

Effect of on-the-job coaching on management trainees performance: a post merger case study of glaxo-smith-klein Pakistan

Abstract

This paper has identified the relationship between on-the-job coaching and job performance by considering the external forces involved in this relationship. The framework of the study illustrates the relationship between on the job coaching and job performance. The research has used quantitative design by application of case study technique. The data was collected through questionnaires from Marketing Sales Executives (MSEs) in the Rawalpindi/Islamabad regions of Glaxo-Smith-Kline (GSK). The paper has identified several variables which constitute coaching and it was found by the results that job performance has a positive relationship with on-the-job coaching. Furthermore the variables of coaching like coach ability, team coordination, action learning, and flexibility of the coach are also positively related with Job Performance. The paper suggests that at GSK, coaches need to lead from the front and use action learning techniques more often and they should perform what they deliver to the employees. Several rewards can also be given to trainees who perform well during the session. Sometimes a pat on the back can increase motivation immensely which in turn increases their performance on the job.