

**Increasing Job Satisfaction and Organisational Commitment Through Coaching**

### Abstract

Businesses today confront a pressing challenge in engaging and retaining millennial employees, a demographic shaped by rapid technological advancement and globalisation. Their unique work values, profoundly influenced by their digital upbringing, are often associated with workplace conflicts, dissatisfaction, and high turnover. This study explores the effectiveness of coaching as an intervention to enhance job satisfaction and organisational commitment among millennial professionals, consequently reducing their turnover. It aims to assess the impact of coaching on millennial coachees' work attitudes, leading to enhanced job satisfaction and organisational commitment; examine the influence of coaching on job satisfaction and organisational commitment in millennial professionals; and investigate the long-term effectiveness of coaching on millennial participants.

The research adopts a mixed-method approach to evaluate the impact of coaching, integrating quantitative, qualitative, and literature triangulation methods. Additionally, employing a longitudinal design, the study will track changes in participant work attitudes over six months post-intervention. Recruiting 10-12 millennial professionals from Austrian-based organisations aims to engage individuals committed to completing questionnaires, interviews, and coaching sessions grounded in a Solution-Focused Cognitive-Behavioural approach. Data collection will integrate standardised questionnaires and semi-structured interviews for a more thorough and well-rounded understanding of the responses provided by the participants. Furthermore, triangulating this data with the literature review enhances the study's validity and enriches the depth of the research topic.

*Keywords:* coaching psychology, millennials, retention, job satisfaction, organisational commitment, coaching

## Introduction

### Background and Context

The current pressing challenge for businesses is the retention of millennial talents (Hassan *et al.*, 2020; Ngotngamwong, 2020), born between 1981 and 1996 (Dimock, 2019), representing one of the youngest and most closely scrutinised workforce demographics (Deloitte, 2022a; Deloitte, 2022b). This generation has been significantly impacted by rapid technological advancements and globalisation (Aydogmus, 2018; Solomon & van Coller-Peter, 2019), with the pervasive presence of the internet and social media shaping their worldview (Hershatter & Epstein, 2010). As a result, their work values diverge significantly from those of previous generations (Rani & Samuel, 2016), sparking an ongoing debate on generational differences and frequently leading to workplace conflicts and misunderstandings (Kapoor & Solomon, 2011). Neglecting to address their motivations and preferences is widely believed to lead to decreased engagement, satisfaction, and retention, underscoring the critical need to understand and accommodate the unique needs of millennial employees in today's organisational landscape (Mahmoud *et al.*, 2020).

Given the significant financial losses (Gandy *et al.*, 2018; Ngotngamwong, 2020) and talent drain (Papavasileiou & Lyons, 2015) associated with high millennial turnover, organisations must actively seek effective strategies to retain and engage this critical workforce. Scholars worldwide have extensively researched millennial retention strategies, emphasising the importance of effective conflict management (e.g., Kapoor & Solomon, 2011) and organisational adaptations to align Millennials' work environment with their values (e.g., Aydogmus, 2018; Mahmoud *et al.*, 2020). An alternative approach has also been suggested: coaching millennial workers (e.g., Aydogmus, 2018; Solomon & van Coller-Peter, 2019; Minzlaff & Palmer, 2021).

However, empirical research exploring the effect of coaching on millennial professionals is scarce, with only one study by Solomon and van Coller-Peter (2019) identified. This study concluded that coaching could enhance the psychological contract (Rousseau, 2001) between Millennials and their organisations, leading to improved performance, commitment, and reduced turnover. Despite the limited empirical evidence, the potential significance of coaching underscores the critical need for further investigation.

Previous research has suggested that coaching to enhance self-awareness and promote goal achievement holds promise for influencing millennial professionals' job satisfaction and organisational commitment (Solomon & van Coller-Peter, 2019). As such, this study aims to delve deeper into the coaching approach, explicitly examining its direct impact on these work attitudes and exploring Millennials' core thoughts and emotions that shape these attitudes and their turnover behaviours. The aim is to comprehend their perspective on their work situations and attitudes towards them, as well as their experience with coaching, clarifying how coaching can enhance their job satisfaction and organisational commitment.

## **Aims and Objectives**

### ***Aims***

The study aims to explore the short- and long-term impacts of implementing coaching for millennial professionals to enhance job satisfaction and organisational commitment by:

- Assessing whether coaching positively influences millennial coachees' work attitudes, leading to increased job satisfaction and organisational commitment.
- Gain insight into how coaching could affect millennial professionals' job satisfaction and organisational commitment.
- Exploring the sustainability of coaching effectiveness on coachee participants.

The research findings could provide valuable insight for organisations, shedding light on coaching's benefits in motivating and retaining millennial professionals. Additionally,

academia benefits from a deeper understanding of millennial employees' thoughts and emotions, leading to job satisfaction, organisational commitment, and turnover intention.

Furthermore, it offers a window into millennial coachees' experience with coaching and their perceptions of its impact on their job satisfaction and organisational commitment.

### ***Objectives***

The study is guided by two research questions, which serve three objectives:

Research Question 1: Can coaching enhance millennial professionals' job satisfaction and organisational commitment? Objective 1a: Assess whether coaching is beneficial for increasing job satisfaction and organisational commitment in the millennial workforce. Objective 1b: Examine the lasting effects and sustainability of positive coaching outcomes for millennial coachees.

Research Question 2: What are the underlying mechanisms by which coaching could affect millennial professionals' job satisfaction and organisational commitment? Objective 2a: Gain insight into the millennial participants' experience of being coached and their perception of how this experience impacts their job satisfaction, organisational commitment, and consequent turnover intention.

## **Methods/Methodology and Analysis**

### **Design**

This research utilises a small sample size and employs a mixed-method design, triangulating quantitative, qualitative, and existing literature. This methodology assumes that integrating these methods yields a more comprehensive and synergistic use of data than relying on a single method for data collection and analysis (Passmore & Fillery-Travis, 2011). Additionally, it adopts a longitudinal approach, tracking changes over six months following the intervention to assess its long-term effects and sustainability. Furthermore, to enhance internal validity, the study implements the following controls:

- recruit coachees who:
  - work for organisations based in Austria
  - have no previous experience with coaching
- utilise only one coach
- employ a single coaching methodology (i.e., Solution-Focused Cognitive-Behavioural Coaching (SFCBC))

### **Participant Selection**

The research utilises convenience and purposive sampling methods to recruit participants, specifically targeting millennial employees from Austrian-based companies. The aim is to select between 10 to 12 professionals to complete questionnaires, participate in interviews, and receive the coaching intervention. These participants are selected based on the following criteria:

- Born between 1981 and 1996
- Fluent in English
- Willing participants
- No prior experience with coaching
- Currently experiencing workplace challenges

### **Interventional Methods**

#### ***Coaching Intervention***

Coaching sessions occur in person, via Zoom, or both mediums. Typically, the coachee participates in six one-hour coaching sessions over three to six months. The coach employs a single approach throughout these sessions: Solution-Focused Cognitive-Behavioural Coaching (SFCBC).

SFCBC is a well-established, evidence-based approach that effectively enhances performance, well-being, workplace engagement, self-efficacy, and goal attainment, among

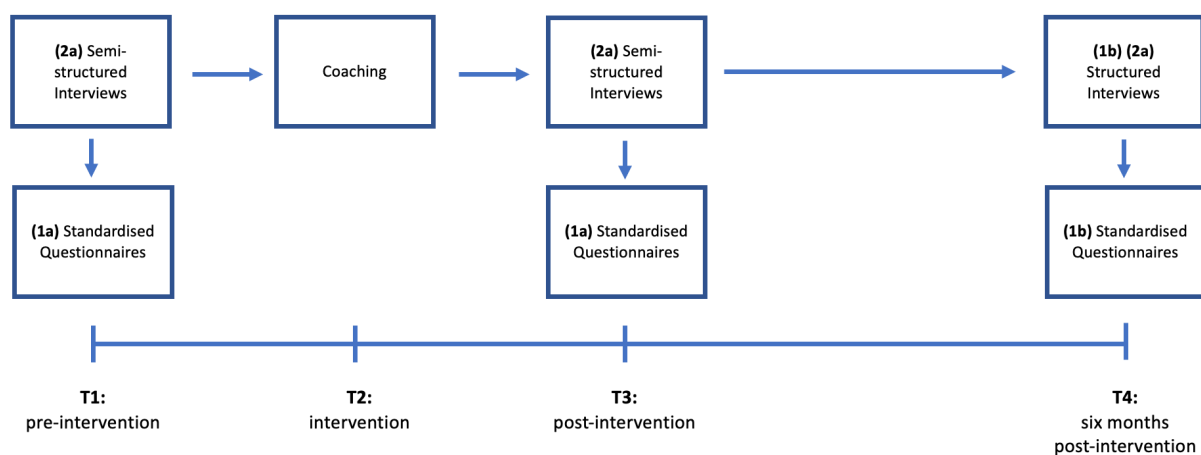
many others (Grant, 2017). With the notion that attaining goals is facilitated by understanding the reciprocity between thoughts, feelings, behaviours and the environment, this methodology focuses primarily on solution construction (Dias et al., 2017). Through SFCBC, millennial clients could critically re-evaluate their assumptions and shift their prior thinking to integrate new meaning-making structures about their current work situation. The new awareness they gain from this process could help them align their thinking and behavioural patterns with the needs and demands of their present work contexts.

### ***Data collection***

As shown in Figure 1, the study collects data at three time points: T1 (pre-intervention), T3 (post-intervention), and T4 (six months post-intervention).

**Figure 1**

### *Timeframes and Measurement Objectives*



#### **TIMEFRAMES:**

**T1:** discovery session; semi-structured interviews; standardised questionnaires

**T2:** 6 x 1 hour coaching sessions

**T3:** starts at the end of coaching session 6; semi-structured interviews; standardised questionnaires

**T4:** semi-structured interviews; standardised questionnaires

#### **MEASUREMENT OBJECTIVES:**

**(1a)** Assess the effect of coaching on increasing Millennials' job satisfaction and organisational commitment

**(1b)** Determine any long-term impact of coaching on Millennials  
**(2a)** Gain insight into Millennials' work engagement, job satisfaction, and organisational commitment, as well as their experience being coached and their perception of its impact.

**Quantitative data.** Quantitative data collection involves using validated, standardised questionnaires amalgamated into a single survey instrument. This survey assesses Millennials' work engagement, job satisfaction, organisational commitment, and self-efficacy to determine if coaching could serve as an effective short- and long-term strategy for enhancing these

aspects. Questionnaires employed in the research comprise the Job in General (JIG; Ironson et al., 1989), Job Descriptive Index (JDI; Smith et al., 1969), Utrecht Work Engagement Scale (UWES; Schaufeli & Bakker, 2004), Three-Component Model (TCM) Employee Commitment Survey (Meyer & Allen, 2004), and General Self-Efficacy Scale (GSE; Schwarzer & Jerusalem, 1995).

Participants are required to complete the survey before their interviews. This sequential process allows for a deeper understanding of participant perspectives through interviews, which enriches and provides context to their survey responses, thereby enhancing the depth of the study.

**Qualitative data.** After completing the questionnaire, participants are scheduled for a semi-structured interview session. These interviews offer valuable information about millennial participants' perceptions of their current work situations, which impact their work engagement, job satisfaction, and organisational commitment, as well as their experiences with coaching. In these interviews, participants articulate their understanding of coaching and identify any aspects of coaching that may have influenced their work attitudes and situations. The study maintains flexibility during these interviews by using probing questions to clarify responses and gather more detailed data.

### **Data analysis**

#### **Quantitative**

Considering the study's small sample size and its aim to assess changes in job satisfaction and organisational commitment over multiple periods within the same group, non-parametric tests will be employed. The study aims to collect quantitative data without relying on assumptions about the underlying distribution of the data. Its objective is to determine whether there are any changes in the data over time attributable to the coaching intervention.



**Qualitative**

The research will employ the thematic analysis approach outlined by Braun and Clarke (2021) to examine interview responses within an inductive analysis framework. This analysis seeks to reveal common themes and patterns of meaning that Millennials associate with their work experiences, influencing their levels of job satisfaction and organisational commitment and their perception of coaching and its effects. Additionally, an independent coder will be enlisted to enhance inter-coder reliability.

**Triangulation**

Triangulation will be employed in the data analysis, involving the integration of findings from questionnaires, interviews, and literature reviews to validate or provide context for the results. This process entails comparing data across different sources to identify where evidence converges or diverges, ensuring consistency. The synthesis of these findings will develop a comprehensive understanding of the research topic, address any inconsistencies encountered, and explore potential explanations.

**Ethics**

The University of Wales, Trinity Saint David Ethics Committee has granted ethical approval for the research.

**Funding**

The research received no external funding.

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