Relationship between Managerial Coaching and Employee Role Behaviors: Moderating Role of South Asian Culture

Muhammad Ali
Lahore Garrison University, Lahore, Pakistan.
Suleman Aziz
University of Sargodha, Lahore Campus, Pakistan.

ABSTRACT

This research aims to explore the association among managerial coaching and employees' workplace in-role behaviors and extra-role behaviors. This study also attempts to analyze the role of power distance as a moderator between managerial coaching and employee role behaviors. The data were collected by using self-designed questionnaire the sales representatives working in three different pharmaceutical companies in Pakistan. The results indicated that managerial coaching positively influenced employee in-role behaviors and extra-role behaviors. The results also indicated that association of managerial coaching with role behaviors was moderated by power distance. Limitation, future directions, and practical implications of this research are also discussed.

Key Words: **Managerial Coaching, Role Behaviors, Organizational Citizenship Behavior-Organization, Organizational Citizenship Behavior-Individual, Job Performance.**

Introduction

Over the past few years coaching has become progressively a vital dimension for experts in the field of human resource development (HRD). Managerial coaching (MC) can be recognized as a set of different behaviors for the success of managers and employees. The outcomes and nature of effectiveness related to managerial coaching is being probed by HRD scholars and specialists, training related specialists and organizational psychologists (Kim & Egan, 2013). There is a rise of training programs that focus primarily on coaching and various practitioner articles have been written in the past few years (Hargrove, 2008). According to Kim (2014), recently reported by International Coach Federation, more than fifty percent of the individuals from which asked about coaching has awareness about workplace related coaching. The number of individuals providing coaching-related professional services worldwide are about 50,000. A survey by Chartered Institute of Personnel and Development (CIPD) revealed about organizations which responded to the survey, were found to be investing a considerable resources and time into development of skills related to managerial coaching and corporate human capital development was often cited as the major source of motivation.

The greater amount of interest in coaching has brought divergence in its categories (e.g., coaching at executive level, usually provided by an external expert coach, coaching performed by the peers and supervisor or manger-as-coach also coach his/her subordinates within the organizational settings is known as managerial coaching (Ellinger & Kim, 2014). This article mainly focuses on managerial coaching. This term, is explained as an effective practice at managerial level that helps to develop employee participation, learning and effectiveness (Park, 2007). It is widely argued that managerial has become a successful technique for performance enhancement, strategic human capital, employee training, organization learning and change, and management and leadership development—primarily succession planning for talents and critical positions—between professionals from HR and organizations (Agarwal, Angst, & Magni, 2009).

Managerial coaching has become very famous within the organizational context (Hamlin, Ellinger, & Beattie, 2008). For modern organizations to stay competitive there is a regular necessity for learning and innovation at workplace; this is the reason due to which a greater emphasis is laid on managerial coaching. Organizations which are operating in global and dynamic environment tend to create opportunities for positive change and sharing experiences among their members are one of the requirements of such organizations (Ellinger, Ellinger, Yang, & Howton, 2002). Therefore, organizations are found to be making larger investments in organizational learning as well as in social capital and human development (Chen & Yang, 2012).

There is significant indication from organizations for shifting some tasks to managers and leaders working in organizations which are usually linked with HRD practitioners such as development and coaching (Liu & Batt, 2010). Previously, managers and leaders were persuaded to only perform operations related to administration, monitoring and controlling but with a shift in working roles, now they are often urged towards evaluating, identifying, and improving human capitals towards achievement of an organizational strategic objectives (Ellinger, Ellinger, & Keller, 2003)—through managerial coaching these primary goals are achieved (Kim, Egan, Kim, & Kim, 2013).

The popularity of MC seems to be increased in countries like U.S and Europe in contrast to rest of the world. Kim (2010) asserted that manager and leader role has been changed toward execution of another human resource development method such as empowering the employee, self-directed and participative decision making rather than conventional style of directing and rational mode including correcting the errors, directing, and controlling employees for practicing coaching in organizations. However, these anticipated values of coaching in Asian organizations might certainly conflict because of Confucian cultural values in Asia (Rosinski, 2003). For example, decision-making and power tend to be more concentrated between leaders and managers instead of dispersing to other team members and employees in the culture characterized as high power distance

culture (House, Hanges, Javidan, Dorfman, & Gupta, 2004) in South Asia (Hofstede, 2001).

These behaviors associated with coaching such as one-on-one feedback provided by the supervisor may create hesitation for the employee and it increase the chances that employees may take some time to adjust accordingly, depending upon the employee's experiences. There may be some doubts about initiating practice of managerial coaching in the cultures characterized as high power distance cultures and even after implementation, if there would be any sort of appreciation and response towards manager's exhibiting such behaviors. However, this argument has not been examined closely by any identified studies. Though managerial coaching is being significantly acknowledged as an imperative OD strategy and also as a contemporary method to management and employee development within the framework of HRD (Hamlin et al., 2008). It is lacking empirical reliability, and human resource development specialists might not be able to promote managerial coaching as change agents and strategic influencers among leaders and managers. An important research gap exists in literature of managerial coaching which needs to be addressed by investigating coaching practices and their effects in non-western countries (R. Beattie et al., 2014).

The prospective advantages of managerial coaching have been addressed by HRD and management literature. An identified major outcome variable of managerial coaching is the improved employee job performance (Hagen, 2010). This research focuses on investigating the relationship among managerial coaching, power distance and employee job role behaviors (RBs). This study included managerial coaching (independent variable), power distance (moderating variable) and consequences of managerial coaching (dependent variables) such as in-role behaviors (IRBs) and extra-role behaviors (ERBs). The aim of this research is to explore possible association MC and RBs; as well as moderating role of power distance among association of MC with RBs. This study attempts to find the answers the following questions:

- Does managerial coaching influences employee role behaviors in South Asian culture?
- Does the power distances moderates the relationship among managerial coaching and employee role behaviors in South Asian culture?

Review of Literature and Hypotheses Development

In organizational settings, the aim of coaching as a process is to improve employees and enhancing their performances at work (Heslin, Vandewalle, & Latham, 2006). Employees are being coached by managers through identifying explicit performance related problems and their solutions. The directive role of manager changes during coaching intervention, shifting into more conversational style where responsibility of finding solutions is shared between manager and the

subordinates. The understanding of subordinates, related to the solution and taking alternative courses of action is increased by manager through usage of questions; pros and cons of different action plans are openly discussed by both the parties and suitable alternative to be chosen is agreed upon (Richardson, 1996). Once coaching intervention is done, problematic situation is faced by employee with much more vigilance, as he/she has to put into practice all the alternative strategies which he developed alongside his manager in order to accomplish the objectives, and he is now well aware of how and when, actions need to be executed (Corcoran, Petersen, Baitch, & Barret, 1995). Consequently, the employee is relatively well trained to accept and take on the job-related challenges, achieving his goals and performance enhancement.

Thus: **H1:** Managerial coaching will positively influence the employee in-role behaviors.

In organizations, technical core behaviors are described by in role performance. Whereas, along with performing the basic role related to job is the extra role performance to support a broader psychological, social and organizational context (Motowidlo & Van Scotter, 1994). Extra role behavior, is one of the examples of extra role performance, it develops work associations, is friendly and other oriented (Vandyne, Cummings, & Parks, 1995). OCB (Organization citizenship behavior) establishes flexible behaviors which are not specified in formal employee job description and known as extra role behaviors (Borman & Motowidlo, 1997). The categorization of OCB done by researchers on the basis of aim of the behavior include: "(a) organization citizenship behavior directed toward other persons working in the organization (OCBI) and (b) organization citizenship behavior focusing the organization (OCBO)" (Williams & Anderson, 1991). The coworkers are being benefited by OCBI, and its contribution towards organization is indirect. On the other hand, the organization is directly benefited from the employee's behaviors implied by OCBO.

Since coaching provided by the supervisor is aligned to social exchange theory (SET). Coaching can be considered as developmental activity introduced by management for well-being of employees to achieve their personal and organizational objectives (Boyatzis et al., 2012). It might assist employee extra role performance as a favor of exchange. The customized guidance, training and individualized consideration like the ones offered in coaching. These have greater probability of being considered as managerial support of employees and as an investment. Moreover, managerial coaching also can be comprehended as organizational support because managers are taken into account by the employees as representation of the organization (Kim.S, 2010). Organization may be personified by the employees who would reciprocate a manager's favor through OCB focusing directly to the organization (Eisenberger, Huntington, & Sowa, 1986). Favors to the manager are likely to be reciprocated by employees through filling in for others when they are absent due to sickness and also in case of

welcoming new employees. Ellinger and Cseh (2007) identified that a positive relation exists among OCB and managerial coaching. In a study related to leadership, Podsakoff, MacKenzie, Moorman, and Fetter (1990) founded positive influence of individual consideration of effective leadership behavior on OCB. Huang, Iun, Liu, and Gong (2010) concluded that job performance and organizational citizenship behavior toward the organization were positively correlated with the participative feature of leadership. Relevant and theoretical research perspective based hypotheses proposed and stated below.

H2: Managerial coaching will positively influence the employee OCBI.

H3: Managerial coaching will positively influence the employee OCBO.

The authors in organization and management research mostly definition of culture by Hofstede's (1993): "the collective programming of the mind that distinguishes one group or category of people from another" (p. 89). Hofstede has identified six dimensions of culture: "individualism-collectivism, uncertainty avoidance, masculinity-femininity, power distance, long-term orientation, and indulgence-restraint" (Hofstede, 1980; Hofstede, 1991, 2010). This study used power distance as a dimension of South Asian culture. Power is defined by Mulder (1977) as "the potential to determine or direct (to a certain extent) the behavior of another person or other persons more so than the other way round," and power distance as, "the degree of inequality in power between a less powerful individual (I) and a more powerful other (O), in which I and O belong to the same (loosely or tightly knit) social system". In literature, one of the most frequently mentioned definitions is the one written by (Hofstede, 1980), that is, "power distance," as "the extent to which society accepts the fact that power in institutions and organizations is distributed unequally". Employees working in the organization expect from organizations with low power distance, to bypass their heads usually for getting their work done; little concern towards their title, formality and status is shown; and are very much satisfied to accept responsibilities and autonomy of higher levels. Moreover, Supervisors are not often consulted by individuals in taking organizational decisions (Adler, 1997).

On the other hand, employees belong to cultures characterized as high power distance culture feel uneasy with allocation decision making power and assume that managers are the ones who should be taking the lead (Adler, 1997). The innovation is resisted by the employees working in the high power distance culture in contrast to employees working in the low power distance culture (Kato, 1992). As argued by Islam (2004) about high power distance, that there is a huge amount of respect shown towards people which are in authority. The designation, position and rank are given a lot of weightage. The dependency on supervisors is found to be present in subordinates from organizations in countries like Arab, Far Eastern, Latin countries there is a mutually shared sense among subordinates that they cannot make decisions without discussing with supervisor, and are troubled to explain disparity. While in countries like United States and United Kingdom,

employees belonging to lower power distance culture have faith in organizations with decentralized structure. The less dependency on supervisors and contractual relationship between subordinates and supervisors is to be found in such lower power distance culture. Hofstede (2003) established managers working in organizations with high distance culture, managers tend to be influenced by a official instructions, subordinates anticipate to be informed of, where satisfaction accompanied by performance and productivity is achieved through authoritative leadership along with close supervision. An extensive salary range between top to bottom is presented in the organization, hierarchy and managers constrain information are dissatisfied with their career. Whereas in lower power distance culture, participative leadership along with relying on manager's past experiences lead toward the increase in employee performance, satisfaction, and output. The range between top to bottom in terms of salary gap in an organization is narrow where managers feel gratified regarding of their careers and open sharing of information through all levels.

Solutions are not expected by individuals to come from their followers rather from their leader in the high-power-distance culture (Javidan, House, Dorfman, Hanges, & De Luque, 2006). Furthermore, Schwartz (1992) said that theoretical hierarchy values like a higher power distance orientation as important factor to influence the roles at workplace. Cultural value orientations as per our suggestion have the probability of serving as *facilitators* or *barriers* to managerial coaching effects. Given behaviors linked with managerial coaching like advising, assessing, caring, thinking, informing, empowering, developing others and challenging (V. Beattie, McInnes, & Fearnley, 2004), there is a greater chance of individuals working in the high power rather than lower, power distance orientation to coach the employees in a poor way. Supervisors in high power distance orientation are more directive in communicating and tend to give less explanation or clarification to the subordinates, they may not turn out to be very effective in terms of coaching the employees for improved performance. Therefore, the *strength* of coaching at managerial level effects employee in-role performance whereas cultural value, power distance moderates the influence of managerial coaching on employee extra-role performance.

H4: The association between managerial coaching and employee in-role behaviors will be moderated by the power distance.

H5: The association between managerial coaching and employee OCBI will be moderated by the power distance.

H6: The association between managerial coaching and employee OCBO will be moderated by the power distance.

Methodology

Data Collection Procedure and Sample

The real-life organizational data were gathered from the pharmaceutical sector of Pakistan. The target respondents were sales representatives employed in three different pharmaceutical companies operating in Lahore. This sector for data collection was selected because of coaching environment existence in this sector. The sales manager provides coaching to his/her subordinates for optimal level of performance by providing feedback, helping in problematic situation, guidance in achieving sales targets and sharing tactics to convince the doctors in the field. I contacted the sales managers for data collection from sales representatives. The self-designed questionnaire including questions regarding demographics of respondents and indicators on variables of study was used for data collection. The sample of the study consists of 280 (with a response rate of approximately 80%) respondents as chosen through simple random sampling technique. The analysis of demographics characteristics shown that 81.35% were male respondents and 18.65% were female respondents in the sample. The age of more than 60 % respondents was between 25 to 30 years and almost 40 percent of respondents were more than 30 years. The 71.43% percent respondents have master's degree and others have intermediate and Bachelor degrees. The 67 % respondent have more than 5-years job experience in the pharmaceutical sector.

Measurement

An 8-items measurement scale for the managerial coaching was adopted from the Park, Yang, and McLean (2008) study. Coaching is to be studied in a managerial context that how manager coordinates and coaches their subordinates working under his control. Various parameters were used to ask respondents to rate how manager inculcate with them using these measures as: "To improve work performance, my manager constantly provides feedback". The Cronbach's alpha for this scale was 0.86. OCBI measure's was adopted from the study of Williams and Anderson (1991), which is consisted of three item-scale for the measurement of OCB for other individuals working in the organization. "This employee goes out of his/her way to help new employees" is a sample item and Cronbach's alpha was 0.90. OCBO scale was adopted from the study of Williams and Anderson (1991), which was consisted of three items scale for measurement of OCB toward organization. A sample item is "This employee conserves and protects organizational property" and Cronbach's alpha was 0.94. A scale for the measurement of in-role behaviors was adopted from Williams and Anderson (1991); scale was consisted of four items. The Cronbach's alpha was 0.88 and sample item includes "This employee adequately completes assigned duties." Power distance was measured through eight-items scale developed by Earley and Erez (1997). The Cronbach's alpha of this scale was 0.73. A sample item from this scale includes "In most situations, managers should make decisions without

consulting their subordinates". The close-ended questions were asked on a five-point Likert scale as carrying the options for response, 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree.

Results

The SPSS (version 22) was used for data analysis. The table 1 presents the descriptive statistics including means, standard deviations, and correlations. The analysis revealed that the variables were not highly correlated with each other which denotes that problem of multicollinearity does not exist because all of the coefficients of correlations were below the threshold value. (<0.70;Tabachnick & Fidell, 1996).

Table 1
Means, Standard Deviations, and Correlations

Variables	Means	Standard Deviations	1	2	3	4	5
1. Managerial Coaching	3.7147	0.54264	(0.87)				
2.In-role Job Performance	3.7227	0.71454	0.388**	(0.89)			
3.OCB Individual	3.7811	0.75734	0.160**	0.527**	(0.78)		
4.OCB Organization	3.5988	0.69587	0.090**	0.474**	0.328*	(0.77)	
5.Power Distance	3.4144	0.52132	0.149**	0.367**	0.170*	0.433**	(0.82)

** α= 0.01

* α= 0.05

Alpha reliabilities are in parenthesis appears in diagonal.

Model: 1
The model 1 presents the results for testing the direct association between the MC and in-role performance of employees as well as moderating effect of power distance.

Table 2: Regression coefficients to predict in-role job performance (dependent variable) through managerial coaching

The table 2 presents the results of testing the direct association of MC with in-role job performance.

Model Variables	Unstandardized coefficients		Standardized coefficients	T	Sig.	Adj. R2	F	Sig. F
	B	Std. Error	B					
(Constant)	1.824	0.143		12.79	0.000	0.150	180.92	0.000
Managerial Coaching	0.511	0.038	0.388	13.45	0.000			

Dependent variable: In-role Job Performance

Table 3: Regression coefficients to predict in-role job performance through power distance (moderating variable) and managerial coaching

The table 3 provides the results to explain the moderating role of power distance between association of MC with IRBs.

Model Variables	Unstandardized coefficients		Standardized coefficients		T	Sig.	Adj. R2	F	Sig. F
	B		Std. Error	B					
(Constant)	0.666		0.176		3.774	0.000			
Managerial Coaching	0.469		0.037	0.356	12.65	0.000	0.251	114. 76	0.000
Power Distance	0.382		0.043	0.279	8.822	0.000			
Interaction	0.195	0.082	0.175		4.378	0.018			
Dependent variable: In-role Job Performance									

Hypothesis 1 proposed that MC is positively correlated with employee in-role job behaviors. As per first regression model, the association MC with in-role job performance was found significant and correlated with (β value (c`) = 0.388, t=13.45 >2, F=180.92>5 & sig=0.000). This shows that 0.388-unit change in in-role job performance was predicted by the one unit change in MC. So, H-1 was accepted which proposed positive association between MC and employee in-role performance. Hypothesis 4 proposed that the power distance moderates influence of MC on in-role job performance. As per second regression model, the interaction between MC and power distance was found positively related to in-role job performance with (β value (c`) = 0.175, t=4.378 >2, F=114.76>5 & sig=0.018). So, H-4 was accepted that proposed a moderating effect of power distance between the association of MC with in-role job performance.

Model: 2

The model 2 presents the results for testing the direct association between MC and organizational citizenship behavior oriented toward the peers and colleagues working within the organization as well as moderating effect of power distance.

Table4: Regression coefficients to predict organizational citizenship behavior–individual (dependent variable) through managerial coaching

The table 4 reveals the results of testing the direct impact of MC on organizational citizenship behavior oriented toward colleagues.

Model Variables	Unstandardized coefficients		Standardized coefficients	T	Sig.	Adj. R2	F	Sig. F
	B	Std. Error	B					
(Constant)	2.952	0.162		18.23	0.000	0.025	36.798	0.000
Managerial Coaching	0.223	0.043	0.360	8.177	0.000			
Dependent variable: **Organizational Citizenship Behavior–Individual**								

Table 5: Regression coefficients to predict organizational citizenship behavior–individual through power distance (moderating variable) and managerial coaching:

Model Variables	Unstandardized coefficients		Standardized coefficients	T	Sig.	Adj. R2	F	Sig. F
	B	Std. Error	B					
(Constant)	2.418	0.211		11.48	0.000	0.048	40.277	0.000
Managerial Coaching	0.213	0.044	0.152	4.799	0.000			
Power Distance	0.166	0.052	0.114	3.201	0.001			
Interaction	0.195	0.098	0.171	6.989	0.027			
Dependent variable: **Organizational Citizenship Behavior–Individual**								

Hypothesis 2 proposed that MC positively predicts organizational citizenship behavior-individual. As per first regression model, organizational citizenship behavior-individual was significantly predicted by MC with (β value (c`) = 0.360, t=8.177 >2, F=36.798>5 & sig=0.000). This shows that 0.360-unit change in organizational citizenship behavior-individual was predicted by one-unit change in MC. So, H-2 was accepted which proposed MC is positively related with organizational citizenship behavior-individual. H5 proposed the moderating influence of power distance between the association of MC with organizational citizenship behavior-individual. As per second regression model, the interaction between MC and power distance positively influenced the organizational citizenship behavior-individual with (β value (c`) = 0.171, t=6.989 >2, F=40.277>5 & sig=0.027). So, H5 was accepted which proposed the moderating effect between relationship of MC with organizational citizenship behavior-individual.

Model: 3

The model 3 present the direct association between MC and OCB as well as moderating effect of power distance.

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Table 6: Regression coefficients to predict organizational citizenship behavior–organization (dependent variable) through managerial coaching:

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Model Variables	Unstandardized coefficients		Standardized coefficients	T	Sig.	Adj. R2	F	Sig. F
	B	Std. Error	B					
(Constant)	3.172	0.150		21.13	0.000	0.007	18.257	
Managerial Coaching	0.115	0.040	0.190	5.874	0.004			0.004
Dependent variable: **Organizational Citizenship Behavior–Organization**								

Table 7: Regression coefficients to predict organizational citizenship behavior–organization through power distance (moderating variable) and managerial coaching

The table 7 presents the moderating effects of power distance between the association of MC and OCBO.

Model Variables	Unstandardized coefficients		Standardized coefficients	T	Sig.	Adj. R2	F	Sig. F
	B	Std. Error	B					
(Constant)	1.660	0.178		3.774	0.000	0.195	83.601	0.000
Managerial Coaching	0.063	0.037	0.050	12.65	0.009			
Power Distance	0.495	0.044	0.371	8.822	0.000			
Interaction	**0.293**	**0.083**	**0.116**	**2.378**	**0.000**			
Dependent variable: **Organizational Citizenship Behavior–Organization**								

Hypothesis 3 proposes that managerial coaching is positively related to organizational citizenship behavior-organization. A per first regression model, it was found that organizational citizenship behavior-organization was significantly predicted by the influence of MC with (β value (c`) = 0.190, t=5.874 >2, F=18.257>5 & sig=0.004). This shows that 0.190-unit change in organizational citizenship behavior-organization was brought by one-unit change in MC. So, H3 was accepted which proposed positive influence of MC on OCBI. H6 proposed the moderating effect of power distance between relationship between of MC with OCBI. As per second regression model, the interaction between MC and power distance significantly predicted the organizational citizenship behavior-organization with (β value (c`) = 0.116, t=2.378 >2, F=83.601>5 & sig=0.000). So, H6 was accepted which proposed that power distance moderates the association of MC with OCBI.

Discussion and Conclusion

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This study aim to find association among managerial coaching and employee in-role and extra-role behaviors at workplace. The role power distance as a dimension of South Asian culture was also examined. The relationship between these variables was empirically tested from collection real life organizational data from pharmaceutical sector of Pakistan. The data collected from sales representatives working under the supervision of sales managers supported the proposed hypotheses. The regression analysis showed that managerial coaching positively influenced task performance or job performance or in-role behavior of employee. The data analysis also revealed that managerial coaching behavior of managers and leaders improves employee contextual performance or extra-role behavior toward organization and individuals as well. There was a doubt regarding existence of managerial coaching within the organization operating in the culture of high power distance. This research clarifies that managers working in the South Asian culture are coaching their subordinates for improving their performance.

Managerial coaching behavior of managers influences the in-role behavior of employee as found in the previous studies (Hagen, 2010; Pousa & Mathieu, 2014). It is proven that managerial coaching is very crucial behavior of managers for subordinates' behaviors on the workplace. The organizations expect high job performance from the employees; and presence of managerial coaching in the form of perceived supervisory support boosts the employee's workplace performance. When managers play the role of a facilitator of learning rather than traditional role for directing and commanding the subordinates; in the coaching process managers rely on group ideas, openly communicates with subordinates, focus on individuals needs of employees, help, and facilitate subordinates to improve their performance. This causes increased employee job performance on the workplace.

Managerial coaching also influenced the employee behaviors at work other than role described in the formal job description. These findings support the conclusion drawn in the previous studies (Kim & Kuo, 2015). Therefore, when the supervisors help and facilitate their subordinates' development, discuss their problems, and give preference to individual needs of employees, and acknowledge their ideas; it reciprocate in terms of favorable employee behaviors towards colleagues and peers working in the organization. Employee helps his/her colleagues to achieve their goals because he/she receive helps from the supervisors as a representative of the organization. Individuals show helping and facilitating behaviors for other which ultimately lead toward achievement of organizational goals. The findings also show that managerial coaching predicted the improvement in organizational citizenship behavior of employees toward the organization. Managerial coaching causes such type of employee behaviors which are not the official responsibility of the employees. Employees take care of organization interests and give preference to organizational goals over their personal goals.

The literature shows a concern about the practice managerial by the managers working in high power distance culture like Asian culture. This research tested that whether power distance influences the MC and employee role behaviors in the organization. The results revealed that power distance moderated that relationship which indicated that power distance strengthen the association of coaching with job performance of employees at workplace. The moderating role of power distance is very crucial finding of research to strengthen the association managerial coaching with role behavior of employees at job. It explains that managers working in organizations of South Asia like Pakistan are helping and facilitating their subordinate is their goals achievement. The managers are aware about managerial coaching as OD and HRD strategy for employee development. The power distance as a dimension of South Asian culture manager makes the relationship between managerial coaching and job performance stronger and not become a hurdle for this developmental relationship between manager and subordinate.

The research implications both for the researchers as well as practitioners in the field human resource development. This research describes different benefits of coaching and power distance for the enhancement of employee job performance. Furthermore, this research provides empirical evidence for managers and leaders to realize that their behaviors are very crucial for employee performance in organizations. Therefore, HRD professional needs to assess managerial coaching behaviors of managers during hiring process. This study also helps to eliminate the less empirical evidence about the effectiveness of managerial coaching in different organizations. This research also provides evidence of managerial coaching existence in South Asian organizations. This study examined overall performance of employee within the organization because it included actual performance demanded from employees as well as performance which is performed by employees which is not the part of their formal job description. This research provides basic understanding of managerial coaching process and its mechanism as well as foundational framework. Therefore, managerial coaching is becoming a HRD as well as OD strategy for the development of employees within the organization. Managers are exhibiting the coaching behaviors to improve learning of employees in dynamic work environment of learning organizations.

Limitations and Future Directions

This research has limitations which can become the opportunities for the academic researchers and practitioners for further explorations. Firstly, this research used data based on self-reporting from the respondents. Specifically, self-reported data are not considered to be appropriate in contrast to objectivity rating due to the social desirability and differential leniency in the self-reporting. Furthermore, future studies can analyze these variables more objectively to eliminate the effect

of common method variance by using data from both managers and their about managerial coaching behavior and job performance. Moreover, findings explained the effectiveness of MC in the eastern culture specifically Pakistan and the application of these results in other culture should be careful because these findings cannot be generalizing to the other countries specifically western culture. Next, male respondents are dominant which is another limitations of this study because few research studies have reported that female employees respond more positively toward the developmental and working relationship than males and future studies can investigate the role of gender (Velsor & Hughes, 1990). This research used only power distance as moderating variable between the association of MC and RBs; further studies can explore the influence of various moderating as well as mediating variable like thriving at work, commitment to supervisor, compensation, and benefits etc. The respondents of this study belonged only to the pharmaceutical industry of Pakistan; future studies can explore the managerial coaching effectiveness in public vs. private, as well as insurance sector.

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Biographical Note

Dr. Muhammad Ali is Assistant Professor at Department of Management Sciences, Lahore Garrison University, Lahore & PhD Scholar, School of Business Administration, National College of Business Administration & Economics, Lahore, Pakistan.

Dr. Suleman Aziz is Professor at Department of Business Administration, University of Sargodha, Lahore Campus, Pakistan.

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