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The Role of Trust-Based Relationships Components in Predicting the Coaching Optimal Culture Components (Case Study: Sistan and Baluchestan Province Electric Power Company)

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Extended Abstract

Abstract

By rapid changing of today' societies, the necessity of modern and managerial approaches feels more than every time, this approaches will increase the competitive advantage of organization and help them to effectively adapt themselves to complex changes of business context. Meanwhile, implementation of coaching programs in order to actuate potential talents of human resources plays a vital role in the organization's success and elevation (Rosha, 2014:852). it should be noted that coaching is useful only for cultures in which development and learning is supported. Therefore, developing coaching culture is a valuable effort, especially in a world that permanent learning and changes are fundamental (Zachary, 2005:14).This research investigated the relationship between trust-based relationships components and coaching optimal culture components in sistan & balouchestan province electric power company.

Introduction

The complexity modern societies, the potency of humans in analyzing and solving problems and difficulties faced with and preparing to encounter with current changes and different conditions of life and work makes coaching a beneficial tool for adjusting and meeting with such a changes. Observing valuable advantages of coaching leads to increasing interest for creating coaching culture in organizations (Hawkins & Smith, 2006:104). Despite the numerous advantages of coaching for organization and individuals, we should be aware that lack of explicit commitments to the strategies and goals of organization and lack of optimal organizational culture means that even the best intellectual plans may fail (Abu Mansour et al, 2012:487). So, coaching must be fundamental in an organizational culture (Ahmadzade et al 2018:61). It's worth saying that, if a coaching program does not sufficiently embedded in an organizational culture which supports learning and developing values, it will flourish rarely. This program (s) may be successful in a short time but disappear after a while. In other words, starting a coaching program without simultaneous creation of coaching culture will decrease its constancy and long term effect, also the possibility of developing the program (s) will be reduced during the time.

In the past decades, business environments have discovered the impact of trust on strategic success of organizations and its significant contribution on achieving competitive advantage (Castado et al, 2013. Schoorman et al, 2007. Sherwood & Depaolo 2005). In the coaching area, establishing trust-based relationships is the first step in coaching process because it allows relationships to flourish and at the same time enhancing the possibility of prominent performance. For this reason, any arguments about the effectiveness of coaching relationship and developing coaching culture in organization emphasis on trust-based relationships.

The present study aimed to investigate the Role of Trust-Based Relationship Components in Predicting the Coaching Optimal Culture Components from the view of staffs in Sistan & Baluchestan Province Electric Power Company. The following questions have been examined:

- 1) To what extent there is a relationship between Trust-Based Relationship Components and Coaching Optimal Culture Components?
- 2) How much is the contribution of Integrity component in predicting coaching optimal culture components?
- 3) How much is the contribution of competency component in predicting coaching optimal culture components?
- 4) How much is the contribution of Consistency component in predicting coaching optimal culture components?
- 5) How much is the contribution of loyalty component in predicting coaching optimal culture components?
- 6) How much is the contribution of self-extension component in predicting coaching optimal culture components?

Case Study

The study statistical population including all employed official in Sistan & Balouchestan Province Electric Power Company in 2019 year that the sample included 110 who were selected by ratio-stratified sampling.

Materials and Methods

Research method in terms of purpose was developmental–applied and in terms of data collection methods was a descriptive–correlational research. Datas were collected by two questionnaires trust-based relationships (Robbins) and coaching optimal culture (Researcher-made). The reliability of the questionnaires was obtained using Cronbach's alpha test 0.87 and 0.71. Collected datas were analyzed by the Pearson correlation and the simple regression analysis test in the SPSS software.

Discussion and Results

The results indicated that the rate of trust-based relationships and coaching optimal culture were moderate in in sistan & balouchestan province electric power company. The components trust-based relationships are able to predict and explain spirit of coaching and Coherent Communication & Teamwork in appropriate and Discipleship Spirit and values & ethical virtues relatively in acceptable level. Instead, The components trust-based relationships have the least ability to predict and explain Capital Attitude to Employees and Continuous Learning & Improvement. Also, There is a greater relationship between the sub-component Integrity of trust-based relationships with the sub-component of values and ethical virtues of coaching optimal culture.

According to the results of the research and the fact that coaching culture grows in a space full of trust, it is essential for the managers to follow the process of rebirthing the trust with more commitment. The important point is that the relationships will help individuals to know others better and identify the extent of their reliability. Trust does not establish by secluding of management and isolation of staffs, rather it forms through cooperative relationships between staff and manager. Therefore, the relationships along with respect should be developed in organization and a friendship environment establish between staffs. Managers should manage their actions based on fairness and justice. They should have an equitable treatment with all staff (like equal behavior in similar work condition). Increasing response and more clarity in work process and the mechanism of presenting facilities to staff could play an important role in enhancing trust in organization. When clarity and responsibility emerged in all level of organization, the bed for enhancing constancy, loyalty, competency, integration, certainty and extension (all are of trust dimensions and components) will be provide.

Keywords: Trust, Trust-Based Relationships, Coaching, coaching optimal culture.