



## Comparison of Perception Employees and Supervisors about the Outcomes of Counseling on Employee's Performance

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### ABSTRACT

Employees face a multiplicity of life and career transitions especially at early adulthood. This research paper explores these transitions that shape personal, job related and career identity and its impact on the output and productivity of workers in an organization. A manager/supervisor can play an essential role in facilitating employee progress during these times. In this research paper not only the perception of employees and supervisors regarding outcomes of counseling on the employee's performance have been compared, but the impact of psychosocial support, career development support and job related issues support from the supervisor on the employee performance has also been explored. Personal survey technique has been applied here as a method of data collection and Questionnaire has used as an instrument to collect the data. Sample size used for this study was 150 respondents (30 managers/supervisors, 120 employees). From the findings and hypothesis results, conclusion can be made over here that employee counseling is very important element in order to motivate an employee towards his/her job, so he/she can achieve the goals and objectives of an organization very effectively and efficiently.

**KEYWORDS:** Employee counseling (Psychosocial support, Career Development, Job Related Issues) and Employee performance.

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### 1 INTRODUCTION

Counseling can be defined as the performance of a human being when he or she is directing and supervising the actions of a group toward a combined and defined goal [6]. Two management behavior dimensions that have been recognized in organizational behavior vis-à-vis employee attitudes and performance are supervisor initiating structure and consideration for an employee. Initiating structure is the level or intensity to which a leader/supervisor guides and directs subordinates, clarifies his role, in the complete task and plans, coordinates, solves problems, criticizes, and forces them to give an exceptional and extraordinary performance. On the other side consideration is the extent to which a leader/supervisor is being friendly, supportive, consults with their employees before making any decisions, represents their interests, has open communications with them, and recognizes their contributions, which can be done through when supervisor counsel and interact on one to one basis with his/her employees.

Counseling is a very important element of enhancing job performance and work output of an employee. Many researchers have worked a lot in order to see the impact of on the job and off the job counseling on the performance of an employee. Counseling is a systematic approach in order to analyze problem area where an employee is not performing well. This means with help of counseling, managers could be able to solve the problems due to which an employee is not being able to perform efficiently and effectively at workplace [17].

Counseling is a very important technique in order to motivate an employee towards his job. Communication between the supervisor and employee should have to take place at both sides; so that the supervisor can easily highlight the actual problem and the possible solution for that problem that hinders the employee desired performance [4]. Different counselling methods are accessible for supervisors in order to encourage their employees. The methods comprise individual assessment meetings, direct observation with feedback, and facilitation with work group support. Sometime a supervisor also used the mixture of all three methods of counseling [16]. Nowadays, it's important to get the most production from each employee efficiently and effectively. Organizations must make sure that every worker performs to the best of their ability and delivers substantial worth to the business. One leading matter that almost every company deals with is the challenge of dealing with worker performance reviews. Employee performance reviews were once seen as a compulsory part of managing employees, but on the other hand it also

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observed that managers and employees feeling fear from going through evaluations. The time it takes to write, administer, analyze and then package them up for release is enough to decrease anyone's output by a huge quantity. This attempt toward employee performance management just wasn't as winning as it should have to be. Then the concept of counselling in order to increase the employee efficiency has been introduced.

Research shows that association of an employee with the supervisor is an important factor in order to retain and make them satisfy in an organization. Supervisor is a person with whom employees can interact most repeatedly and with the help of interaction and supervision they can resolve their any kind of problems at workplace and can give the best output to an organization.

**1.2. Problem Statement.** A comparative study between the perception of manager and employee about the impact of counselling on the employee performance.

### 1.3. Hypothesis.

- H1: There is no difference between the perception of manager and employee on the impact of psychosocial counselling on the employee performance.
- H2: There is no difference between the perception of manager and employee on the impact of career development counselling on the employee performance.
- H3: There is no difference between the perception of manager and employee on the impact of job related issues counselling on the employee performance.
- H4: There is a positive impact of psychosocial support from the supervisor on the employee performance.
- H5: There is a positive impact of career development guidance provided by supervisor on the employee performance.
- H6: There is a positive impact of sharing job related issues with supervisor on the employee performance.

**1.4. Outline of the Study.** This study has examined the impact of counselling and comparing the perception of the manager and employee about the outcome of counselling on the job performance of an employee: the perception which is representation of what is perceived and considered as a basic component in the formation of a concept. As counselling has played a very fundamental role in improving the employee performance for the success of an organization since a very long time ago and always perceived positively as a key factor, at the both ends, by supervisor and employee as well. There is always a positive impact of psychosocial support, career development guidance and sharing job related issues with the supervisor on the employee performance.

This research is based on comparative study in order to analyze the differences in the perception of manager and the perception of employee about the impact of counselling on the job performance of an employee. For example, in order to improve the performance of an employee if a counselling session has been conducted, now the perception regarding the outcome of counselling on the employee performance would be same on the end of employee and manager as well or would be perceived differently by both of them.

### 1.5. Definitions.

**(1) Employee Counseling.** Employee counselling can be explained as providing assistance and support to the workers to face through the complex period in life. At many points of occasion in life or career people get nearer to some troubles either in their job or private life, when it starts influencing and upsetting their performance or rising the pressure levels of an individual. Counselling is guiding, calming, advising and sharing and helping to resolve their troubles whenever the requirement arises. Counselling can be done on different areas, like as follow:

**Psychosocial support:** Psychosocial support is the procedure of meeting a person's emotional, social, mental and religious desires. All of these are necessary fundamentals of positive human development.

**Career development support:** It is a complex managerial course which involves employees, deals with their aspirations, handover such kinds of responsibility & assignments which are matching with their potential and eventually create such job positions that can accommodate growth ambitions of those workers and give them satisfaction at workplace.

**Job related issues support:** Job related issues support is the process of providing guidance to the employees if they are facing any kind of issues on their jobs.

**(2) Employee Performance.** Effective and efficient performance of an employee is an important element for the success of an organization. Organizations always want to retain those employees who are performing really good at work because performance of an employee is very important in order to achieve goals of an organization. So management of an employee performance on the routine basis is the key to an effective performance management system in order to compete in the market effectively.

## 2. LITERATURE REVIEW.

Globalization is making world more dynamic and competitive as well, business arena is undergoing evolutionary phenomenon to respond to changing customer demands. This rapidly changing business environment is forcing organizations to embrace competitive strategies which can lead to innovation in process, even more technological changes and new products. The implications of this dynamism are noteworthy. For businesses it means greater opportunity combined with risks whereas for workforce it emphasizes the importance of learning new skills which can give them edge in the market [14]. In 2007, 134.9 billion dollars were invested by U.S organizations in the area of learning and development, out of which two-third was spent on internal developmental activities [1]. With increased realization of worthwhile workplace learning, organizations are further focusing on decentralizing HR-related responsibilities to first-line managers or supervisors so that employee morals and hence performance can be boosted [8], [10]. This task devolution might widen the core responsibilities that first-line managers have. While traditionally first-line managers were only into supervision and administration, the new decentralized strategy would enable them to administer performance-oriented tasks in addition with assessing, developing and identifying the core-competencies of the subordinates and channel these competencies in accordance with organization's goals, missions and values [7], [11].

Because the changes in business environment are so recurrent and vital, there is no fixed norm that supervisors can clinch on to. They have to use complex methods like combining individualized counseling with several different strategies to boost performance of employees. Even though, first-line managers have little or no control over Human Resource policies such as selection, recruitment or compensation, they have substantial and noteworthy responsibility when it comes to counseling and administering the interpersonal and work-related relationships of their subordinates. On their shoulders, lie a huge conscientiousness of creating ideal working environment which can heighten and reinforce communication within groups; encourage cooperation and learning; and help keeping things focused towards goal attainment process [2]. Furthermore, individualized interaction with the subordinates is equally importance for creating peaceful working environment for subordinates.

The CIPD defines counseling as: "Counseling targets high performance and improvement at work and usually focuses on specific skills and goals, although it may have an impact on an individual's personal attributes (such as social interaction or confidence.). The process typically lasts for a relatively short period". There exist two primary objectives when employing counseling strategy: First to develop and nurture employee engagement and second to enhance performance [3]. The importance of employee engagement is highlighted by the fact that it is imperative for customer satisfaction - a crucial determinant of an organization's financial performance.

**2.1. Enhanced performance.** As mentioned before, counseling is the key aspect of employee performance. It has influence on performance to a very greater extent, has been researched and measured. It has been illustrates in a research that sales agents who were given more than three hours of counseling per month yielded enhanced performance by achieving 107 percent of their total benchmark [15]. On the other hand, the sales representatives who received less than two hours of counseling per month showed poor performance by achieving less than 10% of their benchmarks. Prosell initiative to work with the clients in order to improve working environment resulted in 47% increased customer retention, 50% increase in sales improvement and 39% reduction in employee attrition rates. By integrating counseling strategies within the team structure of sales representatives and customer service agents, the managers were able to achieve these remarkable results.

**2.2. Increased Customer Satisfaction.** There exist direct link between satisfaction of workforce and customer satisfaction. A satisfied workforce can lead to increased performance and hence higher number of satisfied customer [12]. This is confirmed and acknowledged by research that Prosell conducted where an apparent and lucid relationship was seen between actions taken by managers and the overall team performance. Around 61% of the employees who were surveyed responded that the way their managers

treats and behaves with them had a direct affect on their performance as well as on the level of engagement and commitment they have when it comes to their tasks and services.

**2.3. Increased employee engagement.** Surprisingly merely 33% of employees in UK feel committed to their jobs and employer. This staggering figure shows the importance that employee engagement holds in impacting the overall performance of employees and hence of an organization [13]. Counseling must be customized to individual needs of employees - such initiatives can lead to enhanced performance at individual level which in turn can have premium and lasting effect on overall performance of team [5].

**2.4. Reduced employee turnover.** Retention of good employees makes good business sense; hence organizations tend to treat their valuable employees as assets. Therefore their retention is an important aspect which contributes to the growth of business. Employees who are motivated, loyal and consistent have tendency to deliver better-quality, customer value and consequently enhanced customer satisfaction and loyalty. Counseling has great aptitude to enhance employee engagement that can lead to reduced turnover rates and greater retention of worthwhile employees. Engaged workers are seven times less prone to leave the workplace within a year and almost ½ times more likely to continue working with the same employer for further four to five years [13].

### 3. RESERCH METHODS

This study is the comparative study about the Perception of employees and supervisors that encounters the outcomes of counselling on an employee's performance. In the organization if counselling is provided by supervisor to his subordinates, this study, on the one side focused on the outcome of counselling on the employee performance and on the other side this study has compared the perception of employee and supervisor about the results of counselling on the performance of the an employee which can be either increased, decreased or can remain same as well.

**3.1. Method of Data Collection.** Personal survey technique has been applied and Questionnaire has used as an instrument to collect the data and data has been collected by taking an appointment with the respondents for having a personal meeting, in order to filled those questionnaires.

**3.2. Sampling Technique.** Quota sampling technique has been used.

**3.3. Sample Size.** Sample size used for this study was, 150 respondents (30 managers/supervisors, 120 employees).

**3.4. Instrument of Data Collection. Questionnaires were used as an instrument for data collection.**

**These measures were developed by Scandura and Ragins (1993). Questionnaire consists of two parts.**

i) In first part, responses have been received from supervisor and employee about the counseling, related to different issues.

ii) In second part information have been gathered about the impact of counselling on the employee performance.

The instrument is in the form of closed ended questionnaire. Answers were recorded in the Likert five point scales.

Strongly agreed = 5 Agree= 4 Neutral= 3 Disagree= 2 strongly disagree= 1 (for first part)

Increase = 3 Remain same= 2 Decrease =1 (for second part)

Dimensions in this questionnaire are as follows:

- Psychosocial support
- Career Development
- Job Related Issues

### 3.5 Research Model Developed

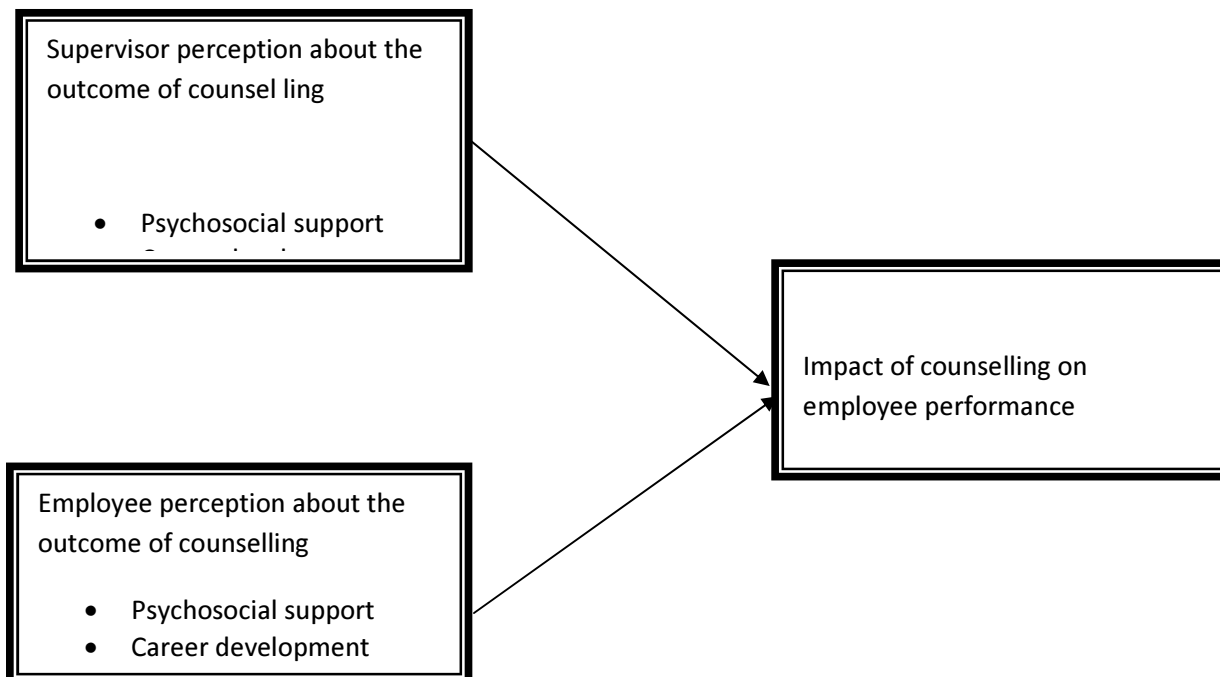


Figure 3.1 (Source: Scandura and Ragins, 1993)

#### 4.1. Findings and Interpretation of the Result

H1: There is no difference between the perception of manager and employee on the impact of psychosocial counselling on the employee performance.

H2: There is no difference between the perception of manager and employee on the impact of career development counselling on the employee performance.

H3: There is no difference between the perception of manager and employee on the impact of job related issues counselling on the employee performance.

**Table 4. 1**

Group Statistics					
	Test	N	Mean	Std. Deviation	Std. Error Mean
Psychosocial support	Supervisor	30	3.3833	.82193	.15006
	Employee	120	3.1625	.88916	.08117
Career_Development	Supervisor	30	3.5933	.93142	.17005
	Employee	120	3.5650	.85235	.07781
Job_Related_Issues	Supervisor	30	3.6867	.70011	.12782
	Employee	120	3.6833	.80150	.07317

**Table 4.2**

**Result:** H1, H2 and H3 have been accepted.

		Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Psychosocial_support	Equal variances assumed	1.176	.280	1.234	148	.219	.22083	.17889	-.13268	.57435	
	Equal variances not assumed			1.294	47.461	.202	.22083	.17061	-.12230	.56397	
Career_Development	Equal variances assumed	.007	.935	.160	148	.873	.02833	.17726	-.32196	.37863	
	Equal variances not assumed			.152	41.965	.880	.02833	.18701	-.34907	.40574	
Job_Related_Issues	Equal variances assumed	2.312	.131	.021	148	.983	.00333	.15976	-.31238	.31904	
	Equal variances not assumed			.023	49.814	.982	.00333	.14728	-.29252	.29919	

**Interpretation.** In order to make the comparison in the perception of managers and employees regarding the impact of psychosocial, career development and job related issues counselling on the output of employee, independent sample t-test has been applied. After applying Independent sample t-test, it has been statically proved that there is no difference between the perception of manager and employee on the impact of psychosocial, career development and job related issues counselling on the employee performance, as the significant value is greater than 0.05 (psychosocial support=.219, career development supports=.873 and job related issues support=.983).As the significant value is greater than 0.05,it proves that the difference in the perception of the managers and employees regarding the impact of psychosocial, career development and job related issues counselling on the employee performance is nonsignificant, which means H1,H2 and H3 have been accepted.

H4: There is a positive impact of psychosocial support from the supervisor on the employee performance.

**Table 4.3.**

Variables Entered/Removed <sup>b</sup>			
Model	Variables Entered	Variables Removed	Method
1	Psychosocial_Support_E <sup>a</sup>	.	Enter
a. All requested variables entered.			
b. Dependent Variable: Im_Psychosocial_support_M			

**Table 4.4.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 <sup>a</sup>	.436	.415	.37050
a. Predictors: (Constant), Psychosocial_Support_E				

**Table 4.5**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.967	1	2.967	21.612	.000 <sup>a</sup>
	Residual	3.844	28	.137		
	Total	6.810	29			
a. Predictors: (Constant), Psychosocial_Support_E						
b. Dependent Variable: Im_Psychosocial_support_M						

**Table 4.6**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.183	.258		4.584	.000
	Psychosocial_Support_E	.366	.079	.660	4.649	.000
a. Dependent Variable: Im_Psychosocial_support_M						

**Result:** H4 has been accepted.

**Interpretation.** In H4 Psychosocial Support has been taken as an independent variable and employee performance as a dependent variable. As significant values of ANOVA and Coefficients are less than 0.05, it stated that the value of coefficient is also significant along with model. On the other hand as the value of beta is also positive (0.366), it means there is a positive impact of psychosocial support from the supervisor on the employee performance.

H5: There is a positive impact of career development guidance provided by supervisor on the employee performance.

**Table 4.7**

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Career_Development_Ea	.	Enter
a. All requested variables entered.			
b. Dependent Variable: Im_Career_Development_M			

**Table 4.8**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883a	.780	.772	.25014
a. Predictors: (Constant), Career_Development_E				

**Table 4.9**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.207	1	6.207	99.193	.000a
	Residual	1.752	28	.063		
	Total	7.959	29			
a. Predictors: (Constant), Career_Development_E						
b. Dependent Variable: Im_Career_Development_M						

**Table 4.10**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.513	.202		2.539	.017
	Career_Development_E	.550	.055	.883	9.960	.000
a. Dependent Variable: Im_Career_Development_M						

Result: H5 has been accepted.

**Interpretation.** In H5 career development support has been taken as an independent variable and employee performance as a dependent variable. As significant values of ANOVA and Coefficients are less than 0.05, it stated that the value of coefficient is also significant along with model. On the other hand as the value of beta is also positive (0.550), which means there is a positive impact of career development support from the supervisor on the employee performance.

H6: There is a positive impact of sharing job related issues with the supervisor on the employee performance.

**Table 4. 11**

Variables Entered/Removed <sup>b</sup>			
Model	Variables Entered	Variables Removed	Method
1	Job_Related_Issues_E <sup>a</sup>	.	Enter
a. All requested variables entered.			
b. Dependent Variable: Im_Job_Related_Issues_M			

Table 4. 12

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 <sup>a</sup>	.428	.407	.39077

a. Predictors: (Constant), Job\_Related\_Issues\_E

Table 4. 13

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.196	1	3.196	20.931	.000 <sup>a</sup>
	Residual	4.276	28	.153		
	Total	7.472	29			

a. Predictors: (Constant), Job\_Related\_Issues\_E  
b. Dependent Variable: Im\_Job\_Related\_Issues\_M

Table 4. 14

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.819	.344		2.379	.024
	Job_Related_Issues_E	.418	.091	.654	4.575	.000

a. Dependent Variable: Im\_Job\_Related\_Issues\_M

**Result:** H6 has been accepted.

**Interpretation.** In H6 job related issues support has been taken as an independent variable and employee performance as a dependent variable. As significant values of ANOVA and Coefficients are less than 0.05, it stated that the value of coefficient is also significant along with model. On the other hand as the value of beta is also positive (0.418), which means there is a positive impact of job related issues support from the supervisor on the employee performance.

#### 4.2. Hypothesis Assessment Summary.

H1: There is no difference between the perception of manager and employee on the impact of psychosocial counselling on the employee performance: H1 has been accepted, as the significant value is greater than 0.05. It means that there is no significant difference between the perception of manager and employee on the impact of psychosocial counselling on the employee performance.

H2: There is no difference between the perception of manager and employee on the impact of career development counselling on the employee performance: H2 has been accepted because the significant value is greater than 0.05. It means that there is no significant difference between the perception of manager and employee on the impact of career development counselling on the employee performance.

H3: There is no difference between the perception of manager and employee on the impact of job related issues counselling on the employee performance: H3 has been accepted as the significant value is greater than 0.05, It means that there is no significant difference between the perception of manager and employee on the impact of job related issues counselling on the employee performance.

H4: There is a positive impact of psychosocial support from the supervisor on the employee performance: H4 has been accepted and has proved that there is a positive impact of psychosocial support from the supervisor on the employee performance.

H5: There is a positive impact of career development guidance provided by supervisor on the employee performance: H5 has been accepted and has proved that there is a positive impact of career development support from the supervisor on the employee performance.

H6: There is a positive impact of sharing job related issues with the supervisor on the employee performance: H6 has been accepted and has proved there is a positive impact of job related issues support from the supervisor on the employee performance.

## 5. CONCLUSION

One of the most fundamental issues facing organization is preserving employee assurance in order to achieve business goals and objectives. Many organizations are facing a time of uncertainty and great



managerial change led by oversees downsizing, outsourcing, global reform, and retreating career progression paths. Because of changes in these trends it became very difficult for every organization to compete successfully in the market.

With performance being an elementary foundation stone to financial achievement, employers will need to put into operation constant new and advanced learning programs and have to facilitate workers to achieve new knowledge and skills to prosper in the market. So in order to keep those employees motivated all the time counselling can play a really bigger role. There are many situations in the office when counselling can be implemented. At any time, employees who are major source of organizational success, may experience problems related to personal, professional or might be their career development, which may acutely influence overall financial performance and strategic goals of an organization.

If these hurdles and issues go unsettled and unresolved for a longer period of time, there are possibilities that these hurdles will crash and destroy the employee's talent and caliber to perform effectively and efficiently on the job. So based on the results it can be concluded over here that counselling can be a strategic resource and tool that supervisors can use and have dependency on it when work performance, career transition, and personal behavior at the workplace becomes a question for them. It's also a method to help key workers to get rid of professional and personal issues and reach higher career related aspirations, so that they can continue to add important value to the business of an organization.

So when companies give serious consideration to the happiness of their employees, employees start feel satisfaction and secure when they know that organization cares about their problems and challengers. Therefore, employees are free to think and to get better their performance while helping to complete the organization's purpose and mission.

The most important reason why counselling is considerable in an organization because through it employees are well motivated to achieve their own and organizational goals more efficiently and effectively. Supervisors are paying attention to the output and performance of their staff. On the other hand, if employees are dissatisfied, worried, or stressed out regarding personal, job related or career development issues, they will not be able to execute and perform well on their jobs. So it become very significant for that organization to give a better supervision, support and coach their employees, so they can perform better at the workplace and can achieve organizational goals more efficiently and effectively.

## 5.2. Future Research and Recommendations.

There can be so many recommendations that can be implemented and done for future research:

1. Sample collection should be dispersed more evenly rather than focused on one specific and focused area. The consequences will be more compelling, representative and credible.
2. Other factors need be looked upon in order to bring more accurate and appropriate results. For instance, coming researches can be done to know the impact of following diverse areas of counselling on the productivity and performance of an employee:
  - Marriage and family counselling
  - Rehabilitation counselling
  - Mental health counselling
  - Substance abuse counselling
  - Educational Counselling
  - Organization Cultural Counselling

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