

**AN INVESTIGATION ON FACTORS INFLUENCING COACHING
READINESS AMONG EMPLOYEES IN MANUFACTURING
ORGANIZATIONS IN PENANG, MALAYSIA**

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JUNE 2012**

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ABSTRACT

This study investigates the coaching readiness level of manufacturing employees in Penang, Malaysia and the factors that influence them. Kretzschemar's coaching readiness model is used as the main reference to identify potential factors influencing the coaching readiness. The finding was generated from the thirty seven completed questionnaires that were distributed to employees in three different manufacturing industries in Penang, Malaysia. Multiple regression analysis performed to identify the most significant factors that influence the coaching readiness level. Commitment to change has been identified as the strongest and most significant factors that influence the coaching readiness. Knowledge of coaching also has a significant correlation with the client's readiness. Psychological interpretation and feeling safe did not show any significant influence on the coaching readiness. In general, the study shows that commitment to change and the knowledge of coaching can be used as one of influencing factors to increase coaching readiness among employees. Organization that is planning to offer coaching to its employees should pay more attention to these two factors in order to ensure the program acceptance. The limitations of the study are also highlighted in this paper.

Keyword: Coaching, Coaching readiness, readiness factors, commitment to change, knowledge of coaching

ABSTRAK

Kajian ini adalah untuk mengukur tahap persediaan *coaching* di kalangan para pekerja sector perkilangan di Pulau Pinang, Malaysia. Model persediaan *coaching* yang disediakan oleh Kretzschmar digunakan sebagai rujukan utama untuk mengesan faktor-faktor yang mempengaruhi kadar tahap persediaan *coaching*. Keputusan kajian dikumpulkan melalui tiga puluh tujuh kajian soal-selidik yang diagihkan kepada pekerja-pekerja sector perkilangan di Pulau Pinang, Malaysia. Analisis 'multiple regression' dilaksanakan untuk mengenalpasti factor yang paling kuat yang mempengaruhi kadar persediaan *coaching* pada pekerja. Komitmen untuk berubah atau 'commitment to change' dikenalpasti sebagai faktor yang paling kuat dan utama dalam mempengaruhi tahap persediaan *coaching*. Pengetahuan mengenai *coaching* ataupun 'knowledge of coaching' juga antara faktor yang mempengaruhi kadar persediaan *coaching*. Akan tetapi interpretasi psikologi dan perasaan selamat tidak menunjukkan sebarang faktor yang boleh mempengaruhi tahap persediaan *coaching*. Secara keseluruhannya, kajian menunjukkan bahawa komitmen untuk berubah dan pengetahuan mengenai *coaching* boleh digunakan sebagai factor untuk mempengaruhi tahap kesediaan pekerja untuk menerima aktiviti *coaching*. Organisasi yang merancang untuk menawarkan activity *coaching* kepada para pekerjanya perlu memberi perhatian kepada faktor-faktor yang dikemukakan di dalam kajian ini.

Keyword: Coaching, Coaching readiness, readiness factors, commitment to change, knowledge of coaching

ACKNOWLEDGEMENT

Alhamdulillah, my greatest praise and gratitude to Allah S.W.T for His blessing and mercy that I manage to finish this project paper which is part of requirement to fulfill the Master of Human Resource program.

First of all, I wish to express my greatest appreciation to my supervisor Dr Vimala Sanjeevkumar for her continuous support, constructive comments, suggestion and motivation throughout the supervision period. I know that my thanks and gratitude will not commensurate her patience, time and guidance given to me towards the accomplishment of this project paper.

I would like to thank my team at work especially my manager, Miss Treva Rumbeck for her encouragement and support that has inspired me to complete my study. I also would like to thank sincerely to all the participants of all their cooperation and participation that contribute to the finding of this study.

I would like to extend my gratitude to my family, especially my parents for their endless love and support that get me through the challenges in life. Finally thank you to my friends that diligently provide their continuous support and knowledge that help me to finish my study.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

The definition of coaching as mentioned by Oliver Serrat (2009) is one of a management approach and a set of skills in nurturing staff and delivers results. Despite the debate among academician and practitioners, the term coaching are normally used interchangeably with the term mentoring. This is because they both are part of learning and development activities and sharing the same roots. Peterson and Hicks (1996) define executive coaching as the process of equipping people with the tools, knowledge, and opportunities they need to develop themselves and become more effective. Kilburg (1996) in the other hand saw executive coaching as a form of relationship:

“a helping relationship formed between a client who has managerial authority and responsibility in an organization and a consultant who uses a wide variety of behavioral techniques and methods to help the client achieve a mutually identified set of goals to improve his or her professional performance and personal satisfaction and, consequently to improve the effectiveness of the client’s organization within a formally defined coaching agreement“

There are a few reasons why organizations chose coaching as part of their human resource development. When there is a need to build up a new skills, coaching can help the executive to identify performance targets that they want to achieve before selecting a training program. A coach also can be used to oversee progress and monitor any problems on a project, and helping staffs to identify problems and possible routes to a solution. Coaching can help to prepare staff for a promotion or to show them a clear career path for their career’s development. Other

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