Relationship Between Coaching Leadership Style and Follower's Job Performance: Role of Involvement and Consistency as Moderator

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Abstract
The purpose of this study is to explore the relationship between coaching leadership style and followers' job performance with organizational culture dimensions involvement and consistency as a moderator. The study is based on the combination of work by Daniel Goleman's theory of emotional intelligence by incorporating its coaching leadership style, the work performance framework by Campbell, and the model of organizational culture by Denison and Mishra. The study follows positivism, explanatory, and quantitative approaches. Data have been collected through questionnaires from 187 respondents. SPSS 20 is been used for Data tabulation and regression analysis and Process 3 is been used for moderation. Results reveal the positive relationship of coaching leadership with task and contextual performances and the negative relationship with counterproductive work behaviors in employees. Moreover, moderation of organizational culture has also been identified in the relationship between coaching leadership with task performance and counterproductive work behaviors. The study further uncovers the moderating role of the dimensions of organizational culture like innovation and consistency on the relationship between coaching leadership and dimensions of job performance. This study will be helpful for managers or decision-makers to realize the importance of coaching leadership in the workplace including the Pharmaceutical sales force.
*Keywords***:** Coaching Leadership, Job Performance, Task performance, Contextual Performance, Counterproductive Work Behaviors, involvement, consistency

1. Introduction

The pharmaceutical industry in Pakistan is fast-growing and competitive both in terms of new products and increased competition (Khan, Mukhtar, Shaikh, & Hadi, 2021). This cut-throat competition forces managers to find the tools that can enhance their subordinates' job performance and achieve a better competitive position in the market (Chitra & Kumar, 2020). The pharmaceutical industry employs several strategies, tools, and tactics in their selling process for sustainable sales performance like knowledge sharing on their respective medicine via face-to-face visits, Detail aids, product's free samplings, and medical seminars {Saleem, 2023 #125}

Leadership is the key to getting work done efficiently through a workforce (Dwivedi et al., 2020). A leader always serves as a guide that shows the ways towards the completion of the objectives within the organization and has a significant impact on an employee's performance (Inceoglu et al., 2018). There are many leadership styles, such as transactional, transformational, autocratic, democratic, etc, coaching leadership style is a recent phenomenon, and little has been investigated (Zuberbühler, Calcagni, Martínez, & Salanova, 2021). Pakistan's pharmaceutical industry also has incorporated managerial coaching, employee coaching, or coaching leadership style in their front-line managers' daily infield or outfield activities (Munir, Yusoff, Azam, Khan, & Thukiman, 2011).

Coaching as a leadership style was established in situational leadership theory presented by Hersey and Blanchard in 1969, followed by Daniel Goleman in 2000 as one of the six emotional leadership styles. Various studies have widely discussed coaching at the managerial level, and its impact on employee performance, but the literature on coaching leadership is still scarce (Karlsen & Berg, 2020). Moreover, coaching and mentoring have been discussed in various sectors of Pakistan, including banking (Sharif, 2021) and the IT sector (Ali et al., 2020), but little data is available on the pharmaceutical sector that makes this study unique in term of context. Moreover, Semenova (2021) highlighted that this style has not been investigated much and needs further research, especially in business.

Job performance is a widely discussed arena for researchers and it has been measured in various dimensions for analysis and conceptualization e.g. task performance, contextual performance, and counterproductive work behavior{Krijgsheld, 2022 #130}. Pharmaceutical organizations are receptive to the impact the organizational culture exhibits because it depicts numerous workplace features (Gray et al., 2003). Organizational culture signifies the distinct ways of operating an organizational business and is critical in instituting the organization's competence (Belassi et al., 2007).

Lastly, as the response to Beattie et al. (2014), who emphasized the need to study the impact of coaching leadership style in non-western countries, organizational culture has been taken as the moderator as numerous actors within the organization have the potential to influence the coach-coachee relationship to ultimately coachee job performance (Kruger, 2022)

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1.1. Research question

Does organizational culture moderate the relationship between coaching leadership style and followers' job performance?

1.2. Research objectives

- To determine the impact of the leader's coaching leadership style on followers' job performance.
- To determine the moderating role of involvement and consistency as dimensions of organizational culture in the relationship between coaching leadership style and followers' job performance.

1.3. Significance of the study

The findings of this study will add to the existing knowledge in two ways that will be useful for scholars and researchers. First, by establishing the impact coaching leadership has on the followers' job performance. Second, by analyzing the moderating effect of the organizational culture on the relationship between coaching leadership style and followers' performance at work. Practically, the findings of this research will help leaders at all levels comprehend the relationship between their coaching leadership style and the workplace performance of their followers, along with the role enacted by organizational culture.

2. Literature Review

Coaching leadership emerged as a pivotal leadership style in 2000 proposed by Daniel Goleman. Large organizations progressively expect managers to coach their employees at the workplace or infield (Latham et al., 2005). Coaching leadership is evaluating the skill and knowledge set and provides multidimensional developmental feedback to direct the thinking process and actions towards goals and increase job performance{Serviss, 2022 #129}

Coaching Leadership style has become particularly widespread in organizations during the last two decades (McCarthy & Milner, 2013). Coaching is a systematic practice and relationship between coach and coachee for performance improvement due to its positive impact on motivation, creativity, learning, and commitment {Maamari, 2021 #131}. It benefits both manager and employee as it is focused on goals, objectives, and performance where the employee offers input and the manager provides the support required (Fillery-Travis & Lane, 2006). Managers with a coaching leadership style give developmental feedback and offer solutions to their business issues instead of just as performance announcers for their coachee (Murphy, 2020). Managers should be role models by demonstrating a coaching leadership style (Milner et al., 2018) that indirectly enhances employee performance.

Performance is the means to achieve organizational objectives (Campbell, 1991). Enhancing the employee's job performance is always the main concern for the management (Hanaysha, 2016). Coaching leadership style is an effective intervention in an organization (Theeboom et al., 2014) because it improves the follower's performance at work (Kalkavan & Katrinli, 2014), has a positive relationship with the job performance (Lin et al., 2016; Zuñiga-Collazos et al., 2020) resulting in better sales performance (Pousa et al., 2017).

Job performance has three dimensions: task performance, contextual performance, and counterproductive work behavior (Koopmans et al., 2014).

Task performance is defined as accomplishing tasks within an incumbent's job description (Murphy & Kroeker, 1988). Coaching leadership has a direct impact on the task performance of followers (Hui et al., 2013) as it is one of the most important domains of job performance (Hwang et al., 2015) and their association with each other is positive (Huang & Hsieh, 2015).

Therefore, the following hypothesis is proposed:

H1: Coaching leadership style has a positive impact on followers' task performance.

Contextual performance is described as discretionary behaviors that apply across all jobs, are not necessary roles prescribed, and contribute to the organization's social and psychological environment (Borman & Motowidlo, 1993). Business literature agrees that a leader's behavior has a positive inspiration on the contextual factors that augment the follower outcomes (Yukl, 2010). Coaching leadership style increases contextual performance by developing behaviors in followers to take care of organizational goals by thinking beyond their job description (Muhammad. Ali & Suleman. Aziz, 2018).

Therefore, the following hypothesis is proposed:

H2: Coaching leadership style has a positive impact on followers' contextual performance.

Counterproductive work behavior is defined as voluntary behavior that violates significant organizational norms and threatens the well-being of the organization, its members, or both (Robinson & Bennett, 1995). There is a negative relationship between coaching leadership style and counterproductive work behaviors, and coaching leadership helps reduce them (Al-Nasser & Behery, 2015). Behery and Al-Nasser (2016) found that the coaching leadership style has a significant effect in reducing the counterproductive work behaviors of the followers.

H3: Coaching leadership style has a negative impact on followers' counterproductive work performance.

Organizational culture indirectly influences performance by employing reasonable managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision-making, cooperation, and interpersonal relationships (Martins & Terblanche, 2003). Leaders have to realize their role in maintaining an organization's culture because this ensures a healthy working environment for employees (Kane-Urrabazo, 2006). Understanding the organizational culture helps both leaders and followers increase their performance (Hogan &

Coote, 2014). So, organizational culture does have a strong contingent effect on job performance (Yesil & Kaya, 2013) and the nature of relationships should be examined (Wunderlich & Beck, 2017).

Coaching leadership facilitates the followers to deal with the challenges of changing complex organizational culture. So, organizations can support coaching leadership style by developing internal promotions, role modeling, targeted efforts, and strong commitment through senior management (Gormley & van Nieuwerburgh, 2014).

In 1995, Denison and Mishra developed an organizational culture and effectiveness model based on many traits including the traits of involvement and consistency. It has been found that coaching leadership helps to develop the practices of involvement and consistency in organizational culture (Vesso & Alas, 2016) because employee's performance also increases as they feel the sense of involvement and consistency positively impacts individual employee behavior toward job (Borry et al., 2018). Therefore, the assumptions and actions of coaching leadership not only impact organization as a whole but also individual employees (Thompson & Cox, 2017). The moderating effect of organizational culture on the relationship between leadership and job performance is significant in influencing employees (Hamzah et al., 2013). Therefore, the following hypotheses are proposed:

*H4: Consistency moderates the relationship between coaching leadership style and followers' Task Performance.*

H5: Involvement moderates the relationship between coaching leadership style and followers' Task Performance.

H6: Involvement moderates the relationship between coaching leadership style and followers' contextual performance.

H7: Consistency moderates the relationship between coaching leadership style and followers' contextual performance.

H8: Involvement moderates the relationship between coaching leadership style and followers' counterproductive work behavior.

H9: Consistency moderates the relationship between coaching leadership style and followers' counterproductive work behavior.
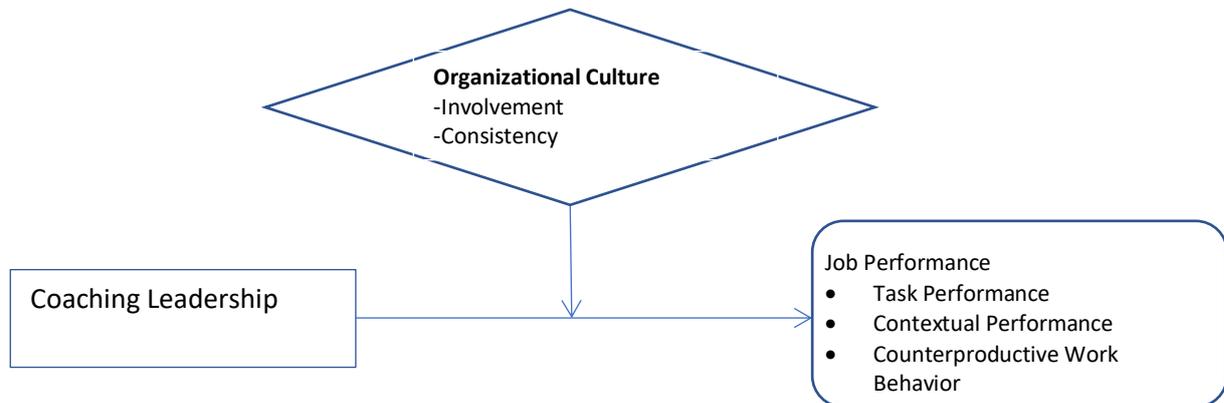
Figure 1. Theoretical framework

3. Methodology

3.1. Population and Sample Frame

The population of this study is Pharmaceutical sales force personnel of Sukkur, Sindh, Pakistan. The pharmaceutical industry was selected for this study because this sector has adopted the coaching environment with true letter and spirit (Muhammad Ali & Suleman Aziz, 2018). Salesforce personnel of the top 20 (in terms of sales/value) pharmaceutical companies based in Sukkur, Sindh, Pakistan were taken as the population. The list of companies was taken from IMS-Health Data.

3.2. Sample Size and Sampling Techniques

A proportionate stratified random sampling technique has been used in this research which is a probability sampling technique. A sample of 187 using 1/2 as a fraction of the proportion of the sampling frame was drawn. Proportionate stratified sampling has been used to ensure the proportionate representation of the top 20 pharmaceutical companies in the selected sample. The sampling frame consisted of 363 Salesforce personnel from the top 20 pharmaceutical companies. This sampling technique has been used to prevent the dominance of single strata.

3.3. Data Collection Tool

A structured questionnaire having 32 items has been used in this research to capture the responses on 5 5-point Likert scale. The questionnaire was developed by merging and realignment three different questionnaires named the Goleman leadership style questionnaire (Goleman, 2000), the Individual work performance questionnaire (IWPQ) by Linda Koopmans (Koopmans, 2014), and items from the Denison organizational culture survey (DOCS) by Denison (1990). The questionnaire consists of 5 items for task performance, 7 items for contextual performance, 5 items for counterproductive work behavior, 7 items for coaching leadership style, and 4 items for organizational culture.

3.4. Data Analysis

Frequency tables, means, variances, standard deviations, and regression analyses have been done. Moderation analysis has been done by using the macros of Andrew. F. Hayes.

4. Results

4.1. Descriptive Analysis of Variable

Table 1 shows the mean and standard deviation of the dimensions of the variables. The mean of task and contextual performance and counterproductive work behavior are 4.40, 4.26, and 2.21 respectively. Coaching leadership with a mean of 4.3 validates the assumption that coaching leadership is widely being used by pharmaceutical managers or leaders. As far as the culture of these organizations is concerned, consistency is more prominent with a mean of 4.2 compared to involvement with a mean of 3.3.

Table 1: Descriptive Analysis

Variable	N	Mean	Std. Deviation
Contextual Performance	187	4.261	.3205
Counterproductive work behavior	187	2.212	.6517
Coaching Leadership	187	4.308	.5272
Involvement	187	3.328	.6701
Consistency	187	4.272	.5266

4.2. Regression analysis

Linear regression was run to see the impact of coaching leadership on the three dimensions of job performance: task performance, contextual performance, and counterproductive work behavior.

Table 2 shows that coaching leadership explains a 6.5% variation in task performance. Beta value suggests that a 1-unit change in coaching leadership brings .169 units of change in task performance. The model is significant (p=000 < 0.05) with the f value of 12.865. Thus H1 has been validated.

Table 2: Regression Analysis of Task Performance with Coaching Leadership

Model	Unstandardized Beta	SE	t value	Sig
Constant	3.680	.205	17.947	.000
Coaching leadership	.169	.047	3.687	.000
	R	*R²*	*F value*	*Sig.*
	.255	.065	12.865	.000

Table 3 shows that a 1-unit change in coaching leadership brings .283 units of change in contextual performance. The model is significant (p=000 < 0.05) with the f value of 51.022. According to R-square, coaching leadership can explain a 21.6% variation in contextual performance. Thus H2 has been validated.

Table 3: Regression Analysis of Contextual Performance

Model	Unstandardized Beta	SE	t value	Sig
Constant	3.043	.172	17.715	.000
Coaching leadership	.283	.040	7.143	.000
	R	*R²*	*F value*	*Sig.*
	.465	.216	51.022	.000

Table 4 shows that a 1-unit change in coaching leadership decreases counterproductive work behavior by .26 units. The model is significant (p=004 < 0.05) with the f value of 8.618. According to R-Square, coaching leadership can explain a 4.5% variation in counterproductive work behavior. Thus H3 has been validated.

Table 4: Regression Analysis of Counterproductive Work Behavior

Model	Unstandardized Beta	SE	t value	Sig
Constant	3.337	.386	8.652	.000
Coaching leadership	-.261	.089	-2.936	.004
	R	*R²*	*F value*	*Sig.*
	.211	.045	8.618	.004

4.3. Moderation Analysis

Investigation of the moderating effect of organizational culture on the relationship between coaching leadership and job performance is conducted. Organizational culture and its dimensions like involvement and consistency have been taken as moderating variables in this analysis. Coaching leadership is the independent variable, and dimensions of job performance such as task performance, contextual performance, and counterproductive work behavior are dependent variables. The moderation model of Andrew F. Hayes named PROCESS 3.0 has been used to investigate the moderation effects in the study. 6 models were studied, and three models have shown significant moderation and are discussed below.

4.3.1. Coaching leadership and Task Performance with Organizational Culture dimensions as Moderator.

Table 5 shows that the model is significant (P<.0.05), and consistency moderates the relationship to 8.58%. It shows that a 2.07% change is due to the moderator in this relationship. Hence it proves that consistency moderates the relationship between task performance and coaching leadership. Thus H4 has been validated.

Table 5: Model Table of Task Performance and Coaching Leadership with Consistency

Consistency	Effect	P	LLCI	ULCI
4.0000	.1939	.0003	.0913	.2964
4.5000	.1111	.0580	-.0038	.2261
5.0000	.0284	.7414	-.1411	.1979
R^2	R^2-Change	P		
0.0858	0.0207	.0431		

Table 6 shows that the model is significant (P<.0.05) and involvement moderates this relationship to 10.11%. It shows that a 2.76% change is due to the moderator in this relationship. Thus H5 has been accepted.

Table 6: Model Table of Task Performance and Coaching Leadership with Involvement

Involvement	Effect	p	LLCI	ULCI
2.5000	.0064	.9374	-.1546	.1675
3.5000	.1552	.0011	.0627	.2477
4.0000	.2296	.0000	.1230	.3362
R^2	R^2-change	P		
0.1011	0.0276	.0188		

4.3.2. Coaching Leadership and Contextual Performance with organizational Culture as Moderator

The relationship between coaching leadership and contextual performance with all the dimensions of culture was insignificant. So, organizational culture does not moderate this relationship. Contextual performance and coaching leadership with involvement p=0.9048 and consistency p= 0.0719 are found insignificant as their p values are greater than 0.05. Therefore, hypotheses 6 and 7 have been rejected

4.3.3. Coaching Leadership and Counterproductive Work Behavior with Organizational Culture as Moderator.

Table 7 shows that the model is significant (P<.0.05) and involvement moderates the relationship to 6.68%. It shows that a 2.05% change is due to the moderator in this relationship. Hence it proves that medium to high levels of involvement within the organization moderates the relationship between counterproductive work behaviors and coaching leadership, and it helps to reduce the counterproductive work behavior.
Thus H8 has been validated.

Table 7:Model Table of Counterproductive Work Behavior and Coaching Leadership with Involvement

Involvement	Effect	p	LLCI	ULCI
2.5000	-.0027	.9859	-.3081	.3026
3.5000	-.2413	.0073	-.4166	-.0659
4.0000	-.3605	.0005	-.4734	-1584
R^2	R^2-Change	P		
0.0668	0.0205	.0466		

Counterproductive work behavior and coaching leadership with consistency as a moderator were insignificant as the p-value is 0.3149 which is higher than 0.05. So, consistency does not moderate this relationship. Thus H9 has been rejected.

5. Discussion

The purpose of this study was to investigate the relationship between coaching leadership with the dimensions of job performance which are task performance, contextual performance, and counterproductive work behaviors, with the moderating effect of organizational culture and its dimensions of innovation and consistency. Coaching leadership had a positive relationship with the task and contextual performance and a negative relationship with counterproductive work behavior, which depicted that coaching leadership increased followers' overall job performance. Organizational culture had a meaningful moderation in the relationship between coaching leadership and overall job performance.

This study confirms that the relationship between coaching leadership and task performance is positive in nature. Using a coaching leadership style, managers discuss task-related issues with regular developmental feedback. They encourage followers to discuss their job-related problems more explicitly, which results in better planning, and execution and ultimately enhances their task performance. They inspire followers with positive relationships and are more helpful in increasing followers' task efficiencies (Hui, Sue & Chan, 2018). Therefore, hypothesis 01 has been validated, and a positive relationship between coaching leadership and task performance.

Hypothesis 2 has also been accepted as the relationship between coaching leadership, and contextual performance is significantly positive. Managers using the coaching leadership style are mostly inspired to exert more at work. Continuous productive discussion on performance thrives on increasing their followers' work efficiency through innovative behaviors by creating and employing novel ideas (Hahn, 2016). This coaching style increases the contextual performance of employees (Zuberbühler, Calcagni, Martínez, & Salanova, 2021). Organizational researchers are now giving due attention to counterproductive work behavior due to its negative effects, and

studies have found its relationship with coaching leadership indirectly (Esmaeili et al., 2017). This study has also found a negative relationship between coaching leadership and counterproductive work behavior. Coaching leaders provide long-term inspiration and work exclusively on the progress and development of their followers, which shifts the thinking of followers from the negative aspects of the job and organization towards the provided opportunities and professional development. Thus hypothesis 3 is also accepted.

Organizational culture moderates the relationship between coaching leadership and task performance significantly and has an established interactive role in increasing task performance. Two dimensions of culture were separately used as moderators which were innovation and consistency. This study confirms that innovation moderates this relationship significantly. Consistency moderated it in a reverse manner as it weakens the relationship between coaching leadership and task performance. Consistency emerges as a fundamental attribute of the rule and task implementation (Borry et al., 2018), and increased consistency results in leaving less room for coaching leadership. Thus hypotheses 4 and 5 are accepted.

Hypothesis 6 and 7 have not been accepted as organizational culture collectively, as well as individual dimensions of innovation, and consistency did not moderate this relationship with contextual performance. Possibly, because organizations frequently have multiple goals to achieve which are often unrelated to each other, and contextual performance does not contribute through the organization's core technical processes (Borman & Motowidlo, 2014). Employees have the behavior to meet key performance indicators rather than give attention to one parameter. So, their attention remains more to achieve their key performance indicators rather than to increase desired competency.

Organizational culture moderates the relationship between coaching leadership and counterproductive work behavior. Involvement moderates this relationship as more followers' involvement in their jobs reduces their inclination towards counterproductive activities. Consistency did not moderate this relationship, possibly due to its rules and task-implementing tendency (Borry et al., 2018). Thus hypothesis 8 is accepted, while hypothesis 9 has been rejected.

Table 8: Status of Hypotheses

S.#	Hypothesis	Status
1	H1	Accepted
2	H2	Accepted
3	H3	Accepted
4	H4	Accepted
5	H5	Accepted
6	H6	Rejected
7	H7	Rejected
8	H8	Accepted
9	H9	Rejected

6. Conclusion

The contribution of the research is to dig out the under-researched area of coaching leadership and provide a glimpse of its current implication in the pharmaceutical Salesforce in Pakistan. Our findings with the support of dynamic design and statistical analysis exhibit that coaching leadership has a meaningful impact on followers' job performance. This study identifies that coaching leadership increases task and contextual performances and reduces counterproductive work behaviors in employees. Moreover, we also found in this study that organizational culture has a significant moderation in the relationship between coaching leadership with task performance and counterproductive work behaviors.

The study further uncovers the moderating role of the dimensions of organizational culture like innovation and consistency on the relationship between coaching leadership and dimensions of job performance. The findings offer many fruitful discoveries for the organizations and demonstrate the impact of coaching leadership on the job performance of the subordinates and the moderating effect of organizational culture on this relationship.

6.1. Research implications

This study responded to the call of Karlsen and Berg (2020) to study coaching leadership style in relationship with other variables to strengthen the theory. Theoretically, the findings of this study have added to the existing knowledge in two ways, first, by establishing the impact coaching leadership has on the followers' job performance. Second, by analyzing the moderating effect of the organizational culture on the relationship between coaching leadership style and followers' performance at work.

Decision-makers in an organization should consider that involvement to reduce counterproductive work behaviors in their employees when coaching leadership is in practice. This study gives leaders at all levels the needed insight about what they need to do to improve the job performance of their sales force by using coaching leadership styles and techniques. Change agents can use the models of this study to incorporate coaching leadership style and organizational culture to get the desired output. Most importantly, leaders should understand that organizational culture does not moderate contextual performance. Higher Management should provide a coaching environment and opportunity to coach leaders to enhance their followers' contextual performance.

6.2. Limitations

There are two limitations of the study

1   The scope of the study was limited as respondents were selected from the top twenty pharmaceutical companies based in Sukkur. So, the study was geographically and industry-focused mainly due to the constraints of time and resources.

2   A bigger sample size should be used to enhance its generalization. This study used a proportionate stratified sample size of 187 respondents from the top 20 pharmaceutical companies, mainly due to time and resource constraints.

6.3. The direction of future research

The research has studied the pharmaceutical Salesforce of one city, and future research can be undertaken on the data of other cities. Moreover, more in-depth studies can elaborate on which dimension of coaching leadership has a key impact on followers' job performance. Another avenue of supreme importance is the moderating effect of variables that can impact the relationship of personality and motivation drives like culture, economic cycle, etc. There is also a need to compare the Salesforce on a gender basis using the framework developed in the current study.

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