

ABSTRACT

Coaching as a performance management intervention is a vastly discussed arena in the contemporary organizations. Although currently formal and informal coaching represents large component of total employee performance the literature on the antecedents of appraiser's coaching role is still emerging and remains mostly unexplored. Hence, the aim of this study is to identify the impact of appraiser's coaching role on the individual work performance. Based on social cognitive theory, self-efficacy was identified as individual factor affecting to the individual work performance whereas based on goal setting theory motivation to learn and motivation to transfer were identified as two other individual factors affecting to individual work performance. Further, based on the literature, it is argued that the self-efficacy of appraisee may have a moderating effect on individual work performance whereas motivation to learn and motivation to transfer play a mediating role between appraiser's coaching role and individual work performance. Accordingly, three major objectives were developed. Firstly, to identify the impact of appraiser's coaching role on the individual work performance. Secondly, to identify to what extent motivation to learn and motivation to transfer mediates the relationship between appraiser's coaching role and individual work performance and thirdly, to identify to what extent self-efficacy, moderate the impact of motivation to transfer and motivation to learn on individual work performance.

Subsequently, individual work performance has been studied by several authors by taking the variables such as supervisors' role, motivation to learn, motivation to transfer, self-efficacy and have investigated the relationships among these variables and individual work performance. Moreover, social cognitive theory and goal setting theory have also been examined and have identified a theoretical gap in the goal setting theory which could be bridged using the implications of social cognitive theory. Goal setting theory basically underlines that people are motivated for higher performance once they are given with a goal to achieve. But from where they gain this motivation and how they motivated have not been studied in the previous studies. Furthermore, coaching role of appraiser on individual work performance has been identified as one of the emerging areas that have not been explored sufficiently in the prevailing literature. There is rare number of studies available on investigating the moderating role performed by the self-efficacy in individual work performance. Thus, based on the explored literature conceptual framework was developed with eleven hypotheses.

Consequently, to achieve the intended objectives of the present study data has been gathered using a self-administered structured questionnaire and from the gathered data sample of 300 was taken for data analysis after the process of data cleaning. Data analysis was done using IBM SPSS and AMOS software packages. As per the analysis of data it was found out that appraiser's coaching role has a significant positive relationship with individual work performance, motivation to learn and motivation to transfer. Moreover, it was found out that motivation to learn and motivation to transfer has a significant positive relationship with the individual work performance. But there was no significant impact of motivation to learn on motivation to transfer. Further, it was found out that there is partial mediation of motivation to learn for the relationship between appraiser's coaching role and individual work performance whereas motivation to transfer also partially mediates the relationship between appraiser's coaching role and individual work performance. Adding further it was found out that motivation to transfer do not have mediation to the relationship between motivation to learn and individual work performance. Finally, it was found out that self-efficacy moderates the direct relationship between both motivation to learn and motivation to transfer with individual work performance.

Thus, the study contributes to the prevailing knowledge concerning the individual work performance and coaching by providing a better theorization of the organizational factor and individual characteristics affecting to the individual work performance Accordingly, once an appraiser act as a coach in the performance management process it may ultimately increases individual work performance. Further the study highlights the managerial implications such as the importance of having fair and effective performance management process where appraiser could play the role of coach as a mean of enhancing individual work performance and the measures to be taken to enhance individuals' motivation to learn, motivation to transfer and self-efficacy. Hence, this research unlocks new directions for the future researches such as testing the studied organizational and individual factors affecting IWP in a different context and testing the impact of appraiser's coaching role on the other organizational outcomes such as; job satisfaction, employee commitment, employee engagement etc.