

# Progressive Influence of Executive Coaching in Cambodia Small and Medium Enterprises

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**Abstract:** Performance improvement is one thing that is expected of each specialist. A developing practice to guarantee performance improvement in the professional practice is executive coaching. Its general objective is to have the capacity to enhance aptitudes and information of leaders that would guarantee brilliance in their field. As another calling, executive coaching has a ton of possibilities in different parts of life. The paper investigated the impact and effect of the process of executive coaching to supervisors of Small and Medium-Scale Industry Management in Cambodia as portrayed by respondents. In Small and Medium Enterprise Management in Cambodia, the outcomes demonstrate the powerful utilization of executive coaching to guarantee leadership accomplishment for leaders as formative methodologies recognized through the developing subjects as pointed out in the research. The achievement of executive coaching as an advancement program for leaders was likewise obvious in the literature review that were shown.

**Keywords:** Small and Medium Enterprises, Coaching.

## INTRODUCTION

Be that as it may, even with its notoriety, executive coaching research in numerous perspectives is still new. A considerable measure of regions has not been investigated with respect to the training. Johnson (2004) states that in 1999, business undertakings didn't know about executive coaching however were intrigued when they were educated of the training.

The definition and qualification of the executive calling as not the same as others, was done in a summit in 2002 in the International Executive Coaching Summit which is held yearly for that specific reason. In the summit, the members share best practices in coaching, distinguish issues, quandaries, and difficulties in the act of executive coaching and their customers, and the future headings of executive coaching calling (Sanson, Arnod-Thomas and Guilday, 2003). In these summits, more research is expected to enhance and legitimize executive coaching adequacy.

Since it is another calling, it is normal that its movement is speedier than research ponders on it. In any case, with the goal for it to form into a more settled calling, more thorough investigations and dependable research must be finished. The development of executive coaching, in like manner, is evidence in itself that it is successful. Be that as it may, more intensive examination of executive coaching is required (Sanson, Arnod-Thomas and Guilday, 2003). Thusly, it is likewise critical to break down executive coaching in particular application, for example, SMEs on the grounds that the concentration is more particular and direct, in this way, information gathering is lesser omnipresent. Nhean (2015) said that entrepreneurs in Cambodia are not ready to compete in the global market. They need to be educated in business. What more appropriate than giving executive coaching to the leaders of the SMEs in the country.

Verlander (1999) said, in the 1980s, business environments including in the small and medium sized businesses, are very complex, uncertain, and challenging because of industry consolidation, start of globalization, implementation of information systems and the anxiety of performance expectations in an uncertain global economy with pressure from strict analysts at the time of information explosion. Leadership development is the central goal because of this. According to Verlander (1999), leadership

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development is a trigger for change in the organization. It is also the basis of human resource for fast growth and progress, and an implementing tool and tactic for competitiveness. Because of this, new strategies are needed to ensure growth and progress. One of these strategies to use is executive coaching.

### **Problem Statement**

Cambodia ranks 95th on the global competitiveness index and in terms of the promotion of entrepreneurship education, the country scores the lowest among the Southeast Asian countries. During the ASEAN Economic Community 2015, it showed that Cambodian entrepreneurs were not ready in terms of effectively competing in a regional market. Moreover, there are three constraints that Cambodia's SMEs are facing: a) weak regulatory framework b) a lack of access to finance, and c) poor SMEs-supported activities. They limit the capacity of Cambodian SMEs to improve its competitiveness. In the third constraint of SMEs in Cambodia, the improvement of entrepreneurship education will help the promotion of Cambodian SMEs by developing an entrepreneurship education template for Cambodia's higher education institutions, which will generate measurable impact on human resource and business start-up activities.

The rise of coaching as a compelling leadership advancement strategy to enhance singular performance is generally new. It is turning into a prominent capacity as more associations are swinging to executive coaching and are encountering the advantages. In a study of associations utilizing coaching, 84% of those reviewed believed that coaching ought to be more accessible and 75% of who encountered a coaching relationship described the experience as "successful" or "extremely viable" ("Women Prefer Coaches," 2004).

Swanson and Holton (1997) expressed that human asset advancement and improvement of human performance is a standout amongst the most contemplated themes in research. One of these researches is demonstrating the effect of mediations in issues for both individual and corporate. Executive coaching is one of the types of human asset mediations to upgrade leadership performance.

This investigation is important to guarantee the development of executive coaching as a calling. More research is expected to illuminate issues on the value of executive coaching, its prosperity factors, its procedures, measures, and its collaborations and activities (Sanson, Arnod-Thomas, and Guilway, 2002). Centered examinations, for example, in SCM, is additionally important with the goal that the effect can be distinguished on particular applications.

This study explores and describes the effect of executive coaching to leaders of Small and Medium Enterprises (SME). It shows the impact to the corporate leaders of SME through their own perspective. This way, the study can be made a basis for the researchers to develop procedures and more effective strategies for executive coaches to assist SME leadership development in an improved way.

### **Objectives of the Study**

The following objectives guided the researcher in the execution of this study:

1. To identify the experiences of the SME management with executive coaching.
2. To point out the specific outcomes that are accomplished by the experience of the SME executives with the coaching process.
3. To identify the important aspects of the executive coaching program the benefits the management of the involved SME.
4. To identify the professional and personal impact of the executive coaching program to the management of the SMEs.

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One difficulty for this study is the limitation itself of qualitative research inquiry (Gall, Gall, & Borg, 2002). Since the research is involving 5 SMEs, the findings cannot be generalized for all programs on executive coaching. The study is confined to the interview and analysis of 5 leaders of SMEs.

As the nature of qualitative inquiry, one big limitation is the deficiency of thoroughness of the case study research. The quality of the data collected depends on the skill of the researcher as an interviewer. Carelessness will influence the direction of the findings, added with bias and inability to follow procedures systematically (Yin, 2003).

Jones and Spooner (2006) observed that executive coaching is an emerging and evolving concept in general business sectors and the field of human resource development, and has been implemented primarily as an individual intervention. For organizational change and development, it has become an organizational practice among other intervention practices (Cummings & Worley, 2005; Egan & Hamlin, 2014). Ever since workplaces became complex increasingly, coaching within organizational change plans has extended, in terms of technology, the increase of knowledge and the change in social behavior.

Bond & Seneque, (2013) said that even if coaching is a relatively new entrant to the range of management practices, it is also reflected an organizational improvement intermediation that aids company employees and executives in clarifying their goals, providing resources, removing roadblocks and obstacles, improving their performance effectiveness.

## LITERATURE REVIEW

At the point when a business has been working for a considerable length of time, representatives and in addition the administration fall into a safe place and for the most part don't scrutinize the things they underestimate (Brockbank et al. 2006) When the business is looked with inward or outer changes in its condition, coaching can end up vital. Outside changes can be changes in the monetary atmosphere, clients buy propensities, rivalry and so on. Inner changes could incorporate a reevaluating of business technique, administration structure, product offerings, organization mission or vision, potential merger and so forth. (Hirvihuhta 2006) Organizations managing these sorts of circumstances frequently take advantages from coaching (Worldwide Coach Federation. What is coaching, 2010).

The purpose of executive coaching is to enhance a client's adequacy at work in ways that are connected to general business methodology. This is exhibited by recognizable changes in practices and in addition the accomplishment of the distinguished coaching comes about. Another basic objective of executive coaching is to expand independence by enhancing abilities in the territories of leadership, administration, and business issues. It will rely upon the outline of the general coaching program and the strategy and stage configuration contained in the coaching practice utilized by the association and the executive coach.

## RESEARCH METHODOLOGY

The structure for this investigation was subjective in nature. It was an investigation of the marvel of official training, the importance the administrators have of official instructing, and the results and effect the official training knowledge had on them and their execution. An expressive case study was utilized to study the effect of executive coaching on the corporate leaders of a SMEs. This was the fitting procedure of request for a few reasons. Irritate, Gall and Borg (2002) report that case study research is a top to bottom study of examples of wonder, in its regular setting, and from the viewpoint of the members engaged with the marvel. This study of executive coaching investigated top to bottom the procedure of executive coaching with a gathering of executive leader keeping in mind the end goal to decide effect of the marvel of executive coaching. The study of executive coaching was additionally from the point of view of the executive leader.

"Composing @CSU" (1997) reports that case study is a gathering and introduction of point by point data about a specific or little gathering, every now and again including records of the subjects themselves where accentuation is on investigation and depiction. This study of executive coaching utilized a little gathering of six executives who imparted their experience to executive coaching and portrayed how they were affected by the executive coaching process.

One of the upsides of subjective research and case study research is the capacity to utilize littler gatherings of individuals (Writing@CSU, 1997). The SMEs, the site of the present study, the research test was six executives. These six executives were taking part in a multi month long executive coaching program at the season of the study or they had as of late finished their coaching program at the season of the study.

The example for the study was chosen deliberately. Patton (2003) characterizes deliberate inspecting as choosing data rich cases deliberately and intentionally. He reports the rationale and influence of intentional inspecting lies in choosing data rich cases for study. Data rich cases are those from which the researcher can take in an incredible arrangement about the issues of focal significance to the motivation behind the request. Studying data rich cases yields bits of knowledge and inside and out comprehension. Creswell (2003) reports that intentionally chose members will best enable the researcher to comprehend the issue and the research question.

Creswell (2003) calls this procedure of blending information gathering a simultaneous triangulation technique. In this present study, the quantitative information from the shut finished inquiries and the subjective information gathering from the open-finished inquiries were gathered simultaneously amid culmination of the composed survey. The information was translated and broke down with the other information to take note of the meeting of discoveries in the study. This reinforced the cases of the study. The outcomes were very much approved and substantiated research discoveries.

The information gathered from the ten shut finished inquiries on the poll was broke down to yield a numeric depiction from the point size of one through four which related to firmly deviate, dissent, concur, and unequivocally concur. This numeric information was shown as a mean score. A mean score was accounted for every one of the ten shut finished inquiries and an aggregate mean score for the general articulations were additionally revealed. The investigation of the reactions to the open frame question required the advancement of a third class framework to record the information from those inquiries.

The small and medium association has given executive coaching to key executives since 2003. They have more than 200 executives in the association and have set up executive coaching as a required leadership improvement intercession for the executive level leaders. Consistently there are in the vicinity of 10% and 15% percent of the 200 executives taking an interest in the nine-month executive coaching program. The executive coaching program for the SMEs is a coaching for performance program for business performance change. Coaching is utilized to help progression arranging by quickening status for the executives to expect new parts and to help the executive moving into business basic assignments.

The association has built up an efficient and formalized coaching program. A coaching organizer is appointed duty regarding the general program. The coaching procedure is a one on one customized approach. Amid the nine-month coaching program twenty long periods of one on one time is gone through with an executive coach. The association utilizes an outside worldwide human asset organization as the merchant who gives executive coaching to the association. The coaching procedure starts with a 360 appraisal and incorporates evaluation elucidation, improvement design, and coaching to design.

## RESULTS

The researcher accumulated information by directing hour long meetings with the six executives which were sound taped and translated. The members likewise finished a poll. The researcher took after an information investigation design, which Patton (2002) portrays as the scholarly and mechanical work of examination that incorporates coding information, discovering designs, naming themes, and creating classification frameworks. This part will be partitioned into two areas. The main area will comprise of the case investigation of the discoveries for every member. This will comprise of a synopsis proclamation for members about their encounters with executive coaching. The researcher from the meeting information gathered built up the rundown proclamation. The researcher utilized the Interview Guide contained in Appendix A as a source of perspective for gathering the meeting information.

There are four sections to every synopsis proclamation. These segments are named by the essential research question, "What is the effect of executive coaching from the viewpoint of the executive leader?"; and three auxiliary inquiries, "What has been your involvement with the executive coaching process?"; "What results have been accomplished because of your cooperation in the executive coaching program?"; "What do you think about the most imperative advantages?". The second area contains an investigation of the major and sub-themes found in the meeting rundowns distinguished through a cross case examination of the members. The cross case examination of the major and sub-themes are contrasted and the information produced from the second information sources.

Table 1: Interview Questions

Question 1 - What is the impact of Executive Coaching to you, personally, and to your work?
Question 2 - What are the achieved outcomes that resulted to your participation of the program?
Question 3 - What is the most essential advantage that you got as far as you can tell with Executive Coaching?
Question 4 - Did you have any involvement with Executive Coaching? In the event that yes, how was it?

## CONCLUSION

This expressive case study is a study of numerous cases. The researcher has deciphered the case information and through topical investigation and created themes and sub-themes from the meeting information for the six cases. Miles and Huberman (1994) express that in cross case examination the researcher searches for themes which cut crosswise over cases, and the principal purpose behind cross case investigation is to extend comprehension and clarification.

A cross case examination of the information has uncovered themes and sub-themes which answer the research question of this study. A noteworthy theme rose if at least four of the six members recognized a similar theme. A sub-theme rose if three of the six members distinguished a similar theme. The coaching program which was utilized as a part of the association for the executive coaching program was a coaching for performance demonstrate. The qualities of the coaching for performance show as depicted in the present literature review has an attention on proficient advancement, competency improvement, relational expertise advancement, enhancing leadership viability, expanding learning, and enhancing profitability by defining performance objectives. There is an intriguing viewpoint for the present study. While the coaching model for the association's executive coaching program is a coaching for performance display a noteworthy developing theme for the present study is the theme is "coaching affected me by and by".

The theme "coaching affected me by and by" was the most astounding mean score on the present study poll with a score of 3.83. Five of the six executives emphatically concurred that executive coaching affected them by and by. Every one of the executives in the present study shared that through changes in their relational aptitudes and the increments in their mindfulness that these enhancements likewise had emphatically influenced individual parts of their lives. They would be advised to working connections professionally as well as associations with their family were additionally progressed. A few of the executives revealed showing signs of improvement rest since they were more successful and less pushed and on the grounds that they were more viable they were working less hours.

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