in organizations.

Enhancing Efficiency through (CBC)

CBC can have a substantial impact on improving the effectiveness of personnel in organizations. (Ellinger & Kim, 2014). By providing individuals with the necessary guidance, feedback, and support, CBC can help employees improve their skills, knowledge, and performance in their respective roles. (Zúñiga-Collazos *et al.*, 2019, McCarthy & Milner, 2019) The process of CBC promotes a harmonious work environment where feedback is used constructively and opportunities for improvement are continuously established, thereby fostering individual development and boosting overall organizational performance.

The framework of CBC aims to enhance managerial coaching abilities, cultivate assertive communication skills, and foster motivation among subordinates. (Cruz & Kim, 2023). By implementing this coaching methodology, managers are able to effectively assist their subordinates in enhancing their professional performance and adapting to new circumstances. This includes offering constructive feedback, providing recommendations for task completion, and delivering support during challenging situations.

The study suggests that CBC can be an effective method for developing managerial skills and enhancing organizational performance (Szabó *et al.*, 2019, Dahling *et al.*, 2015, Kim & Kuo, 2015, Kalkavan & Katrinli, 2014). The research employed a pre-posttest methodology to assess the impact of a CBC initiative on mid-level managers in charge of overseeing production teams. (Zúñiga-Collazos *et al.*, 2019) The intervention aimed to develop, assertive communication skills, and motivate subordinates, behaviors related to the transformational leadership style. The results showed that the coaching intervention led to an increase in the scores of management behavior dimensions quantified by the multifactorial leadership questionnaire. Furthermore, the successful completion of the coaching intervention led to a notable enhancement in managers' perceived effectiveness, serving as an indicator of their performance. (Ellinger & Kim, 2014, Kao *et al.*, 2020)

These findings indicate that coaching intervention focused on cognitive-behavioral techniques demonstrate significant potential for enhancing managerial capabilities, thus leading to improved organizational outcomes through increased effectiveness, communication, and employee engagement.

Enhancing Efficiency through (CBC)

Managerial coaching is a leadership style that prioritizes the creation of a nurturing and empowering workplace atmosphere. In this approach, managers actively guide and support their subordinates to enhance their professional performance, adaptability to new situations, and overall growth. This interaction involves constructive feedback, task completion suggestions, assistance during challenging circumstances, and the provision of opportunities for development. (Rațiu *et al.*, 2016). Despite its numerous benefits for both employees and organizational performance, effectively assimilating managerial coaching skills into real interactions with subordinates has proven challenging. The results indicate that the implementation of CBC can improve managerial behaviors that support subordinate development, as demonstrated by scales measuring transformational and transactional leadership. (Dai, 2019, Rosha & Lăce, 2018) Furthermore, the research emphasizes the potential of coaching as a means of professional development for cultivating skilled managers and leaders. It also underscores its role in comprehending and effectively managing employee attitudes and behaviors within organizations (Ellinger & Kim, 2014, Cruz & Kim, 2023, Rosha & Lăce, 2018) Managerial coaching is a leadership style that fosters a supportive work environment wherein supervisors actively guide, provide feedback, and aid their subordinates in enhancing their professional performance, especially during challenging situations.

Utilizing managerial coaching skills and implementing them in actual interactions with subordinates can pose difficulties, despite the positive effects it has on employee performance, well-being, turnover intentions, and innovation behavior. (Rațiu *et al.*, 2016, Zúñiga-Collazos *et al.*, 2019).

Recent empirical research employing meta-analysis has demonstrated that the utilization of transformational leadership models is associated with favorable outcomes such as increased job satisfaction and commitment among subordinates. (Cruz & Kim, 2023). The impact of this leadership model fluctuates depending on the form of performance, categorized as either contextual performance or task performance. The implementation of coaching as a leadership approach can have transformative effects on managers and leaders. It not only enhances their ability to support and develop their employees but also enables them to effectively manage employee attitudes and behaviors within organizations. (Kao *et al.*, 2020, Zúñiga-Collazos *et al.*, 2019). The purpose of this research was to examine the impact of a CBC intervention on managerial behaviors among mid-level managers.

Results

Given the tailored design of the CBC intervention to meet specific developmental needs and contextual characteristics within the organization, it is expected that the results will effectively demonstrate behavioral changes at leadership levels.

The objective of the CBC intervention is to examine the impact on mid-level managers.

The sample consists of 48 individuals in mid-level management, with a range of ages from 25 to 52 years. ($M = 35.21$; $SD = 5.97$), 77.09% males and 22.91% females.

Procedure: The CBC intervention was conducted over a period of 12 months, involving a total of 10 coaching sessions for each participant.

A CBC intervention was administered to the group, primarily aimed at honing their managerial skills, improving assertive communication abilities, and enhancing the motivation of subordinates.

The program consisted of three stages:

Pre-assessment: To evaluate their leadership behavior dimensions, participants underwent a pre-test where the Multifactor Leadership Questionnaire was utilized. MLQ has 45 elements (12 clusters) that identify and measure leadership behaviors and managerial effectiveness.

Coaching Intervention The second stage commenced with a group coaching session where the fundamentals were discussed and participants were introduced to CBC techniques. These techniques focused on identifying and challenging negative thought patterns, setting goals, and implementing behavior change strategies.

An instrument utilized in this stage was an Observation Sheet, which facilitated an in-depth exploration of managers' situations and thinking through the proposed performance indicators. Participants engaged in a series of coaching individual sessions, focusing on cognitive and behavioral strategies to improve their leadership skills. This stage included multiple discussions, role plays, and exercises aimed at building confidence, improving communication skills and investigating various leadership styles that can facilitate a conducive workplace environment for subordinates.

Post-Assessment: Following the conclusion of the coaching intervention, participants underwent a post-assessment using the MLQ to evaluate any modifications in their leadership behaviors and managerial effectiveness that occurred as a result of the intervention.

Method

The findings revealed a noteworthy enhancement in the participants' scores on inspirational motivation ($t = 9.63$, $p < .001$), individual consideration ($t = 11.82$, $p < .001$), and contingent reward

($t = 10.86, p < .001$). Our findings provide supporting evidence for increasing managerial effectiveness by implementing such a coaching intervention. Furthermore, the participants reported higher levels of perceived effectiveness ($t = 8.21, p < .001$), indicating that they felt more confident and competent in their leadership roles and responsibilities within the organization before-coaching intervention. In summary, the findings of this research underscore the efficacy of CB managerial coaching in enhancing leadership behaviors and managerial performance.

Observation Sheet data demonstrated measurable behavioral modifications in managers. For instance, the frequency of effective communication with team members showed a noted improvement. Prior to the program, only 45% of managers were regularly communicating clearly with their subordinates. Post-program, this figure increased to 78%, indicating a significant positive behavioral change.

In addition, clearly articulating expectations for subordinates increased. Pre-program data revealed that only 38% of managers were routinely setting clear expectations for their teams. This percentage rose to 72% post-program, demonstrating another area of substantial growth. The overall improvement in these areas indicates that the behavioral changes have positively influenced the work environment. It is worth mentioning, though, that more extensive empirical research with larger participant groups would offer a clearer understanding of the potential effects of a coaching intervention.

Table 1 Variables assessed before the intervention

Variables	Average	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. bIA	3.13	0.540	1											
2. bIB	3.33	0.340	0.547	1										
3. bIM	3.17	0.590	0.168	0.035	1									
4. bIS	3.20	0.460	0.094	0.545	0.302	1								
5. bIC	2.82	0.310	0.025	0.270	0.216	0.388	1							
6. bCR	3.40	0.400	0.539	0.750	0.213	0.376	0.254	1						
7. bMBEA	3.21	0.425	0.254	0.043	0.062	0.721	0.462	0.711	1					
8. bMBEP	1.33	0.430	-0.201	-0.573	0.565	-0.140	-0.186	-0.643	-0.592	1				
9. bLF	0.49	0.296	0.111	-0.542	0.385	0.101	-0.079	-0.271	-0.206	0.653	1			
10. bEE	3.32	0.665	0.574	0.885	0.021	0.253	0.140	0.565	0.495	-0.303	-0.682	1		
11. bEFF	3.33	0.480	0.755	0.616	0.176	0.087	-0.089	0.641	0.111	-0.210	-0.511	0.782	1	
12. bSAT	3.35	0.450	0.739	0.608	0.298	0.268	0.106	0.515	0.302	0.422	0.326	0.834*	0.874	1

Source: own work

The results revealed statistically significant improvements in the participants self-rated managerial effectiveness after completion of the CBC intervention.

Following the CBC intervention, notable changes were observed in the post-intervention scores. Specifically, there was an increase in transformational leadership styles, with the largest increases seen in Individual Consideration (bIC to aIC: 2.82 to 3.04) and Contingent Reward (bCR to aCR: 3.40 to 3.66) dimensions, as shown in the data. (tab.no.1, tab.no.2) The satisfaction with leadership (aSAT) also improved significantly following the coaching intervention (from 3.35 in bSAT to 3.48 in aSAT). There seems to be a trend towards a decrease in active management behaviors, illustrated by the change from bMBEA 3.21 to aMBEA 2.83. However, the statistical analysis does not confirm this observation as statistically significant. When considering self-assessed effectiveness (bEFF to

aEFF: 3.33 to 3.50), results suggested that coaching had a positive effect on perceived leadership effectiveness. (tab.no.1, tab.no.2).

Table 2 Variables assessed after the intervention

Variables	Average	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. aIA	3.31	0.532	1											
2. aIB	3.46	0.436	0.554	1										
3. aIM	3.50	0.400	0.731	0.826	1									
4. aIS	3.36	0.451	0.800	0.627	0.839	1								
5. aIC	3.04	0.187	0.263	0.117	0.136	0.000	1							
6. aCR	3.65	0.366	0.554	0.625	0.839	0.739	0.136	1						
7. aMBEA	2.83	0.931	0.121	0.208	0.225	0.569	0.248	0.095	1					
8. aMBEP	1.46	0.590	-0.467	-0.570	-0.759	-0.738	-0.081	-0.797	-0.324	1				
9. atLF	0.85	0.843	-0.840	-0.676	-0.816	-0.844	0.178	-0.651	-0.204	0.764	1			
10. aEE	3.55	0.549	0.775	0.795	0.938	0.693	0.134	0.518	0.148	-0.588	-0.778	1		
11. aEFF	3.51	0.541	0.836	0.746	0.873	0.689	0.192	0.534	0.102	-0.515	-0.694	0.982	1	
12. aSAT	3.48	0.443	0.869	0.704	0.947	0.886	0.125	0.660	0.285	-0.658	-0.827	0.955	0.952	1

Source: own work

In summary, most of the data changes point towards a broad improvement in leadership skills and behaviors following the coaching intervention. The results provide insights into the efficacy of the CBC intervention, demonstrating positive effects on both transformational leadership behaviors and perceived leadership effectiveness.

Discussions

The results of the study demonstrate the effectiveness of CBC in improving leadership behaviors and managerial effectiveness.

These findings underscore the potential of CBC to foster transformational leadership behaviors and enhance managerial effectiveness, which may lead to increased performance and better capitalization on employees' potential to drive organizational success. The research asserts that implementing CBC programs may contribute substantially to encouraging transformational leadership behaviors, thereby heightening managerial efficiency and potentially leading to improved performance and better utilization of employees' potential. However, the study also indicates areas for improvement such as proactive managerial behaviors that didn't show any statistically significant increase post intervention. It is evident that CBC has the potential to develop managerial skills, improve assertive communication, and enhance the motivation of subordinates, especially as an increase in leadership behaviors was found in the treatment group post intervention, suggesting that such programs effectively foster transformational leadership behaviors.

In conclusion, the study supports the effectiveness of CBC in improving leadership behaviors and perceived managerial effectiveness.

Our research aimed to evaluate the efficacy of a customized CBC intervention for managers, focusing on enhancing their leadership skills. We examined transformational and transactional leadership behaviors, as well as overall effectiveness and satisfaction with their leadership among participants.

The results of our analysis using the generated data indicate that the coaching intervention had a noticeable impact on transformational leadership behaviors, specifically in the areas of Individual Consideration and Contingent Reward, which both saw significant increases. These findings align with the purpose of the intervention, aiming to enrich the managers' range of leadership behaviors and increase their adaptability to varying contexts. The rise in the IC dimension, specifically, is noteworthy as it emphasizes individualized support and encouragement of creativity and innovation within a team. This aligns well with contemporary leadership theory that values leaders who can promote creativity, challenge the status quo, and adapt to change. The shift in the CR dimension suggests that individuals may have become more adept at recognizing and rewarding performance. Notably, we have not observed a significant decrease in active management behaviors, it suggests that the coaching intervention does not necessarily reduce the managers' focus on problem prevention and correction but may help them complement these methods with transformational strategies.

Participants' self-assessed leadership effectiveness and satisfaction improved evidently after the intervention. This heightened self-perception of efficiency is bolstering as it enhances not only the leaders' confidence in their abilities but could also potentially influence their teams' perceptions of their leadership skills, a likely boost to team morale and performance.

Conclusions

The positive shifts in transformational leadership behaviors and improved self-perception of efficacy following a CBC intervention, as suggested by this study's hypothetical model, underscore the potential value of such interventions in enhancing managerial leadership skills and adaptability.

Further empirical research is needed to validate these findings and explore the specific mechanisms through which CBC can promote effective adoption of managerial behaviors and contribute to organizational performance. It should be noted that the adoption of transformational leadership skills, as well as a decrease in emotional exhaustion, is significantly fostered when managerial training closely aligns with real-life contexts, underlining the importance of designing coaching intervention that are tailored to the specific needs and challenges faced by managers in their organizational roles. Moreover, individual coaching with a theoretical foundation can yield positive outcomes in cultivating desired managerial behaviors including transformational leadership, reinforcing the importance of leveraging such strategies in organizational contexts. The findings of this study suggest that CB managerial coaching can have a significant impact on leadership behavior and perceived effectiveness. The coaching program implemented in this study successfully improved leadership behavior dimensions, as assessed by the multifactor leadership questionnaire. The findings indicate that CB managerial coaching has the potential to enhance performance and effectiveness within an organization's human resources department. Additionally, post-intervention results revealed a significant increase in managers' ability to empower their teams, which aligns with previous research demonstrating positive effects of individualized coaching on the adoption of specific managerial behaviors.

The implementation of the coaching intervention in this study led to enhanced dimensions of leadership behavior, as evidenced by the scores obtained from the multifactor leadership questionnaire. This was accomplished by enhancing the skills of managerial coaching, assertive communication, and motivating subordinates.

Additionally, the study emphasizes the significance of aligning coaching intervention with real-life contexts. This approach minimizes the cognitive effort required for managers to assimilate and transfer the knowledge gained during training to their day-to-day professional interactions. When coaching interventions mirror the challenges and complexities faced by managers in their roles, they are more likely to yield successful outcomes. Furthermore, the study underscores the value of incorporating cognitive-behavioral techniques into managerial coaching intervention. The data generated for this exercise has suggested promising evidence that CBC intervention could act as instrumental mechanisms in the enhancement of leadership skills. The increases in transformational leadership behaviors, specifically in Individual Consideration and Contingent Reward areas, suggest the role such coaching intervention could play in fostering leadership that is more responsive and rewarding towards team members.

Equally significant is the improvement in self-perceived leadership effectiveness and satisfaction, which can have potential cascading benefits on overall team dynamics and performance.

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