



# A STUDY ON EFFECTIVENESS OF EXECUTIVE CAREER COACHING

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**ABSTRACT:** The project aims to find out the general opinion of the managers about the effectiveness of the career coaching and development program. The goal of career coaching can be to teach managers new skills that are relevant to their current job position or to refresh the skills they already have. A good career coaching program allows companies to develop individual executives and the organization itself, because career coaching is one of the best forms of motivation.

**KEYWORDS:** Executive career coaching

**INTRODUCTION:** Career coaching is the teaching or development in oneself or others of any skills and knowledge related to specific useful competencies. Career coaching has specific goals to improve one's abilities, capacity, productivity and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic career coaching required for a trade, occupation or profession, since 2008 labor market observers have recognized the need for continuing career coaching beyond initial qualifications: to maintain, improve and update skills throughout working life. People in many professions and occupations may refer to this type of career coaching as professional development.

**OBJECTIVES OF THE STUDY:**

- To determine the effectiveness of existing career coaching practices and measures recommended for improvement.
- To assess feedback and analyze the level of satisfaction among executives with respect to career coaching activities and suggestions.
- To identify problems associated with measuring the effectiveness of career coaching and make suggestions for their improvement.

**NEED FOR THE STUDY:** Due to the daily changing business environment, manufacturing process, technological advancement and rapid growth in demand for products and services etc.,

the executives of any organization must be very well equipped with the skills, abilities and talents needed to cope with the market. competition.

### SCOPE OF THE STUDY:

The quality of executives and their development through career coaching and education are the main factors determining the long-term profitability of the company. To retain leaders in an organization, it is necessary to invest in developing their skills so that they can increase their productivity.

### REVIEW OF LITERATURE:

**Miltenburg (2008)** a competitive strength of a company is based on the structural and infrastructural readiness. There are four structural areas that are comprised of capacity, facilities, technology, and sourcing. The infrastructural areas are workforce, quality, production planning, and organisation.

**Swink et al. (2007)** the company must have a specific and strategic goal based on the 13 individual competitive strength, in order to compete in the marketplace.

**Balakrishnan et al. (2007)** the global competitiveness of economic manufacturing requires high quality products and low prices. This is due to dynamic competition among the manufacturers to secure their customers.

**Amoako-Gyampah and Acquah (2008)** quality strategy plays an important role in capturing customer satisfaction that can potentially lead to increased sales growth and market share. They also added that, a company which develops a strategy to achieve volume and mix flexibility while keeping low costs and high quality will be able to react faster to market demands and finally achieve higher performance.

**Stewart (2010)** too much growth in demand also takes focus away from quality with results of defects in finished products, such as the case for Toyota Motor with resulting tremendous costs (financial and reputation) for the company.

**Kumar and Sridharan (2009)** a Flexible Manufacturing System (FMS) is a system which integrates Computer Numerically Controlled (CNC) machines and an automated Material Handling Systems (MHS) that work together under computer control. Flexibility deals with high quality customised products and focuses on fast delivery of products to markets with reasonable price. Basic flexibilities in manufacturing include product flexibility, machine flexibility, material handling flexibility and operational flexibility.

**Drira et al. (2007)** the layout for project job uses a fixed position layout to manufacture large size products, while the resources, materials and equipment are supplied to it.

### RESEARCH METHODOLOGY :

A research methodology is needed primarily for the purposes of defining the research process and the designs and tools to be used for the purposes of the project. Research methodology helps to find customer satisfaction based on the product. This time research methodology is designed to determine the level of Customer satisfaction with career coaching.

**RESEARCH DESIGN :**

Descriptive research is a study designed to portray participants in an accurate manner. In simpler terms, descriptive research is about describing the people who participate in the study.

**SAMPLING TECHNIQUE :**

Convenience Sampling Method Convenience sampling is one of the main types of non-probability sampling methods. A convenience sample consists of people who are easy to reach.

**ANALYSIS PERTAINING TO OBJECTIVE :****AGE**

S.NO	Particulars	No of respondents	Percentage
1	18-28	40	33.00
2	29 – 38	39	32.00
3	39 – 48	35	29.00
4	Above 48	6	6.00
Total		120	100.00

**GENDER**

S.NO	Particulars	No of respondents	Percentage
1	Male	92	84.00
2	Female	28	16.00
Total		120	100.00

**MARITAL STATUSES**

S.NO	Particulars	No of respondents	Percentage
1	Married	72	60.00
2	Unmarried	43	36.00
3	Widower	5	4.00
Total		120	100.00

S.NO	Particulars	No of respondents	Percentage
1	Diploma	21	17.00
2	Degree	49	41.00
3	PG	37	31.00
4	Others	13	11.00
Total		120	100.00

**NATURE OF WORK**

S.NO	Particulars	No of respondents	Percentage
1	Technical	66	55.00
2	Non-technical	54	45.00
Total		120	100.00

**INCOME**

S.NO	Particulars	No of respondents	Percentage
1	7000 – 10000	29	24.00
2	10001 – 20000	43	36.00
3	20001 – 30000	31	26.00
4	Above 30000	17	14.00
Total		120	100.00

**CAREER COACHING PROGRAMME**

S.NO	Particulars	No of respondents	Percentage
1	Once in a month	58	48.00
2	Once in six months	38	32.00
3	Once in a year	24	20.00
Total		120	100.00

S.NO	Particulars	No of respondents	Percentage
1	Yes	90	75.00
2	No	30	25.00
Total		120	100.00

**OVERALL FEEDBACK ABOUT THE CAREER COACHING PROCESS**

S.NO	Particulars	No of respondents	Percentage
1	Very good	35	29.00
2	Good	51	43.00
3	Average	34	28.00
4	Not good	0	0
5	Worst	0	0
Total		120	100.00

**INDUCTION CAREER COACHING**

S.NO	Particulars	No of respondents	Percentage
1	Strongly Disagree	0	0
2	Disagree	12	10.00
3	Neither disagree nor agree	33	27.00
4	Agree	41	34.00
5	Strongly Agree	34	29.00
Total		120	100.00

**PREFERENCE AMONG TYPES OF COACHES**

S.NO	Particulars	No of respondents	Percentage
1	Insider	62	52.00
2	Outsider	45	37.00
3	Both	13	11.00
Total		120	100.00

**METHOD OF CAREER COACHING**

S.NO	Particulars	No of respondents	Percentage
1	On the job career coaching	57	47.00
2	Off the job career coaching	27	22.00
3	Both	36	31.00
Total		120	100.00

**IMPROVEMENT OF KNOWLEDGE BY CAREER COACHING**

S.NO	Particulars	No of respondents	Percentage
1	Yes	111	92.00
2	No	9	8.00
Total		120	100.00

**FINDINGS:**

Majority (33%) of the respondents are age between 18-28 years. Majority (84%) of the respondents are Male. Majority (60%) of the respondents are married. Majority (41%) of the respondents are Degree holders. Majority (27%) of the respondents are the experience of 2-4 years. Majority (55%) of the respondents are technical. Majority (36%) of the respondents income between 10001-20000. Majority (48%) of the respondents mentioned that the career coaching program conducted once in a year. Majority (75%) respondents say yes for innovative methods adopted in the career coaching programmes. Majority (43%) respondents mention good for

overall feedback about the career coaching process. Majority (34%) respondents agree that the induction career coaching. Majority (52%) respondents are insiders. Majority (47%) respondents follow the on the job career coaching method. Majority (92%) respondents say yes for improvement of knowledge by career coaching.

### **SUGGESTION:**

Since most of the respondents are from a technical background, they can be trained well with hard skills, it is essential that career coaching guides them in soft skills as well. Union leaders must be able to have frequent career coaching programs than management level leaders, which will lead to a better work environment. Although internal coaches are effective, external coaches should be obtained for better and more effective practices and broad understanding. New and better ways of career coaching such as business games, audio-visual career coaching and demos need to be implemented. New ways of career coaching can be implemented (e.g. e-career coaching can be used for middle level people because it saves time and management could focus on operational managers).

### **CONCLUSION:**

It is often said that a successful business operation, regardless of its size, depends on the effective management of "people, products and processes". Of these three, the most important is the human resources department. The demand from employers for specialized career coaching of managers is huge. Human resources are a company's most important asset. These executives perform various tasks and contribute to select people who will ultimately ensure the delivery of high quality products and services. Therefore, career coaching helps the growth of the company.

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## QUESTIONNAIRE

### Personal Details:

Name :

Age : (a) 18-28 (b) 29-38 (c) 39-48 (d) Above 48

Gender : (a) Male (b) Female

Marital Status : (a) Married (b) Unmarried (c) Widower

### Educational

Qualification : (a) Diploma (b) Degree (c) PG (d) Others

Nature of Work : (a) Technical (b) Non- Technical

Income : (a) 7000-10000 (b) 10001-20000 (c) 20001-30000  
(d) Above 30000

1. How frequently career coaching programme is conducted?

(a) Once in a Month

(b) Once in six Months

(c) Once in a year

2. Is innovative methods adopted in the career coaching programmes?

(a) Yes

(b) No

3. Overall feedback about the career coaching process?

a) Very Good

b) Good

c) Average

d) Not Good

e) Worst

4. Does the induction career coaching is a well planned exercise in the organization?

(a) Strongly disagree

(b) Disagree

(c) Neither disagree nor agree



(d) Agree

(e) Strongly agree

5. What is your preference among the type of coaches mentioned below?

(a) Insider

(b) Outsider

(c) Both

6. What kind of career coaching method do you prefer?

(a) On the job career coaching

(b) Off the job career coaching

(c) Both

7. Do you feel that your knowledge has improved because of career coaching?

(a) Yes

(b) No

