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*Full Length Research Paper*

# **Coaching and work performance in the cooperative sector of the province of Tungurahua - Ecuador**

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For European Coaching School (EEC) Coaching is the art of asking questions to help other people, through learning, exploring and discovering new beliefs that result in achieving their goals.(EEC 2016). Coaching is based on respect for the other as legitimate other, leaving room for the other to be as it is. Coaching is training in communication and leadership skills that promote self-knowledge and the person's contact with their environment. The present investigation is based on an analysis carried out at the Savings and Credit Cooperative Chamber of Commerce Ambato Ltda. (CCCA) of the city of Ambato - Ecuador, which is a financial institution that provides financial products and services with the highest quality, Promoting the socio-economic development of the community, has the human resources capable and motivated to build a solid, profitable and secure organization. Being an entity that deepens the process of constitution of an economic, social and solidarity system, in which human beings are the end, an institution that must take strategic actions to improve its growth in a successful way. It is for this reason that the present research work has focused on an analysis of the cooperative's members and employees, in order to establish the necessary strategies to improve the work performance in their employees with the implementation of coaching. The methodology used a qualitative and quantitative modality according to the critique-propositional paradigm, applied research modalities of bibliographical or documentary and of field, the type of investigation was of exploratory type, descriptive and correlates, to study population is confirmed by partners and employees giving a value of 10,213 people, and a sample of 385 people was taken for analysis. The data provided by this field research applied to the employees and members of the cooperative indicate that it is important to implement a coaching program that, according to the studies, will help improve the work performance of the institution's employees. Thus, a coaching program at the Savings and Credit Cooperative Chamber of Commerce Ambato Ltda. Is aimed at improving the work performance of employees and all those people who are part of the institution and who are looking for a future of growth For financial institutions.

**Keywords:** Coaching, work performance, cooperative sector, efficiency, Tungurahua. Ecuador.

## INTRODUCTION

In the Savings and Credit cooperatives of the province of Tungurahua, there is a deficit in the management of the same, it has been seen that there are many financial institutions that have been intervened and in other closed occasions, either for lack Strategic planning, poor decision-making, lack of productivity, among other external factors that affect their performance, is why we want to develop a coaching procedure that helps improve work performance in the cooperative sector and the community is conform to the service acquired within each institution.

This research work will be structured as an initial part in the concepts used such as coaching topics, business management, work performance and cooperative, and how each relates to this. In the methodology uses types and methods of research used for research, the sample is focused on workers and members of the cooperative totaling a total of 10213 people. Within the results, an analysis based on the relationship of the variables used is carried out, performing a linear regression, which provides a result that indicates that applying a coaching program within the cooperative would be favorable, since it would help to expand the knowledge within the same. The discussion presents the contribution of coaching within the organization because it will be a tool that allows all employees to define well their personal goals and work in conjunction with the general objectives of the cooperative seeking an important change in the employees that allows solutions collectively. As a last point the conclusions reached, basically shows that the application of a coaching program within the company, beneficiary in great magnitude because it allows the change of perspectives of workers and increases the commitment of responsibility that results in a collective improvement within the cooperative.

## THEORETICAL FRAMEWORK

### Coaching

Coaching, by definition, involves creating a very close and personal relationship with the client, believing in people and human nature, and facilitating others in trust, affection, position, composition, energy, development, discipline, exploration, debris, feedback and much more (Hall and Duval, 2010, p.19)

Coaching is the ability to work with several people that allow you to get results out of the ordinary and therefore increase your job. This is based on a relationship where the coach attends the instruction of new ways of being and doing, necessary to create a paradigmatic or cultural change (Talles, 2011)

Coaching is viewed in the same way as an effective methodology through which it is possible to provide help

to another person to perform and to perform to the highest degree of their abilities (Soyentrepreneur, 2013)

Coaching produces effective and lasting changes in the entrepreneur, in his work team, in his business, and, consequently, in the economic results of the company and / or business (Guia do Emprendor, 2016)

Organizational coaching aims to generate changes in the way people act, relate and communicate. It assumes the organization as a network of conversations and its effectiveness in communication as a determinant of its success or failure (Managing trust from organizational coaching as a means of conflict prevention, 2012)

According to Suarez (2015) indicates that "Coaching has the power to change lives, to become a successful person, and everything with tools that you already have inside you" (p.9)

Coaching is the ability to observe, listen, and ask questions through good technique to get others to discover their own resources, take action and be able to continue to achieve goals for themselves (...) is a process of help, listening active and awareness that will lead you to discover and maximize all your creative potential taking into account your abilities, circumstances and resources so that you can better set goals and achieve your goals (Suarez, 2015, p.10)

The coaching process focuses on performance, facilitates the tools to achieve the three purposes intended for managers and supervisors, and lies in four phases namely:

Development of a synergy unit uses the four coaching standards set in performance: Training, solving, problems, adjusting performance and maintaining performance; developing workers, administering awards that build commitment, and encouraging achievement of results.

In case the coaches perform several tasks: they advise, establish direction and give feedback (Talles, 2011)

According to (between executive coaching and business coaching, 2015) business coaching is a process that is aimed at general managers, strategic managers, corporate vice presidents; Presidents of directors or businessmen. These managers have very high levels of experience and development, proven ability and results throughout their life in the business world. Its purpose is to help the client and his business in order to optimize the results and obtain greater profits. This purpose covers leadership, business management, and management techniques and management techniques, a greater performance base, better strategies to deal with internal decisions and external competition, as well as greater overall performance (Acosta, 2011)

There are those who see coaching as the art of applying an interpersonal learning methodology from the counseling or as the accompaniment of a person who assumes the role of the coach or guide between another

who assumes the role of cache or apprentice (...) In the business world, talks about the boss-employee relationship as a formative process, which is led by an immediate superior and acts as a coach, with the intention of improving the behavior of each individual in his job and achieving the objectives (Tovar, 2012 , Pp. 11). In fact, coaching is a current focus and leadership that forms part of the corporate culture of the most modern and thriving companies. It tries to delegate personnel that help others in the development of their capacities in the business field and are a tool that allows accompanying and preparing the future leaders through integrative strategies of all aspects of the person, to direct them towards an organizational excellence figure of coaching in the workplace.

### **Business Management**

Business management is about pursuing and developing new strategies to face the real challenges and needs of today's business world while optimizing resources to achieve proposed goals.

Business management occupies an important place for the fulfillment of the objectives, that is to say, it is the basis for the determination and satisfaction of the proposed goals in the political, social and economic aspects that lie in the competence that the administrator possesses. According to Gonzales (2014), "It is the process of decision making made by the management, administration and control bodies of an entity, based on principles and methods of administration, in its corporate capacity"

### **Job Performance**

Job performance is the way workers perform their jobs. This is assessed during performance reviews, whereby the employer takes into account aspects such as leadership ability, time management, organizational skills and productivity in order to analyze each employee individually (...) goals and objectives is one way to ensure that work performance is acceptable. Compliance with daily goals leads to overall goals that can improve the assessment of job performance when it comes time to carry it out (Hose, s.f.)

The term work performance refers to what the worker actually does and not only what he / she know how to do. Therefore, he / she is essential aspects such as: the skills (the efficiency, quality and productivity with which he develops the work activities assigned in a period), the behavior of the discipline, (the use of the working day, compliance with safety and health standards at work, job specific) and the personal qualities required in the performance of certain occupations or positions and, therefore, the proven suitability. Morales, A. (2009)

Labor performance is the labor performance and the performance that manifests the worker in carrying out the main functions and tasks that his position demands in the specific work context of action, which allows to demonstrate its suitability. It is in the work performance where the individual manifests the work competences reached in which they are integrated, as a system, knowledge, skills, experiences, feelings, attitudes, motivations, personal characteristics and values that contribute to achieve the expected results, in correspondence with the technical, productive and service requirements of the company. Anzorena, O. (2013).

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### **Cooperatives of Savings and Credit**

Credit unions are those "service cooperatives whose sole and exclusive purpose is to provide financial intermediation services for the benefit of their members." To do this, among other activities, they can receive deposits from their partners and third parties; To borrow with domestic or foreign financial institutions and to grant loans to its partners, which are covered by mortgage security. (BANCAFACIL, 2016)

The Savings and Credit Cooperative Chamber of Commerce Ambato Ltda. (CCCA) is a financial institution that provides financial products and services with the highest quality, promoting the socio-economic development of the partners, we have human resources capable and motivated to build A solid, profitable and secure organization. Being an entity that deepens the process of constitution of an economic, social and solidarity system, in which human beings are the end.

The Savings and Credit Cooperative Chamber of Commerce of Ambato Ltda. Has 12 agencies nationwide, in which its partners and non-members can carry out transactions such as: deposits, withdrawals, loans, investments, consultations, payment of basic services, transfers remittances and other financial services.

The primary objective is to become an innovative cooperative and leader in financial products and services, based on the prevalence of people over capital, the high performance of human resources and the use of state-of-the-art technology.

## METHODOLOGY

### Research Approach

In the present research the qualitative-quantitative modality was used according to the critical-propositional paradigm. It is determined quantitatively because it relies on numerical mediation, counting and the use of descriptive statistics for the analysis of interpretation of results that allowed verifying the hypothesis. In addition, it is qualitative because it is based on methods of data collection without numerical measurement that is to say through observation to reconstruct the reality of coaching in the work performance of the employees of the Savings and Credit Cooperative Chamber of Commerce Ambato Ltda.

### Basic Modality of Research

The following research modalities were applied:

**Bibliographical or Documentary Research:** According to (Muñoz, 2011) refers to an analysis of written information on a specific subject topic, in order to establish relationships, differences, stages, postures or present state of knowledge in relation to the topic of Study. The documentary consultations can be of: books, magazines, newspapers, memories, yearbooks, registers, constitutions, etc.

**Field Research:** It is carried out in the place and time in which the phenomena of study occur, that is to say, in the Cooperative of Savings and Commercial Credit of Ambato Ltda. Through the direct contact of the researcher with the reality; Its purpose is to collect, record primary information concerning the problem under study.

### Kind of investigation

**Exploratory Research:** The application of exploratory research can be determined by analyzing the objective of the research that has been carried out if its objective is to examine or explore a research topic or problem that has not been studied or has not been addressed. Is talking about exploratory research. (Introduction to Social Sciences Research, 2013)

**Descriptive Research:** According to Explorable (2013) indicates that: Descriptive research design is a valid method for the investigation of specific subjects or subjects and as an antecedent to the most quantitative studies. Although there are some reasonable concerns

regarding statistical validity, as long as the limitations are understood by the researcher, this type of study represents an invaluable scientific tool.

**Correlational Research:** To verify the application of a correlate research, it is necessary to determine that two or more concepts or variables are related in the same subjects. That is to say correlation being able to determine of which type and what is its degree of intensity (how correlated they are). (Introduction to Social Sciences Research, 2013)

### Population and Sample

The study population is formed as follows between partners and employees we have a population of 10213 people. Because the population segment is a very large number, it is necessary to calculate the sample size, by means of the following formula:

$$n = \frac{N}{E^2(N-1)+1} \quad (1)$$

Where:

N = Sample size

N = Population: 10,169

E = Sampling error = 5% = 0.05

$$n = \frac{10.169}{0,05^2(10.169 - 1) + 1}$$

n = 385

## ANALYSIS OF RESULTS

### Statistical Analysis Linear Regression

The questions that have been taken into account to apply the linear regression are:

Question 3. Would you like to expand your knowledge within the Cooperative?

Question 10. Do you consider that developing a coaching program within the Cooperative will help improve job performance?

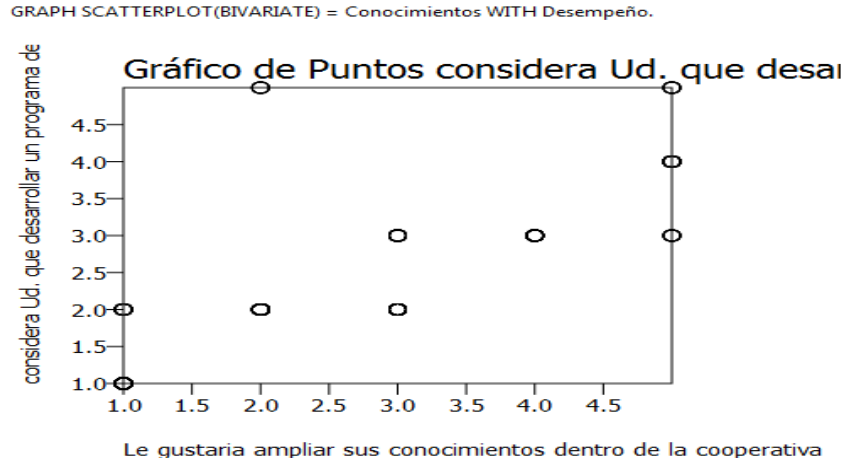


Figure. 1. Linear Regression

Regression  
 / Variables = Knowledge X  
 / Dependent = Performance Y  
 / Method = Enter  
 / Statistics = Coeff R Anova

Source: Research carried out  
 Prepared by: Research Group  
 R R. Square R Adjusted Square Standard error of the estimator

Table 1. Regresion lineal

R	R. Square	R Adjusted Square	Standard error of the estimator
.88	.77	.77	.48

ANOVA of the model (consider that developing a coaching program within the cooperative will help improve performance)

Source: Research carried out  
 Prepared by: Research Group

Table 2. Anova of the model

	Sum of squares	Df	Middle Square	F	Sign
<b>Regresión</b>	333.84	1	333.84	1463.66	.000
<b>Ressidual</b>	97.39	427	.23		
<b>Total</b>	431.2	428			

Coefficients (consider that developing a coaching program within the cooperative will help improve performance)

Source: Research carried out  
 Prepared by: Research Group

Table 3. Coefficients

	Non-Standardized Coefficients		Standardized Coefficients	t	Sign
	B	Standard error	Beta		
Constant)	.47	.04	.00	11.09	.000
He would like to expand his knowledge within the Cooperative	.69	.02	.88	38.26	.000

Source: Research carried out  
 Prepared by: Research Group

## Statistical Analysis Found

R<sup>2</sup> expresses the proportion of the variance of variables of the dependent variable that is explained by the independent variable, the determination coefficient takes a low value (its maximum is 1), R<sup>2</sup> indicates that 0.77% of the variation of developing a program Coaching in the cooperative (Y) is explained for the sake of expanding knowledge within it (X).

## Multiple Correlation Coefficient (R)

Interpretation:

If  $r = 0$  there is no correlation between the variables

If  $0.70 \leq r \leq 1.00$  there is a high correlation

If  $r = -1$  there is a perfect negative correlation

In the present case, the value of R is 0.77, which indicates that there is a high correlation between the variables studied, to expand the knowledge within the cooperative and to develop a coaching program that improves the work performance.

## DISCUSSION OF RESULTS

Coaching is a systematic process that facilitates learning and promotes cognitive, emotional and behavioral changes that expand the ability to act in function of the achievement of the proposed goals (Anzonera, 2013)

Mocatero (2014) states that "A coach is your partner in achieving personal goals. Your trainer in communicational and life tools, that accompanies you in the generation of changes. Unconditional support of successes and mistakes. Guide in personal development. Co-designer in the creation of new projects. Breathe in stormy times. It is who awakens you when you are willing to listen to your own alarm"

During this research it has been observed that some of the employees have not yet defined their personal goals, so coaching will be a very important tool in their work development that will allow all employees to define well their personal goals and work in Together with the general objectives of the cooperative, always seeking mutual development between the parties.

Hopkins (2014) argues that "seeks (coaching) not only the transformation or continuous improvement of the executive, but a transcendent change or a major modification". (Hopkins, 2014)

Farfán (2014) argues that coaching is the affinity

between the parties (coach and coaches) "for this management tool (referring to coaching) to be successful it is extremely important that there is chemistry between who imparts it and who receives it".

Herrera (2014) concludes that the retention of personnel is not an exclusive issue of the human resources department. It is really a problem that affects the whole organization and, for this reason, it is important that it be understood as such, since all the managers of the organization must be committed to the solution. (Herrera, 2014)

## CONCLUSIONS

In relation to the general objective with the surveys made to the members and employees of the cooperative it is possible to define that the application of the coaching procedure contributes to the improvement of the work performance.

During the present investigation it has been concluded that every organization should provide its collaborators with orientation talks that motivate and promote the development of the collective goals of both employees and the company, promoting a collective commitment. With regard to the sample surveyed, it can be analyzed that the majority of the people surveyed consider the implementation of the talks to be useful, which the company must offer for the benefit of human talent. Therefore, the orientation talks are useful and important for the collaborators, since this allows them to expand and develop their knowledge and job skills, facilitating the fulfillment of the objectives and their job growth.

According to research carried out, it is very important that all information and knowledge that is imparted within the company allows both employees and bosses to interact and freely transmit all knowledge that helps in work performance. Any tool worked through the coaching will allow the employees to improve their work, and also, by improving their work, they will increase their general knowledge, thus allowing them continuous improvement.

We can conclude from the research that coaching does not only seek to help people solve a problem, what it seeks is that there is a significant change in the lives of people, which gradually, the employee can improve, To identify better the problems and the alternatives of solution and in this way to be able to solve all the situations presented to him for the collective benefit of both the company and the collaborators, concluding that the retention of personnel is not an exclusive subject of the department of human resources

We can conclude that it is important that the collaborators know the trajectory of the cooperative for which they work. Since that shows a lot of interest in the place where they work.

Relationships with superiors, peers, and subordinates at work may be a source of satisfaction and fulfillment, and, too bad, an exhausting and even sick routine. For this reason it is ideal that the management probity and facilitate the evolution of the working groups so that they become a work team (Chiavenato, 2013)

Chiavenato (2013), states that a suitable stimulus must be chosen so that a collaborator improves his performance. This stimulus must be studied very well based on the motivational cycle and the motivation pyramid.

We consider that an insufficient salary discourages the employees of the organization. In this case, all workers are satisfied or very satisfied with their salary, but we must always remember that the salary is a part of the labor motivation.

Furthermore, it can be concluded that every cooperative must provide a Coaching Program, because it is a tool that allows employees of financial institutions to make a change in their perspectives and increase the commitment of responsibility that results in better results for them. At the end of the investigation it can be observed that the workers do not demonstrate their commitment and identification with the cooperative, due to the excessive labor turnover, whose main factor that motivates to resign the employees of the cooperative is the lack of payment of overtime, lack of bonuses, incentives, per diems they receive for the institution.

Coaching can give a new orientation to cooperatives, injecting them with the energy to achieve the goals, encouraging economic growth and leading to the strengthening of financial institutions. Coaching helps strengthen the learning of cooperative employees by giving them confidence and confidence in what they do, which leads to more productivity on their part.

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