

Impact of Coaching on Employee Productivity

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ABSTRACT

Dynamic changes in the workplace require organizations to adopt effective strategies to improve the quality and productivity of their workforce. One increasingly popular approach is coaching, a personal development process aimed at developing individual skills and helping them face work challenges. This study examines the effect of coaching on employee performance and the factors that influence their success within the organization. The method used is bibliometrics, analyzing academic articles related to coaching published in the past five years. The study results indicate that coaching has a positive impact on employee performance, both directly and through improved work attitudes such as motivation, engagement, and responsibility. The success of coaching is influenced by the method applied, the readiness of the individual being coached, the competence of the coach, and organizational support. This study provides academic contributions to the field of human resource development and practical recommendations for organizations seeking to maximize employee potential through targeted and personalized coaching.

Keywords: *Coaching, Employee Performance, Human Resource Development, Work Motivation, Bibliometrics*

1. INTRODUCTION

As the workplace becomes increasingly complex and dynamic, influenced by VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) conditions, organizations are required to strengthen the resilience and productivity of their human resources. Coaching, a method of employee development that emphasizes improving individual competence, motivation, and psychological well-being, is now increasingly being applied. [1] emphasize the crucial role of organizational strategy in supporting employee well-being and performance, particularly in post-pandemic hybrid work scenarios. This study identifies coaching as a strategic instrument that can comprehensively improve organizational effectiveness.

[2] conducted a bibliometric study to outline the development and patterns of research related to coaching in organizations. This study highlights how coaching continues to evolve as an approach to improving employee performance and engagement. However, coaching effectiveness is determined not only by the method used but also by the participant's readiness, the coach's abilities, and organizational support. [3] found that coaching success is closely related to a supportive work culture and alignment between individual and organizational goals. Therefore, coaching must be thoroughly integrated into the performance management system.

Meanwhile, [4] noted that various sectors, both private and government, have begun adopting coaching as a strategy to improve competency and retain talented employees. However, the implementation of coaching still faces several obstacles, such as a shortage of certified coaches, poor organizational understanding of the long-term value of coaching, and the lack of consistent implementation standards. Therefore, a systematic review of the coaching literature is crucial. Using a bibliometric approach, research trends, collaboration patterns, and key topics can be identified, helping organizations and researchers address research gaps and develop evidence-based interventions tailored to needs in the field.

Thus, this research aims to:

1. Analyzing scientific publication trends related to coaching and work productivity through a bibliometric approach.
2. Identifying key themes, popular keywords, and author collaboration networks in coaching literature.
3. Exploring the factors that support or hinder the effectiveness of coaching in modern work.

The results of this study are expected to provide guidance for organizations in designing evidence-based human resource development strategies, as well as opening up space for exploring new topics in the realm of coaching for work productivity.

The following is a summary of the findings from various previous studies on coaching as a basis for understanding in this study.

Table 1. Prior Bibliometric Studies on Coaching and Employee Productivity

No.	Writer	Title	Year	Findings
1	Martens, R., & Vealey, R.S.	Successful Coaching	2024	Emphasizes the importance of a strong coaching philosophy and communication skills. Effective coaching increases self-confidence and engagement, which are relevant to improving work productivity in organizations.
2	Clutterbuck, D., & Graves, G.	Team Coaching	2023	Team coaching strengthens collaboration, communication, and performance. It encourages shared goal-setting and conflict resolution, which positively impacts productivity.
3	Atkinson, A., Watling, C.J., & Brand, P.L.P.	Feedback and Coaching	2022	Feedback in coaching enhances learning and professional development. In the medical field, coaching has been shown to help improve clinical and communication skills.
4	Killion, J., Bryan, C., & Clifton, H.	Coaching Matters	2020	Structured and ongoing coaching improves learning outcomes and professional development. It is relevant to achieving the organization's strategic goals.
5	Passmore, J., & Lai, Y.L.	Coaching Psychology: Exploring Definitions and Research Contribution to Practice	2020	Coaching psychology integrates theory and practice to enhance individual well-being and performance, supporting the development of organizational human resources.
6	Harwell-Kee, K.	Coaching	2019	Coaching encourages professional growth and learning outcomes. Within organizations, coaching supports employee growth and the achievement of strategic goals.
7	Schermuly, C. C., & Graßmann, C.	A Literature Review on Negative Effects of Coaching—What We Know and What We Need to Know	2019	Coaching can have negative effects, such as dependence on the coach and misaligned expectations. Risk management is essential in coaching practice.

Table 1 shows various findings from previous studies highlighting the role of coaching in organizations and work productivity. This literature demonstrates that coaching focuses not only on improving technical skills but also on developing employees' psychological and motivational

aspects. Some studies emphasize the importance of team coaching for enhancing collaboration and communication, while others highlight the impact of coaching on individual well-being and commitment. However, some studies also warn of potential negative effects, such as over-reliance on coaches or a mismatch between expectations and coaching outcomes.

These findings provide a comprehensive overview of the complexity of coaching in organizations, while also opening up opportunities for further research to understand the factors that support and inhibit coaching effectiveness. Therefore, this study uses a bibliometric approach to examine coaching research trends more broadly and systematically.

2. LITERATURE REVIEW

2.1 *Coaching in an Organizational Environment*

Coaching in the workplace is a strategic approach that has proven effective in improving individual performance and overall organizational effectiveness. According to [5], executive coaching focuses on improving decision-making, adapting to change, and operational efficiency. Their bibliometric study shows a significant increase in publications related to coaching and organizational performance in the past five years.

Research by [6] highlights the importance of coaching in helping individuals identify strengths and areas for improvement, as well as setting clear goals to improve performance and well-being. Both internal and external coaching play a crucial role in supporting organizational change and individual development.

2.2 *Employee Productivity and Well-Being*

Employee productivity is not only examined from a quantitative perspective, such as output, but also from a qualitative perspective, such as work quality, initiative, and contribution to achieving the organization's strategic goals. [7], through bibliometric analysis, emphasized that balancing productivity targets and support for well-being is key to creating a resilient workforce. This study demonstrates a research trend toward integrating coaching approaches with workplace mental well-being programs.

[8] found that employee engagement and organizational commitment were the two dominant indicators in research on HR development over the past five years. This engagement can be significantly improved through structured, long-term coaching.

2.3 *The Relationship Between Coaching and Work Motivation*

Work motivation is one indicator significantly influenced by the coaching process. Effectively designed coaching contributes to the development of a sense of purpose, goal clarity, and the provision of constructive feedback that can enhance self-efficacy and psychological empowerment. A bibliometric study conducted by [9] found that the relationship between motivation and productivity has been a primary focus of the literature for over six decades. However, in the last five years, there has been a surge of interest in the topic of coaching as a determinant of work motivation. He stated that coaching is often associated with aspects of goal clarity, self-efficacy, and psychological empowerment, all of which have a strong correlation with achieving optimal performance.

2.4 *Bibliometrics in Human Resource Management Studies*

The bibliometric approach is a quantitative method that aims to map knowledge through the analysis of metadata from scientific publications. This approach is effective

for identifying research trends, uncovering collaborations between authors and institutions, and discovering understudied conceptual gaps in the field of human resource management. As shown by [10], the use of bibliometrics allows researchers to trace the longitudinal evolution of a topic. With the help of software such as VOSviewer, the relationships between keywords, authors, and institutions can be visualized, providing a comprehensive overview of how research focuses evolve over time.

Based on the literature review outlined above, coaching has proven to be a crucial approach to human resource development, particularly in improving employee productivity, work motivation, and well-being. Previous studies have shown that coaching not only provides individual benefits but also contributes to overall organizational effectiveness. However, the development of coaching research has varied themes and approaches, necessitating a systematic review to map trends, collaboration patterns, and existing research gaps.

A bibliometric approach is an appropriate method for conducting this mapping because it can analyze scientific publication metadata quantitatively and visually. With this approach, researchers can identify key emerging themes, observe research developments longitudinally, and understand the relationships between authors, institutions, and keywords. Therefore, this study will use bibliometric analysis to provide a comprehensive overview of the development of coaching literature and its relationship to work productivity in modern organizational environments.

Thus, a bibliometric approach was chosen in this study to present a comprehensive overview of the research landscape on coaching and work productivity, as well as to serve as a basis for further analysis which will be discussed in the next chapter.

3. METHODS

Addressing the need to systematically understand the development of coaching research, this study employs a bibliometric analysis approach. This analysis aims to explore research trends, patterns of relationships between keywords, and collaborative networks among authors in coaching studies. Using VOSviewer software, data from relevant scientific publications will be mapped and visualized to obtain a clear picture of the conceptual structure and evolution of research in this field.

The research methods will be explained in detail in several sections, including the research design, data collection procedures, data analysis process, and software used. Through these methods, the research is expected to provide a strong scientific contribution and serve as a foundation for the development of evidence-based coaching strategies in human resource management practices.

3.1 Research Design

This study uses a bibliometric analysis approach to explore trends and conceptual structures of coaching topics in the scientific literature. This analysis allows for a systematic mapping of the literature by identifying patterns, relationships, and research focuses for the period 2019–2023. The results were visualized using VOSviewer software.

3.2 Data collection

Data were collected through a search of articles in scientific publication databases with the following criteria: (1) published between 2019–2023, (2) containing the keyword “coaching” in the

title, abstract, or keywords, (3) available in full-text form, and (4) written in English. The search results were then exported into a compatible format (.ris, .csv, or .txt) for analysis using VOSviewer.

The search results yield a number of publications which are then exported into a compatible format for analysis using VOSviewer.

3.3 Data analysis

1. Data Cleansing

The initial dataset was filtered by removing duplicate entries and irrelevant publications based on selection criteria.

2. Keyword Relatedness Analysis

Using VOSviewer, a keyword co-occurrence analysis was performed to identify the most frequently occurring terms and their relationships to each other.

3. Cluster Formation

VOSviewer automatically groups keywords into clusters based on their relatedness patterns. Each cluster represents a specific research theme in the coaching field.

4. Visualization

Network visualization maps are created to depict the conceptual structure of a research field. Node size indicates the frequency of keyword occurrence, while the distance between nodes indicates the strength of the relationship between terms.

3.4 Software

VOSviewer, software developed by Van Eck and Waltman (Leiden University), is used for bibliometric data analysis and visualization. The application allows mapping of keyword networks, author collaborations, and the structure of the literature in a specific field.

4. RESULTS AND DISCUSSION

After conducting the process of collecting and analyzing bibliometric data according to the methods explained in the previous chapter, the main findings related to coaching research trends in scientific literature from 2019 to 2023 will now be presented. This analysis using VOSviewer aims to map keyword relationships, identify dominant themes, and understand the development patterns of coaching topics comprehensively.

The following keyword network mapping results will provide a clear picture of the research focus and the relationships between emerging concepts within the coaching field. Furthermore, the discussion will link these findings to existing literature, resulting in a deeper understanding of coaching's role in human resource development and modern organizations.

4.1 Bibliometric Analysis Results

Based on bibliometric analysis using VOSviewer software, a network visualization was obtained that illustrates the relationships between keywords in the coaching field. This map displays nodes in the form of keywords connected by lines that indicate the relationships between the words.

The size of the nodes (circles) indicates the frequency of occurrence of the keywords in the analyzed literature, where larger nodes indicate more frequently occurring keywords, such as "coaching." The thickness of the connecting lines indicates the strength of the relationship between two keywords.

Figure 1. Keyword network visualization map

Figure 2. Keyword density visualization map

Cluster analysis shows the existence of four main groups of keywords with different themes as follows:

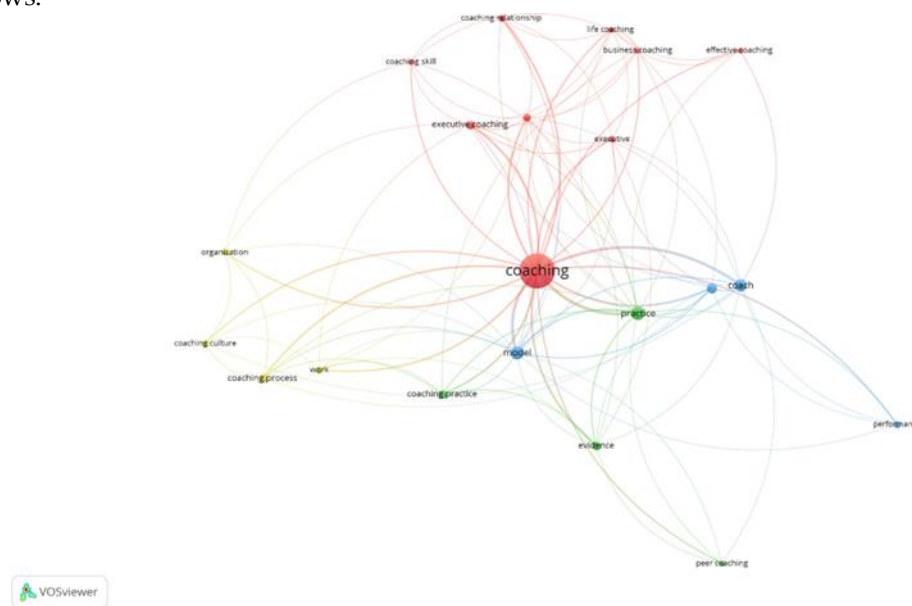


Figure 1. Keyword network visualization map

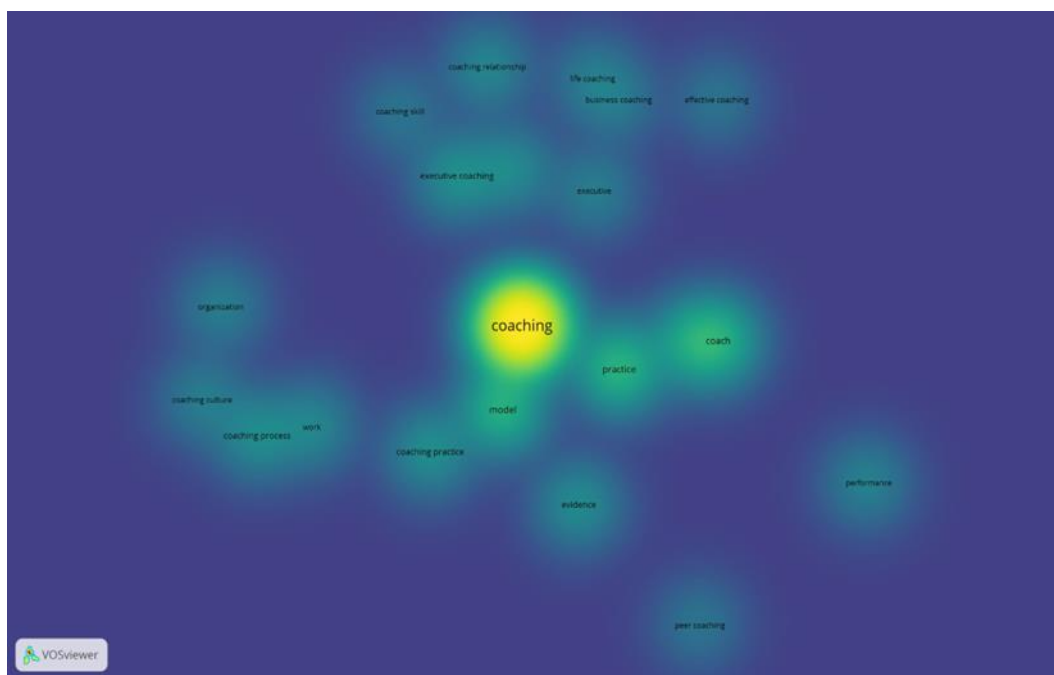


Figure 2. Keyword density visualization map

Overall, several main clusters were found, namely:

1. Red Cluster (Focus on Executive Coaching and Life Coaching) The red cluster is dominated by keywords such as:

This cluster is dominated by keywords such as:

- a. Coaching
- b. Executive coaching
- c. Life coaching
- d. Business coaching
- e. Coaching skills

- f. Coaching relationship
- g. Effective coaching
- h. Executive

The red cluster indicates that most academic research focuses on individual leadership development through executive coaching and personal development through life coaching. Furthermore, aspects of coaching skills and the coach-client relationship are of primary concern.

2. Yellow Cluster (Focus on Coaching in Organizations) The yellow cluster includes the keywords:
 - a. Organization
 - b. Coaching culture
 - c. Coaching process
 - d. Work

This cluster shows that coaching is also widely studied in organizations, especially regarding the formation of a coaching culture and the implementation of the coaching process in the workplace.

3. Blue Cluster (Focus on Coach Role and Performance) The blue cluster consists of the keywords:
 - a. Coach
 - b. Performance
 - c. Model

In this cluster, the main focus is on the role of a coach in supporting performance through the application of effective coaching models.

4. Green Cluster (Focus on Coaching Practices and Evidence of Effectiveness) The green cluster groups the keywords:
 - a. Practice
 - b. Evidence
 - c. Coaching practice
 - d. Peer coaching

This cluster emphasizes the importance of hands-on coaching practice and evidence supporting the effectiveness of the approach. Peer coaching is also a focus of the study.

Discussion

Bibliometric mapping results reveal that the topic of coaching has undergone extensive and multidimensional development. Coaching is viewed not only as an individual development technique but also as an organizational strategy that plays a role in improving performance and fostering an adaptive work culture.

The research focus on executive coaching and life coaching reflects the need for organizations to support effective leadership development while maintaining a balance between personal and professional life in a dynamic work environment. Furthermore, establishing a coaching culture is a key element in building a productive and change-responsive organization.

The role of the coach and effective coaching models have also received significant attention, demonstrating the importance of a systematic, method-based approach to coaching. Findings related to peer coaching and the need for evidence-based practice reinforce the urgency of developing coaching practices based on data and scientific evidence so that results can be measured and optimized.

Overall, this research confirms that coaching has transformed into a relevant approach not only for individuals but also as a strategic component in modern organizational development. This opens up opportunities for organizations to integrate coaching into their performance management systems and holistic human resource development.

CONCLUSION

This study examines development trends and conceptual structures in the field of coaching through a bibliometric approach using VOSviewer software, and based on scientific publications for the 2019–2023 period. The analysis shows that coaching has evolved into a multidimensional topic encompassing individual development, such as executive coaching and life coaching, as well as the application of coaching in organizations through the establishment of a coaching culture and effective coaching processes. The role of the coach, the use of various coaching models, and evidence-based practice are the main focuses in the coaching literature. In addition, the concept of peer coaching has emerged as a promising approach to improving performance and collective learning.

These findings confirm that coaching not only functions as a personal development method, but also as an organizational strategy to improve performance and a productive work culture.

ACKNOWLEDGEMENTS

Based on the results of this study, there are several recommendations and directions for further research, including:

1. Organizations need to integrate coaching as part of a comprehensive human resource development strategy to improve performance and work culture.
2. Training and certification for coaches must be improved to ensure the quality of effective coaching programs.
3. Further research is recommended to explore the impact of coaching based on different models and specific organizations.

This research has successfully uncovered trends and development patterns in the literature related to coaching in modern workplaces through a bibliometric approach. The analysis shows that coaching has evolved into an approach that focuses not only on individual development but also as a crucial strategy for building an adaptive and productive organizational culture.

Nevertheless, there is still much room for further research to examine the effectiveness of various coaching models, the role of organizational culture, and the factors that support and hinder coaching success. Therefore, the results of this study are expected to make a significant contribution to the development of human resources and evidence-based management practices.

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