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BUSINESS-COACHING AS THE MAIN TOOL FOR MANAGING EMPLOYEES OF ORGANIZATIONS

Abstract: *The research is devoted to the problem of cardinal changes in the personnel management of organizations in the recent years. The purpose of this article is to determine the importance of the application of business coaching as a tool for managing employees of organizations in rapidly changing conditions. The article analyzes the development trend of business coaching around the world in terms of: the number of practicing coaches and coach-competent managers of organizations, the total annual income from coaching, the income of coaches around the world, and the importance of using it by the example of big foreign companies. The main results of using coach management in the activities of companies are presented, and its effectiveness are given. The result of the study is the proof of the importance of the application of business coaching as a tool for managing employees of organizations and the importance of its implementation in the activities of each company, the effect of which will lead organizations to a new level of development.*

Key words: Business-coaching, coaching culture, management, motivation, values.

Language: English

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Introduction

In recent decades, the reality surrounding us has changed significantly. Global changes that occurred in the XXI century, led to the formation of a new way of thinking. At present, the human worldview system has evolved, and for the business world it's time to pay attention not only to the development of technics and technology, but also to the person who works in business. At the moment, values such as the increase in the role of the individual, self-expression of the person, self-actualization, the importance of social partnership between organizations and the public have become priorities.

Researches have shown that modern business reality has become more complex, volatile and unpredictable. IBM conducted a survey of 1,500 executives and found that company executives highlighted the growing complexity of the environment as the main problem in their companies' operations, and most of the interviewed executives noted that their organizations are not ready to overcome this complexity [1].

In connection with the rapid change in external factors, the tasks facing company employees are

rapidly changing, which requires conceptually new methods for their solution. Modern managers are increasingly faced with the fact that the old methods of motivating employees no longer work. People need a new management method, more flexible and attentive to everyone [2]. All this implies the need for employees to acquire fundamentally new skills and competencies to continue their successful operations.

In modern conditions of dynamically changing external environment, organizations that focus their attention on the constant development of the social environment of their business and that invest in the development of their employees and in the forms of social interaction between them could pretend to be leaders in their industry.

Currently, the unique technology of working with employees of organizations "Business-coaching" is gaining popularity. This technology is aimed at achieving the goals of a person and/or organizations. Business coaching as the main tool for managing employees of organizations is aimed at organizing the search for the most effective ways to achieve the goals of the company and their implementation by employees. The main result of the



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application of Business-coaching in personnel management is the ability of employees to independently solve many tasks, take the initiative, make choices, take responsibility and make decisions. Business-coaching allows employees to build a culture of dialogue based on mutual respect and trust, and also helps to unlock the potential of the person, thus helping him to achieve maximum efficiency [3].

Materials and Methods

Coaching as a profession was officially recognized in the United States in 2001 due to the creation and activities of the International Coach Federation (ICF). According to the “2016 ICF Global Coaching Study” conducted by the International Coach Federation with the assistance of the international audit company PricewaterhouseCoopers (PwC), nowadays, there are 53,300 practicing coaches and 10,900 coach-competent managers around the world (table 1).

Table 1

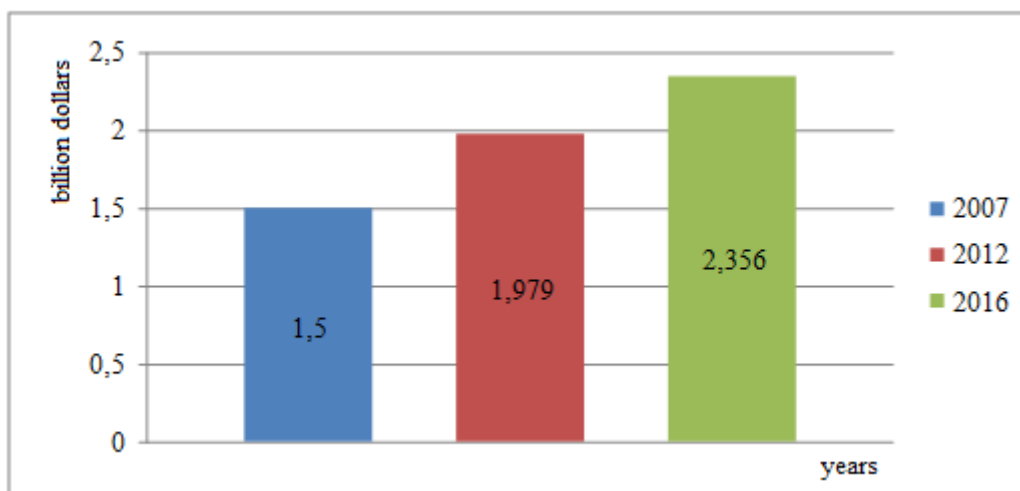
Total number of coaches and coach-competent managers in the world, pers. (according to the “ICF Global Coaching Study”)

Region	2012	2016		
	Coaches	Coaches	Coach-competent managers	Total
North America	15 800	17 500	3 100	20 600
Latin America and the Caribbean	2 600	4 000	1 000	5 000
Western Europe	17 800	18 800	2 700	21 400
Eastern Europe	3 500	4 500	1 500	6 000
Middle East and Africa	2 100	2 400	700	3 100
Asia	3 300	3 700	1 500	5 200
Oceania	2 400	2 400	400	2 800
Total	47 500	53 300	10 900	64 100

According to the data for the period from 2012 to 2016, the number of coaches in the world increased by the 5,8 thousand people, from 47,5 thousand people to 53,3 thousand people. Of which 35.2% of the total work in Western Europe, 32.8% – work in North America, 8.4% – in Eastern Europe, 7.5% – in Latin America and the Caribbean, 6.9% – in Asia, 4.5% – in the Middle East and Africa and 4.5% – in Oceania. Considering the fact that the analysis of the number of coach-competent managers is considered in ICF studies for the first time, it can

be concluded that the importance of using Business-coaching technology in the management of employees of organizations is growing. According to the research, the number of coach-competent managers makes up one fifth of the total number of coaches and will continue to grow in the future.

The world market of coaching is growing rapidly. The ICF research conducted in 2007, 2012, 2016 shows that over 10 years the volume of coaching services has increased by more than 1.5 times (pic. 1).



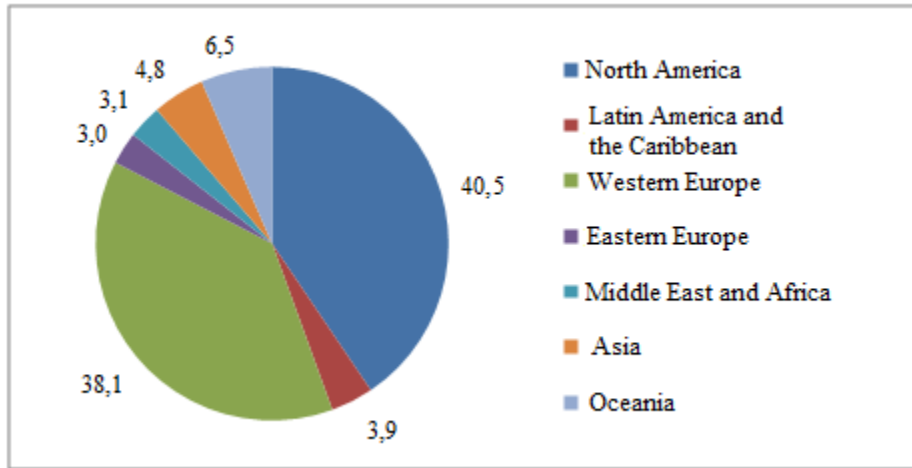
Picture 1 – Total annual income from coaching in the world, billion dollars (according to the “ICF Global Coaching Study”)

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According to the data given, the coaching market in the world from 2007 to 2012 has increased by 32% from \$ 1.5 billion and reached a volume of

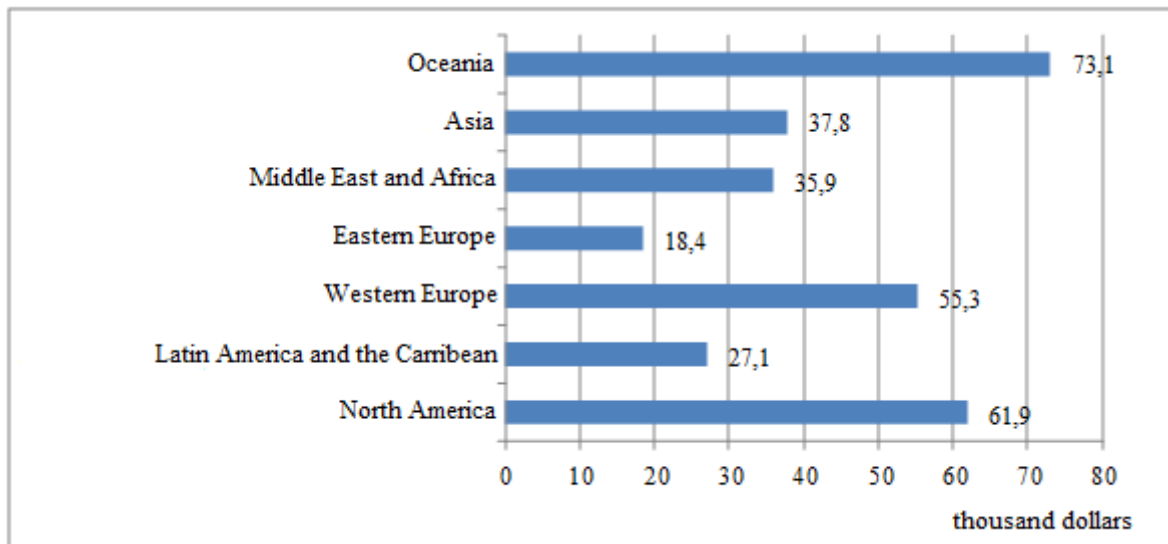
1.979 billion dollars, from 2012 to 2016 – by 19% from 1.979 billion dollars and reached a volume of 2.356 billion dollars (pic. 2).



Picture 2 – The share of revenues by regions from the total annual income for 2016, % (according to the “ICF Global Coaching Study”)

The largest volume of income from the provision of coaching services accounts from the total – 40.6% in North America, 38.1% – in Western Europe, 6.5% – in Oceania, 4.8% – in Asia, and 3.9% – in Latin America America and the Caribbean, 3.1% – the Middle East and Africa, 3.0% – Eastern Europe.

Among coaches with active clients, the average annual income from coaching in 2016 was 51.0 thousand dollars. The highest average annual income of coaches was indicated by the coaches of Oceania – 73.1 thousand dollars, the lowest – coaches in Eastern Europe – 18.4 thousand dollars (pic. 3).



Picture 3 – The average annual income of coaches in the world, thousand dollars (according to the “ICF Global Coaching Study”)

According to the above, the development of coaching has a positive growth trend all around the world, as evidenced by a steady increase in the number of practicing coaches, the total annual

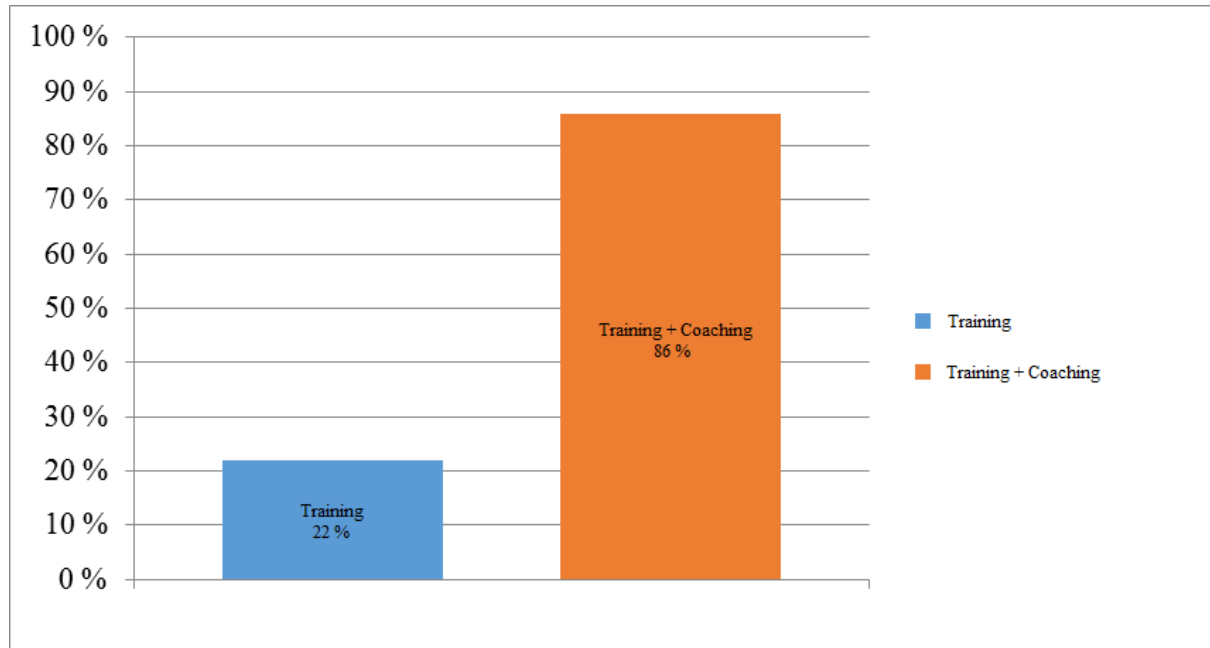
income from coaching, the income of coaches around the world, and also coach-competent managers who apply coaching technologies in their work.

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For the formation of personnel reserve in big organizations, as a rule, is responsible for the department for work with personnel. HR-specialists basically choose such methods of personnel development as training courses, trainings, mentoring, 360 assessment, etc. All the above methods are aimed at transferring knowledge, experience, information, but for a modern experienced worker this is not so important.

According to the statistics of the American Society for Training & Development, companies all over the world invest more than 2 billion dollars a year in training and staff development, but 50-90% of costs are ineffective, since without realizing the importance of applying knowledge gained in practice upgrading of qualifications and passing all kinds of trainings do not give an expected result [4] (pic. 4).



Picture 4 – Effect of coaching and training on the labor productivity, % (according to the American Society for Training & Development)

According to the statistics of the International Association of Management, it can be noted that in the case of combining trainings with coaching, labor productivity increases to 86 % and only 22 % in cases where only trainings are conducted. Coaching really increases the effectiveness of training by almost 4 times, since coaching is based directly on the personal experience of the employee, and the conscious application of knowledge gained at the training.

Today, there are cardinal changes in the system of personnel management: organizational structure, processes, tools, and most importantly - the managers. Each rapidly developing organization notices these changes and takes specific actions to develop its organization in accordance with current business realities.

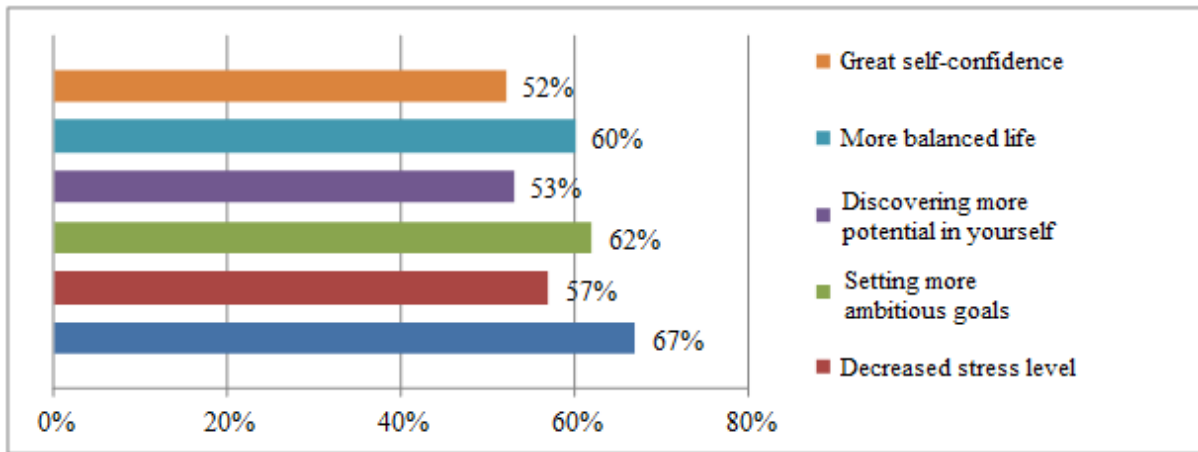
Nowadays, Business-coaching as a tool for personnel management is used by more than 500 large and successful foreign companies, including Boeing, American Express, Motorola, IBM, Marriott

International, Glaxo Wellcome, that is almost 70 % of “Fortune” companies use Business-coaching in their practice [5]. According to a survey of 100 top-managers of companies “Fortune1000”, as a result of coaching, noticeable improvements in motivation, productivity, quality, increasing efficiency of the organization, customer service, stock value of shares, and also in reducing the number of customer complaints and employee turnover [6]. According to Metrix Global statistics, in companies that are members of the “Global500” return on investment (ROI) in coaching is 529%. Coaching really goes into the life of managers and increases the effectiveness of their work. Eight out of ten executives who experienced it themselves claim to have benefited from it, and 96 % say that coaching should be available to employees of all levels.

According to the International Coach Federation (ICF), with the application of Business-coaching in the work with staff, positive results are achieved (pic. 5).

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Picture 5 – The results of the application of business coaching in the work with the staff (according to the International Coach Federation, ICF)

These researches confirm that coaching helps to solve the challenge facing employees of organizations in today's business reality. In the practice of Russian companies, Business-coaching is only beginning to prove itself: over the past five years, several large Russian companies have declared Business-coaching the main direction of their development and have begun campaigns to create a coaching culture.

Among foreign companies, cardinal changes in the system of personnel management: organizational structure, processes, tools, and most importantly - the managers themselves, are much more active. Each rapidly developing organization notices these changes and takes concrete actions to develop its organization in accordance with current business realities.

For example, in 2016, General Electric launched one of the largest projects to revise the famous performance management system. The system introduced under Jack Welch ceased to meet the needs of the company and took too much time: the company spent a total of five months on the annual staff assessment. The new system implies the abolition of the rating system and the more frequent interaction between the manager and the employee. The company chose several "pioneering teams" in which such meetings completely replaced the rating system. Also for these teams the evaluation criteria have changed somewhat. More static parameters, such as the level of expertise and clarity of thinking, have been replaced by more dynamic ones. For example, the desire to learn and the ability to adapt. The company began to encourage teams that are committed to change and are able to learn from their mistakes. For some employees, special two-hour meetings are held, where they talk about their mistakes and conclusions. Also, General Electric automated the process of providing feedback through a special mobile application "PD@GE". Each

employee can take a feedback on their work or evaluate another employee. If you receive a positive feedback or thanks, the "continue" button is displayed, if there is a negative feedback – "learn".

In 2012 Adobe company instead of the annual evaluation sessions, introduced the "check-ins" system, which includes frequent meetings to discuss the results, encourage successful tasks, and formulate expectations from employees. The result of this innovation was a 30 % reduction in personnel turnover. The "Check-in" system undergoes continuous development, thanks to the constant development of mentoring and coaching skills among managers. Particular attention is paid to those managers whose teams demonstrate the least involvement in the work. In general, according to Adobe HR-managers that changes helped employees and managers make meetings devoted to the evaluation of effectiveness much easier. Staff turnover has decreased, and the level of loyalty to the company has increased.

Deloitte company, having analyzed the effectiveness of its "performance management" system, has also significantly changed the efficiency evaluation process. Instead of asking the opinion of several members of the team about the effectiveness of the employee, as in the evaluation of 360, the company decided to ask only the current leader of the team, changing the nature of the issues and increasing their number. To reduce the subjectivity of answers, leaders are asked not about the skills and qualities of a particular employee, but about what actions the leader is willing to take in relation to this employee. The poll includes four statements:

1. If the company's money were mine, then, taking into account the productivity of this employee, I would provide him with the maximum possible increase in compensation (Measures the overall productivity and uniqueness of the employee).

2. Taking into account the productivity of this

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employee, I would much like him to be on my team (The ability to cooperate and teamwork is measured).

3. This employee is at risk because he/she has a poor performance (Potential risks are identified).

4. This employee is ready for improvement today (The potential of the employee is measured).

Analysis of the answers allows to make informed decisions about the future of employees. Using of this technology and the constant collection of feedback, managers at any time can get all the information about the effectiveness of employees, based on the responses of their team leaders. Another innovation was the weekly "Check-in", which allows the leaders to convey to the team members goals and expectations for the next week, prioritize, make the necessary adjustments, give a short feedback on the previous week.

Changes in the system of personnel management in the activities of large companies confirm the need for the development of a new, more flexible, supportive, command-forming personnel management tool, which is called Business-coaching.

At the same time, the majority of Russian organizations still do not mention Business-coaching as an important tool for managing employees, but they are used only as a type of management consulting. Leaders are happy to engage with professional coaches, developing their skills, but continue to interact with subordinates in the traditional directive manner of orders, control of performance and negative feedback, rather than becoming facilitators of their effectiveness. The reasons are both in the absence of coaching competencies, and in outdated mental models of leaders.

In the same moment, the existing complex macroeconomic conditions in the world strengthen the need to overcome the vertical model of interaction between managers and subordinates and move to the model of cooperation, jointly solve complex problems of increasing productivity in conditions of limited resources, growth in a falling economy, motivation at a falling consumption level. At present, managers of organizations are forced to master coaching leadership in order to remain competitive. The main reasons that justify the importance of using business coaching as the main tool for managing employees of organizations are:

1. Ineffectiveness of old systems for evaluating the effectiveness of employees. Analysis of traditional systems for assessing the effectiveness of employees showed that companies use the following tools:

annual or semi-annual meetings with discussion of the results of the employee's work and setting goals and objectives for the year ahead;

rating system of employees, based on the estimates for the performance of certain projects during the year;

various assessment methods, including a survey of team members (ex., assessment 360).

Each of the above tools has recently been subject to increasing criticism due to the large time spent on their implementation, as well as their inefficiency. For example, according to Deloitte's estimates for filling out forms, holding annual meetings and making ratings, the company spent about 2 million hours per year. This implies that such a system does not allow you to quickly respond to changes in the company, and delay the development of employees. Studies in the field of the rating system in assessing the effectiveness of employees have shown that they have a negative impact on the corporate culture and the involvement of staff in the work: assigning an employee a place in the ranking or making a numerical rating causes two possible reactions: euphoria or aggression that have a bad impact on employee involvement. A survey conducted by Globoforce showed that out of 708 interviewed employees of various US companies, more than half do not consider such a system of evaluation effective and motivating, and more than 60% do not agree with the results of annual assessments. Thus, conversations are much more effective, helping the staff to analyze the experience and draw the appropriate conclusions. Today, many companies (Accenture, Adobe, Microsoft, etc.) refuse to rank employees in favor of other methods of performance management.

In the process of coaching, such a tool as feedback is most effective. After all, it is aimed at the result, for certain actions. Feedback in coaching is always supportive. It allows you to see the growth zones and direct efforts in them. The coach gives such feedback, which helps the employee's weak sides to turn into strong, that inspires and gives new opportunities.

In business, for a confident move forward, it is very important to understand on the right person the ways. Or change course if its direction is not true. Therefore, feedback is an obligatory and important component of the coaching process. It provides support and motivation, directs and corrects, gives strength and confidence. All this helps to focus on the results and quickly achieve the goal.

2. Change the values of a new generation of employees. At the moment, the number of the new generation of employees has significantly increased - the generation Y, for which a serious motivating factor is the possibility of constant training and growth. For such employees it is important to often receive feedback in order to continuously improve their effectiveness [7]. For this reason, annual meetings are replaced by more frequent and less formal meetings, during which employees can share their ideas, opinions, suggestions [8]. The ability to express your point of view and be heard is directly related to the level of involvement in the work, while

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organizations that pay great attention to maintaining a high level of employee engagement have more effective performance management systems. Also, such a system accustoms employees to independently evaluate their effectiveness [9]. A study conducted by Bersin & Associates found that companies that introduced a continuous staff assessment and feedback system achieved better business performance than companies using the annual assessment. According to the research, financial indicators of 45% of companies, where meetings

Conclusion

Thus, if the personnel performance management system used to deal primarily with annual or semi-annual meetings and a rating assessment, at the moment it should include a whole range of different tasks: to carry out a continuous assessment of the work of employees, set timely goals and objectives, plan further development of the company. And employees, improve the efficiency of employees. In our opinion, business coaching as nothing else is best suited for the implementation of these tasks. Such a cardinal transition from the usual management style to a completely new one is a very difficult stage for any manager. However, the current and extremely difficult situation in the business speaks about the need for changes in the personnel management system. Behavioral approach determines the effectiveness of any organization precisely by the manner in which its managers behave towards employees - an organization cannot be effective if the effectiveness of managers given by the company is low. Sociological research shows that if the success of the business manager's activities is 15% dependent on his professional knowledge, then 85% on the ability to work with people. Thus, the results of labor depend precisely on socio-psychological factors and the ability of the manager to take into account these factors, and with their help to purposefully influence employees, helps the leader to form a team with common goals and objectives.

With a coaching approach, the management of employees creates conditions in which employees make their own decisions, thereby developing professionally and personally. The company is becoming more flexible. In the event of any difficulties, the speed of reaction to non-standard situations increases. Absence of total control and the ability to find different ways to solve the tasks that have been set will also activate creative activity. Conditions are created for innovation, which can provide a breakthrough to business. And the manager finds in the person of employees not executors or "junior comrades", but partners who can make a huge contribution to the development of the case.

Business coaching eliminates internal obstacles and helps to open access to inexhaustible resources -

with employees were held at least four times a year, exceed the average for the market [10].

3. Change in the nature of the tasks facing companies. In a constantly changing environment, the tasks facing employees are becoming less clear, giving them an ever-increasing space for maneuver. Academic studies show that, high uncertainty of tasks requires a transition to a system aimed at maximizing the involvement of employees in the work by creating appropriate conditions [11].

both own - the leader, and his subordinates. The main goal of coaching is to strengthen people's confidence, no matter what task they perform. The application of business coaching, as technology management company employees, is a qualitatively new level of work with employees. It is therefore important for the company's management to know how to change the company's culture at the level of an individual employee, team or whole team. These skills are critical to establishing long-term success. Therefore, the motives to appeal to business coaching and cultivate the coaching culture in the organization are many, which is confirmed by the results of companies already using business coaching in their activities.

It is important for leaders of our time to have coaching competencies, namely, to be guided by the philosophy, principles and methods of business coaching in their work with employees of organizations. It is important for the leader to feel surrounding people, employees, give them the opportunity to think with their own heads, believe in them, while directing and opening in them something new that they themselves did not suspect. Development based on the insight, oriented to the realization of something new by man is the most valuable, because it allows him to see himself and the world from a new angle.

The person has significant opportunities waiting for his time and it is important for the leader to know that people have much greater abilities than those that they show in the workplace, so it is so important to think about the human potential, not its indicators. Faith in the ability of people has a direct effect on their effectiveness and motivation. As the main results of the application of coach management in the activities of companies, we note the following:

- coaching allows to achieve awareness of the employee's actions and responsibility for the result of these actions in individual and team work;
- coaching promotes systematic professional and personal growth;
- coaching allows to maximize the effective labor potential of employees;



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□ coaching develops the ability for the strategic thinking of the leader, the ability to effectively set goals, develop strategies, prioritize, and effectively complete projects, achieving their goals.

□ coaching is a good tool for involving workers in the process of implementing a quality system, allowing them to tap into their knowledge and initiative, overcome resistance to innovation;

□ coaching allows you to make full use of the internal resources of the organization, increase the dynamics of the company's development;

□ coaching allows to form a specific organizational culture as a basis for constant improvement of quality and innovative development of the company;

□ coaching allows you to increase business prospects by more fully revealing the manager's personal potential, which ultimately leads to an improvement in the quality of his work as a "supplier" of management decisions;

□ coaching allows you to create a healthy corporate culture in an organization that will match modern business realities.

The conducted research allows drawing a conclusion that coaching is an effective technology for working with employees of organizations, which must be implemented in the activities of each company and the life of each person. The use of this technology will allow companies to enter a qualitatively new level of activity - to improve the interaction of the head-employee, employee-employee, client-employee, as well as increase the motivation and efficiency of people who work in the company.

In summary, business coaching is not just a method that must be strictly followed in certain circumstances, it is a tool that shapes the management style, the attitude towards people, the style of thinking and acting that will allow managers to be more effective in their Work, achieving ever higher results. Companies will be able to achieve great results if they find access to the huge hidden internal reserves and talents of their employees. The person's executive potential will be revealed and will reach a new level, when management will begin to follow the principles of coaching in its activities in all its diversity.

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