

## **The Role of Coaching and Mentoring in Leadership and Followers Motivation: An Analytical Study**

**Amar Pratap Singh**

Asst. Professor, Department of Humanities, Graphic Era Hill University, Dehradun Uttarakhand India

### **Abstract**

This article examines how coaching and mentoring in leadership affects organisational success, emphasising different leadership philosophies, leadership training initiatives, and the significance of matching leadership to follower traits. It explores how transformational leadership encourages team innovation and talks about how different leadership philosophies affect employee engagement, work satisfaction, and career fulfilment. The study places a strong emphasis on the value of soft skills and coaching proficiency in successful leadership. It also emphasises the value of coaching and mentoring for both personal and professional development. Overall, this research offers insightful knowledge about the nuanced dynamics of leadership and how they affect both employee and organisational success.

**Keywords:** Coaching and Mentoring, Leadership, Followers, Followers' Motivation

### **Introduction:**

Leadership is an influential process that plays a vital role in achieving societal and organizational objectives. While it can be learned easily, implementing effective leadership is challenging. Leaders are aware of their power, which stems from various sources like their position, ability to provide rewards or exert pressure, expertise, charisma, and appeal. They shape the behaviours of their followers through methods such as communication, group dynamics, training, rewards, and punishments. Besides well-known leadership styles like persuasive, situational, autocratic, and transformative, there exist other forms of leadership as well. Managerial leadership skills encompass decision-making, interpersonal, and technical abilities. Technical skills involve employing methods and techniques to accomplish tasks, whereas interpersonal skills primarily focus on perceiving, communicating, and effectively interacting with individuals and groups, establishing strong relationships. Lastly, decision-making skills encompass comprehending situations, selecting problem-solving approaches, and seizing opportunities. (Naile&Selesho, 2014).

Transformational leaders can inspire their followers to place great importance on accomplishing tasks efficiently. They also cultivate a strong desire for personal development within their followers. By promoting a sense of purpose and collective goals, transformational leaders motivate their team members to contribute to the overall success of the organization. This motivation is facilitated through four interconnected behavioral aspects: idealized influence, individualized consideration, inspiring motivation, and intellectual stimulation. These components work together to empower and encourage followers under the guidance of transformational leaders. (Loon et al., 2012).

The purposeful, methodical attempts to improve leadership might be classified as institutional leadership development. A complete set of leadership development and assessment practises that complement the wide range of abilities available throughout the organisation is strongly emphasised by highly effective organisations. A successful leadership experience is primarily influenced by improved business and leadership skills, a focus on the global arena, personnel development, and changing mindsets. (Amagoh, 2009).

### **Literature Review:**

Becoming a proficient leader requires consistent practice and experience, not solely relying on book knowledge. Leadership is challenging to define precisely because it is more closely associated with tribalism than a precise scientific framework. It involves building relationships rather than merely gathering evidence. The "management-by-exception" approach, where a leader is more actively involved, typically involves establishing predetermined standards or expectations and monitoring them as necessary. Research indicates that both transformational and autocratic leadership styles are effective and linked to high levels of personal and organizational performance (Nawaz & Khan, 2016). However, the successful application of these leadership styles depends on the leader's ability to

inspire followers towards shared goals, missions, or visions. Effective leadership occurs when the leadership style aligns with the characteristics of the followers. If a boss adopts a leadership style that fails to meet the needs of employees, they may become disengaged and lose motivation.

The integrated-solution approach to leadership development consists of eight steps. These steps involve creating a comprehensive plan for integrated leadership development, connecting leadership development to the organization's specific environmental challenges, utilizing the leadership story to provide context for development, finding a balance between the overall needs of the global enterprise and the individual needs of local members, employing emergent design and implementation, ensuring that development options align with the organization's culture, and placing emphasis on the leadership story throughout the process. When group members experience increased intrinsic work motivation and possess personal self-efficacy beliefs, it enhances their abilities. Cohesiveness refers to the degree of attraction and motivation that group members have towards staying together. The term "collective efficacy" refers to a group's shared perception of their own capabilities in performing a particular task.(Jung & Sosik, 2002).

Because of how complex these exercises are, students must generally put in more time and effort. Therefore, increased drive ought to result in tenacity and endurance that lasts longer. Motivational concepts like learning motivation, training motivation, and transfer motivation that seem to be more universal in nature are relevant to training programmes in general.(Stiehl et al., 2015).

It might be able to build value-centered leadership philosophies by actively focusing on behavioural principles and cognitive abilities. The value of soft skills (beliefs, ways of thinking, and attention strategies) is increased by the difficulty of interpersonal interactions and work situations. It's becoming more and more popular to believe that "noncognitive skills" or "soft skills" are the key to success in both education and the workforce. Wisdom and intelligence, perspective-taking, complicated problem-solving, motivation, and flexibility are a few examples of well-known leadership soft skills. Achievement orientation, organisational awareness, influence, conflict management, teamwork, self-knowledge, and a positive approach are additional crucial soft skills for leaders. (AbuJbara& Worley, 2018).

Coaching competency pertains to the athletes' ability to assess and attribute their head coach's impact on their performance and learning. Coaches should possess competence in four key areas: character development, game strategy, motivation, and skill. The evaluations made by players regarding their coach's influence on their perceptions, beliefs, and attitudes provide insights into their teaching abilities. Four distinct types of coaching competencies have been proposed: character development, game strategy, technique, and motivation. Within this context, "motivation competency" refers to the head coach's capability to influence an athlete's performance and psychological state. "Game-strategy competency" relates to how athletes rate their head coach's performance during games. "Technique competency" refers to athletes' assessments of their head coach's guidance and diagnostic abilities during practice sessions. Lastly, "character-building competency" encompasses how players perceive their head coach's capacity to shape their personal growth and foster a positive mindset.(Kao & Tsai, 2016).

Leadership studies show that transformational leadership can be a tool for encouraging team innovation. The traits of transformational leaders include their own creative behaviour, the development of alluring future states, the emphasis on change, the empowerment of team members, the encouragement of their "out of the box" thinking, the promotion of cooperation among team members, and the enhancing of team potential. First, transformational leaders set an example for innovation by taking unusual and original actions. Because transformational leadership improves followers' personal connection and fosters intense emotional attachment, followers may want to imitate and, as a result, engage in innovative behaviour. Second, transformational leaders encourage their team members to adopt an exploratory thinking approach by mentally challenging them.(Eisenbeiß& Boerner, 2010).

Possessing strong personal leadership skills is the first step towards effectiveness. It will be vital to comprehend the connection between a person's leadership style and their capacity to influence and lead system change and improve outcomes as health care systems expand to handle future difficulties.(Drenkard, 2012).

Transformational coaches aim to promote the team's goals and actively encourage team members to contribute their ideas to enhance productivity and satisfaction. They recognize and appreciate the

unique contributions made by each team member, acknowledging their role in the collective success of the group. Coaches who possess transformational leadership qualities are expected to have a positive influence on both individual and group outcomes. This includes fostering a sense of perceived sport competence, eliciting positive emotional responses, and enhancing intrinsic motivation among team members.(Price & Weiss, 2013).

It is believed that a productive workplace produces better-quality goods and services, encourages more creativity, can recruit more competent individuals, faces less resistance to change, and has lower turnover costs, all of which have a direct impact on the bottom line. Nowadays, a lot of companies promote themselves as "employers of choice," a term used to describe companies that outperform their competitors by attracting, developing, and retaining individuals with the requisite business talent. One of the article's primary points is how leadership traits affect followers' career satisfaction. To boost employees' contributions to their company, businesses should consider both formal organisational practises, such job design, and contextual factors, like feedback from superiors.

Leadership is identified as a significant factor influencing employee behavior. Transformational leaders are recognized for their positive impact on motivating followers to achieve higher performance levels. They achieve this by strategically anticipating the future, cultivating a passionate team environment, and inspiring loyalty to the organization's vision (Joo & Lim, 2013). Mentoring is a valuable practice that aims to enhance the mentee's knowledge acquisition, skill development, and self-confidence, enabling them to become better students, employees, or organizational leaders. Effective mentoring involves establishing a dyadic relationship, maintaining long-term commitment from both mentor and mentee, regular interactions, and investing in leadership development, career growth, psychological well-being, and personal improvement. Coaching, on the other hand, is a specialized developmental process that entails formal one-on-one counseling over a short to medium term. It focuses on long-term behavior growth and modification in the coachee. Peer coaching, while sharing a similar developmental objective, is primarily concerned with broader personal and professional development. Key components of peer coaching include equal partnership status, a mutual focus on professional and personal growth, and the integration of reflective practices.(Hastings & Kane, 2018).

A learning pact, targeted interactions, and accountability are all necessary components of effective coaching and mentoring. encourage observation and experimentation, respond to diversity and culture, are upbeat and holistic, build reliable connections and a secure environment, adapt to the situation, are adaptable in their approach and manner, use resources wisely, and employ good listening and questioning techniques. (Deans et al., 2006).

**Objective:**

To find the role of coaching and mentoring in leadership and follower’s motivation

**Methodology:**

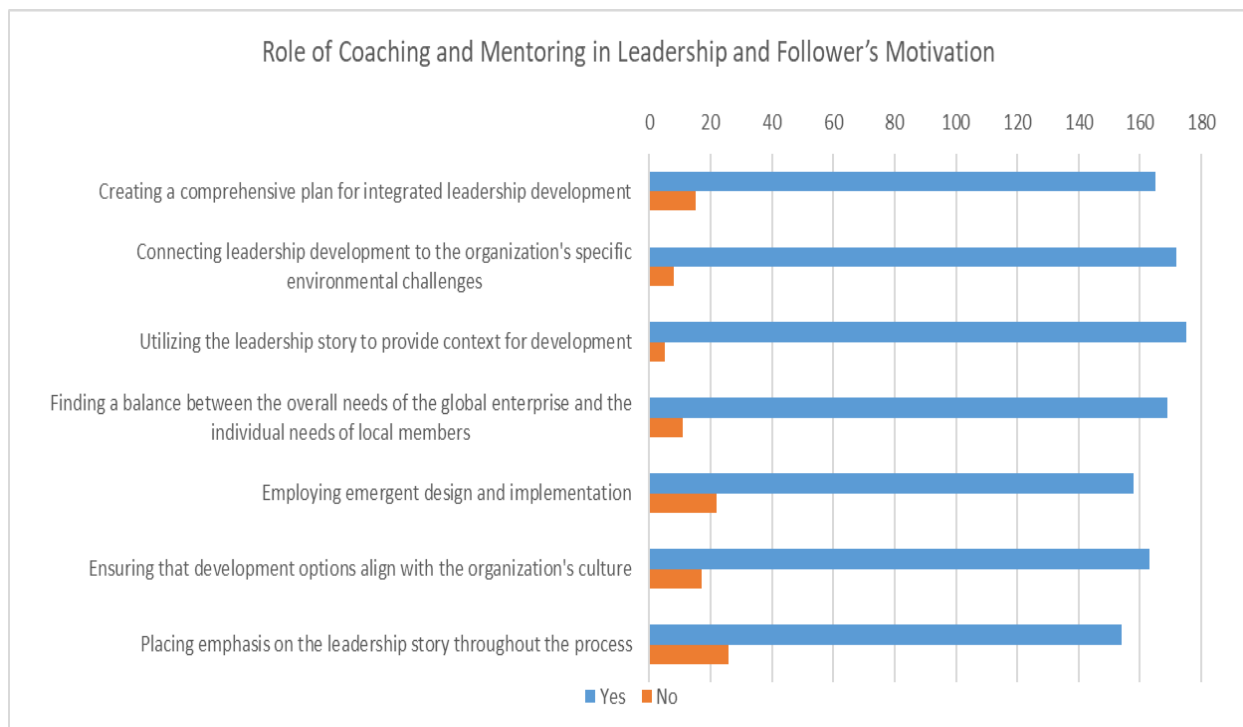
This study is descriptive in nature in which the data were obtained from the 180 respondents to find the role of coaching and mentoring in leadership and follower’s motivation. A checklist question was used to analyse and interpret the data. In a checklist question respondents choose “Yes” or “No” for all the questions.

**Data Analysis and Interpretations:**

**Table 1 Role of Coaching and Mentoring in Leadership and Follower’s Motivation**

SL No.	Role of Coaching and Mentoring in Leadership and Follower’s Motivation	Yes	% Yes	No	% No	Total
1	Creating a comprehensive plan for integrated leadership development	165	91.67	15	8.33	180
2	Connecting leadership development to the organization's specific environmental challenges	172	95.56	8	4.44	180
3	Utilizing the leadership story to provide context for development	175	97.22	5	2.78	180

4	Finding a balance between the overall needs of the global enterprise and the individual needs of local members	169	93.89	11	6.11	180
5	Employing emergent design and implementation	158	87.78	22	12.22	180
6	Ensuring that development options align with the organization's culture	163	90.56	17	9.44	180
7	Placing emphasis on the leadership story throughout the process	154	85.56	26	14.44	180



**Figure 1 Role of Coaching and Mentoring in Leadership and Follower's Motivation**

Table 1 and Figure 1 show the role of coaching and mentoring in leadership and follower's motivation. It was found that around 97.2% respondents believes that utilizing the leadership story to provide context for development, Connecting leadership development to the organization's specific environmental challenges (95.5%), Finding a balance between the overall needs of the global enterprise and the individual needs of local members (93.8%), Creating a comprehensive plan for integrated leadership development (91.6%), Ensuring that development options align with the organization's culture (90.5%), Employing emergent design and implementation (88.5%) and Placing emphasis on the leadership story throughout the process (85.5%).

**Conclusion: -**

In summary, this article offers a thorough analysis of leadership from a variety of angles. It highlights how vital good leadership is to be accomplishing societal and organisational objectives. The study examines various leadership philosophies, including charismatic, situational, autocratic, and transformative leadership, emphasising how they influence followers' actions and promote personal growth. The essay also emphasises the value of assessment procedures and leadership development programmes in fostering new ways of thinking among corporations and governmental institutions. It also discusses the role that soft skills like prudence, adaptability, and conflict resolution have in effective leadership. The findings also highlight how transformational leadership fosters team creativity and improves both individual and collective performance.

**References:**

1. AbuJbara, N. A. K., & Worley, J. A. (2018). Leading toward new horizons with soft skills. *On the Horizon*, 26(3), 247-259.
2. Amagoh, F. (2009). Leadership development and leadership effectiveness. *Management decision*.
3. Deans, F., Oakley, L., James, R., & Wrigley, R. (2006). Coaching and mentoring for leadership development in civil society. *Praxis Paper*, 14, 1-37.
4. Drenkard, K. (2012). The Transformative Power of Personal and Organizational Leadership. *Nursing Administration Quarterly*, 36(2), 147–154.
5. Eisenbeiß, S. A., & Boerner, S. (2010). Transformational Leadership and R&D Innovation: Taking a Curvilinear Approach. *Creativity and Innovation Management*, 19(4), 364–372.
6. Hastings, L. J., & Kane, C. (2018). Distinguishing Mentoring, Coaching, and Advising for Leadership Development. *New Directions for Student Leadership*, 2018(158), 9–22.
7. Joo, B.-K. (Brian), & Lim, T. (2013). Transformational Leadership and Career Satisfaction. *Journal of Leadership & Organizational Studies*, 20(3), 316–326.
8. Jung, D. I., & Sosik, J. J. (2002). Transformational Leadership in Work Groups. *Small Group Research*, 33(3), 313–336.
9. Kao, S.-F., & Tsai, C.-Y. (2016). Transformational Leadership and Athlete Satisfaction: The Mediating Role of Coaching Competency. *Journal of Applied Sport Psychology*, 28(4), 469–482.
10. Loon, M., Mee Lim, Y., Heang Lee, T., & Lian Tam, C. (2012). Transformational leadership and job-related learning. *Management Research Review*, 35(3/4), 192-205.
11. Naile, I., & Selesho, J. M. (2014). The Role of Leadership in Employee Motivation. *Mediterranean Journal of Social Sciences*, 5(3), 175.
12. Nawaz, Z., & Khan, I. (2016). Leadership theories and styles: A literature review. *Leadership*, 16(1), 1-7.
13. Price, M. S., & Weiss, M. R. (2013). Relationships among Coach Leadership, Peer Leadership, and Adolescent Athletes' Psychosocial and Team Outcomes: A Test of Transformational Leadership Theory. *Journal of Applied Sport Psychology*, 25(2), 265–279.
14. Stiehl, S. K., Felfe, J., Elprana, G., & Gatzka, M. B. (2015). The role of motivation to lead for leadership training effectiveness. *International Journal of Training and Development*, 19(2), 81–97.