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## The Effect of Coaching and Discipline on Managerial Employee Performance Mediated by Employee Engagement Transportation Industry

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**Abstract:** The article on the influence of coaching and discipline on managerial employee performance which is mediated by employee engagement is a scientific literature article within the scope of human resource management science. The purpose of this writing is to build a hypothesis of the influence between variables which can later be used for further research within the scope of human resource management. The research method used is descriptive qualitative. Data was obtained from previous research that is relevant to this research and sourced from academic online media such as Publish or Perish, Google Scholar, digital reference books and Sinta journals. The results of this article are: 1) Coaching influences employee engagement; 2) Discipline influences employee engagement; 3) Coaching influences the performance of managerial employees; 4) Discipline influences the performance of managerial employees; 5) Employee engagement influences the performance of managerial employees; 6) Coaching managerial influences employee performance through employee engagement; and 7) Discipline influences managerial employee performance through employee engagement.

**Keyword:** Managerial Employee Performance, Employee Engagement, Coaching, Discipline

### INTRODUCTION

The success of managerial personnel in diverse organisations is significantly influenced by two key factors: coaching and discipline. Employee presence, defined as the degree of dedication and emotional engagement of employees with their organisation, has been acknowledged as a crucial determinant of individual success. Coaching is a systematic

procedure where a coach offers guidance, direction, and feedback to employees in order to enhance their performance. Coaching can be conducted by those in positions of authority, mentors, or external experts. The use of effective coaching practices not only facilitates the enhancement of employees' skills and abilities, but also fosters a more robust and harmonious relationship between employees and the organisation. Coaching enables managerial staff to recognise their strengths and shortcomings, surmount obstacles, and achieve their utmost potential in their managerial positions.

In contrast, discipline refers to the systematic management of employee conduct in alignment with the established regulations, policies, and protocols of an organisation. The implementation of discipline is necessary in order to guarantee that personnel adhere to the established norms of conduct established by the organisation, and to effectively handle any instances of non-compliance. Discipline, typically associated with addressing inappropriate behaviour, can also be employed as a proactive strategy to steer staff towards enhanced performance. Hence, the purpose of implementing discipline in the management of managerial employees is to guarantee their unwavering concentration, accountability, and efficiency in carrying out their duties. In the context of coaching and discipline, the concept of employee sustainability assumes a significant role in establishing a connection between management interventions and individual performance. Employee engagement denotes the degree of dedication and affective investment exhibited by employees in relation to the organisation. Employees who have a sense of camaraderie, loyalty, and motivation are more likely to perform at their highest level. Additionally, they are more inclined to stay inside the organisation and actively contribute to achieving organisational objectives.

Employee turnover holds significance as a mediator due to its potential impact on the interplay between coaching, discipline, and managerial employee performance. The inclusion of employees inside the coaching environment has the potential to enhance the efficacy of the guidance and feedback offered by coaching. Employees who experience a sense of connection to their organisation are more inclined to embrace and execute suggestions and guidance provided by their coaches, hence potentially enhancing their overall performance. Similarly, within the realm of organisational management, employees who experience a sense of engagement are more inclined to perceive disciplinary measures as a means to facilitate their personal and professional growth, rather than solely as a punitive measure. Further exploration can be conducted in empirical studies to examine the mediating function of employees in the relationship between coaching, discipline, and managerial employee performance. These studies have the potential to enhance organisations' comprehension of how they might optimise coaching and discipline strategies in order to enhance management performance. Furthermore, a more comprehensive comprehension of employee responsibilities can contribute to the development of more efficient and enduring human resource management methods.

Understanding the impact of coaching, discipline, and employee engagement on enhancing management employee performance holds significant implications for organisational leaders and human resources professionals within a practical setting. One potential strategy for enhancing employee growth, enhancing coaching and disciplining methods, and fostering a work environment conducive to professional employee development is the implementation of management policies and procedures. The complex and intriguing subject of the relationship between coaching and discipline and their impact on managerial employee performance, with employee continuance serving as a mediating factor, necessitates additional investigation in the field of human resource management research and practice. In a dynamic and constantly evolving work environment, possessing a comprehensive comprehension of these dynamics can enable organisations to effectively attain their objectives while simultaneously prioritising the welfare and growth of their people.

Based on the background of the problem above, the problem formulation is determined as follows: 1) Does coaching have an effect on employee engagement?; 2) Does discipline have an effect on employee engagement?; 3) Does coaching influence managerial employee performance?; 4) Does discipline affect managerial employee performance?; 5) Does employee engagement influence managerial employee performance?; 6) Does coaching influence managerial employee performance through employee engagement?; and 7) Does discipline have an effect on managerial employee performance and employee engagement?.

## **METHODS**

Review of Literature Essays are composed utilising methodologies such as Library Research and Systematic Literature Review (SLR). The qualitative evaluation of these methods was conducted and their availability may be found on academic web sources such as Mendeley and Google Scholar. A systematic literature review (SLR) refers to the methodical procedure of locating, evaluating, and examining all available research material in order to tackle a particular study issue. When conducting qualitative analysis, it is crucial to consistently apply the literature review in accordance with methodological assumptions. The primary rationale for doing qualitative analysis was the exploratory nature of the research, (Ali, H., & Limakrisna, 2013).

## **RESULT AND DISCUSSION**

### **Result**

The research's findings, taking into account the problem's background and formulation, are as follows:

#### **Managerial Employee Performance**

The multifaceted nature of managerial employee performance has been elucidated by numerous scholars in the domains of management and human resources. Managerial employee performance, as defined by experts, pertains to the capacity of individuals to successfully accomplish organisational objectives and effectively guide teams or work units. The performance of managerial employees include their capacity to effectively allocate resources, make informed decisions, and successfully navigate the dynamic nature of the work environment. In summary, the performance of managerial employees plays a crucial role in determining the success of contemporary organisations. There are multiple dimensions through which managerial staff performance can be assessed, encompassing efficiency, effectiveness, innovation, motivation, and job satisfaction. In order to enhance the performance of managerial employees, organisations must embrace a comprehensive and enduring strategy that encompasses the cultivation of leadership abilities, the establishment of a nurturing work atmosphere, and the provision of equitable and transparent incentives. Hence, the performance of managerial employees is not solely the duty of the individual, but also the outcome of collaborative endeavours among employees, management, and the organisation as a whole.

The indicators contained in the performance of managerial employees are as follows: 1) The attainment of organisational goals is a significant metric for evaluating the performance of managerial employees. It encompasses the attainment of financial, operational, and strategic objectives that are pertinent to their managerial position; 2) The evaluation of a manager's performance is significantly influenced by their capacity to effectively lead and manage a team. This encompasses the capacity to inspire teams, foster cooperation, and attain desired outcomes; 3) The evaluation of individual performance within a team is a significant consideration, in addition to the overall performance of the team as a whole. This encompasses a manager's capacity to recognise and cultivate particular aptitudes, offer valuable criticism, and assist the professional growth of employees; and 4) The evaluation of managerial personnel' performance also encompasses their capacity to effectively lead, motivate, and exert

influence over others. These skills encompass the capacity to make well-informed judgements, effectively convey the vision and direction of the organisation, and establish robust relationships with team members and other relevant stakeholders.

Managerial employee performance variables have been studied by previous researchers, among others:

### **Employee Engagement**

The notion of employee engagement holds significant importance within the realm of human resource management literature, as it pertains to the extent to which an individual's emotional, psychological, and identity attachment to their organisation is manifested. The research topic of employee engagement is of significant interest due to its direct impact on various aspects of organisational success, including staff retention, job satisfaction, and productivity. Numerous prior investigations have endeavoured to comprehend the essence, determinants, and ramifications of employee engagement. The concept of employee engagement encompasses benefits not just for the organisation, but also for the employees per se. There is a positive correlation between employee engagement and job satisfaction, career commitment, and overall well-being. Hence, endeavours aimed at enhancing employee engagement can yield numerous advantages for both organisations and individuals. Employee engagement is a multifaceted and significant notion within the field of human resource management, which has garnered much attention in prior scholarly investigations. An in-depth comprehension of the characteristics, determinants, and outcomes of employee engagement can aid organisations in formulating tactics to enhance favourable employee engagement and optimise employee contributions towards organisational achievement (Nugraha & Wardhani, 2022a).

The indicators for employee engagement are as follows: 1) Security and Stability: Workers who have a sense of security and stability at work typically exhibit higher levels of engagement. This covers elements like employment security, stability, and assistance in navigating uncertainty; 2) Interpersonal interactions: Employees' attachment to the company is also influenced by the state of their interpersonal interactions with one another. Workers with social support and a sense of connectedness to their peers typically exhibit higher levels of engagement; 3) Positive Work Experiences: A sense of justice, pride in one's work, and a sense of accomplishment are examples of positive work experiences that have an impact on employee engagement. Workers that have fulfilling job experiences are typically closer to their companies; and 4) The Function of Organizations in Personal Lives: Highly engaged workers are also typically those that believe their organization supports and attends to their needs outside of work. This covers laws and initiatives that promote time flexibility, work-life balance, and meeting individual requirements (Riyanto, Pratomo, et al., 2017).

Employee engagement variables have been studied by previous researchers, among others: (Nugroho & Ratnawati, 2021), (Fauzya & Chaniago, 2022), (Fauzya & Chaniago, 2022).

### **Coaching**

The concept of coaching encompasses a wide range of meanings and applications across diverse contexts, such as personal development, education, and management. As per scholarly sources, coaching may be defined as a systematic procedure when an individual possessing greater expertise or knowledge imparts guidance, direction, and support to another individual, with the objective of facilitating the realisation of their utmost capabilities. In numerous domains, including as management, athletics, education, and personal life, this principle has been implemented. In its whole, coaching is a wide-ranging and intricate notion that extends beyond the mere provision of guidance or teaching to individuals. It encompasses the act of increasing consciousness, assisting individuals in assuming accountability for their

actions and choices, and offering assistance to attain their objectives. Coaching has demonstrated its efficacy in several circumstances, enabling individuals to achieve their utmost potential in personal growth, education, and leadership (Didin Sjarifudin & Zahara Tussoleha Rony, 2023).

The indicators contained in coaching are as follows: 1) Relationship Quality Between Coach and Client: This metric takes into account the emotional bond, mutual understanding, and trust between the coach and the client. Success in coaching frequently hinges on the coach's capacity to build a solid rapport with the client, which enables candid conversations and productive teamwork to accomplish objectives; 2) Creation of explicit, Specific, and Measurable Goals: Well-designed coaching must include goals that are both explicit and quantifiable. The capacity of the coach to help clients set reasonable and quantifiable performance targets, measure progress objectively, and identify pertinent goals is included in this indication; 3) Use of Techniques and Tools: Skilled coaches employ a range of methods and resources to assist their clients in reaching their objectives. This includes using evaluation or assessment tools to track client progress, as well as solution-based approaches, visualization techniques, and reflective questioning; and 4) Giving Constructive criticism: A crucial element of successful coaching is providing insightful criticism. In order to help their clients realize their strengths, opportunities for growth, and specific next steps, good coaches offer candid, constructive, and transparent feedback (Unwanullah, 2023).

Coaching variables have been studied by previous researchers, among others: (Didin Sjarifudin & Zahara Tussoleha Rony, 2023), (Fauzi, 2023), (Unwanullah, 2023).

## **Discipline**

Discipline is a multifaceted and significant term that holds relevance across several domains, including education, administration, and daily existence. Discipline, as defined by scholars, pertains to the capacity of individuals or collectives to regulate their conduct in alignment with relevant regulations, standards, or principles. This notion encompasses the principles of organisation, accountability, and dedication to adhere to set norms. Discipline is a multifaceted and significant term that encompasses self-restraint, accountability, and organisation in the conduct of individuals or groups. It entails the application of regulations, standards, and principles that are applicable in diverse settings, such as education, administration, and daily existence. Comprehending and implementing efficient control is crucial in establishing a secure, well-organized, and efficient setting, while also fostering favourable progress and advancement for individuals and organisations (Sjarifudin et al., 2023).

The indicators contained in the discipline are as follows: 1) Work Quality and production: The caliber of an employee's work and their degree of production are frequently indicators of their discipline. Employees with disciplined work habits typically generate better, more productive work and have good time and resource management skills; 2) Ability to Control Yourself: Another sign of discipline is the capacity to restrain oneself from harmful or ineffective activity. This entails controlling tension, resisting temptation, and maintaining concentration on job objectives; 3) Consistency in the Application of Rules: Another aspect of discipline is the organization's set rules and consequences being applied consistently. This involves applying discipline to all workers consistently, without favoritism or exception-making; and 4) Respect for Integrity and Ethics: Workers with strong work ethics and integrity also show a high degree of discipline. This entails abstaining from unethical activity, abiding by a code of ethics for professionals, and conducting oneself honestly and fairly at all times (Saputra & Mahaputra, 2022).

Disciplinary variables have been studied by previous researchers, among others: (Putra et al., 2021), (Saputra & Mahaputra, 2022), (Sjarifudin et al., 2023).



## Previous Research

Based on the problem formulation and research results above, previous research was determined as follows:

**Table 1. Relevant Previous Research Results**

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1.	(M. Ali et al., 2018)	Managerial coaching influences employee performance through work engagement, leader member exchange quality, job satisfaction and turnover intention	The influence of coaching on work engagement	The influence of managerial coaching on leader member exchange quality and job satisfaction	H1
2.	(Astuti et al., 2023)	Work discipline and work motivation influence work engagement and employee performance	The influence of work discipline on work engagement	The influence of work motivation on employee performance	H2
3.	(Lalitaratri & Surabaya, 2023)	Coaching, mentoring and coworkers influence job performance	The effect of coaching on managerial employee performance	The influence of mentoring on job performance	H3
4.	(Sabirin & Ilham, 2020)	Work discipline and work experience influence managerial employee satisfaction and performance	The influence of discipline on managerial employee performance	The influence of work experience on job satisfaction	H4
5.	(Anitha, 2014)	Employee engagement influences employee managerial performance	The influence of employee engagement on employee managerial performance	The focus of the research was carried out on small-scale companies	H5
6.	(Nugraha & Wardhani, 2022b)	Managerial coaching, person job fit and motivation influence managerial employee performance through employee engagement	The effect of coaching on managerial employee performance through employee engagement	The influence of person job fit and motivation on managerial employee performance through employee engagement	H6
7.	(Syafitri & Iryanti, 2022)	Work discipline and job satisfaction influence managerial employee performance through employee engagement	The influence of discipline on managerial employee performance through employee engagement	The influence of job satisfaction on managerial employee performance through employee engagement	H7

## Discussion

Based on the results and previous research above, the research discussion is determined as follows:

### 1. The Effect of Coaching on Employee Engagement

A key component of an organization's human resource development is the impact that coaching has on employee engagement. In addition to enhancing individual performance, coaching tries to increase a person's loyalty to the company. The strength of the relationship

between the coach and client, the establishment of clear goals, the use of methods and tools, and the provision of constructive criticism are some essential components of coaching that have an impact on employee engagement. The cornerstone of a successful coaching engagement is the quality of the client-coach relationship. An atmosphere that fosters growth and development is produced by a coach and client having a solid relationship, mutual trust, and empathy. Employees are more likely to feel a part of the company when they receive the attention, understanding, and support they need from their coaches. This is due to the fact that having a positive relationship with a coach makes them feel as though the company is invested in their growth, which strengthens their bond with it.

Setting clear objectives has a significant role in how coaching affects worker engagement. Coaching assists staff members in focusing their energies and efforts on the goals they have set for themselves by helping them create measurable, unambiguous goals. Employees are more likely to be dedicated to reaching their goals and making the greatest possible contribution to the success of the company when they believe that their work has purpose and relevance. An significant factor impacting employee engagement is the coaching method and instrument used. Coaches assist staff members in more effectively identifying their needs, objectives, and potential by using strategies including solution-based methods, introspective questioning, and visualization techniques. Employees can determine next steps for future growth and track their success by using evaluation or assessment tools. Employees are more likely to feel involved in the coaching process and driven to get the intended results when they see that their coach is providing them with useful tools and strategies.

Constructive criticism is another crucial component of coaching that affects worker engagement. When constructive, honest, and encouraging feedback is given to employees, they are better able to identify their areas of strength and growth. Additionally, it provides them with the chance to grow from the experience and perform better going forward. Employees are more likely to feel engaged with the company and driven to meet objectives when they receive encouraging feedback and support from a coach.

Numerous significant facets of employees' personal and professional lives are impacted by coaching's impact on employee engagement. The sense of stability and security that workers have at work might strengthen their bond with the company. The bond between workers and the company can also be strengthened by positive interpersonal interactions at work. Positive work environments that offer chances for advancement and acknowledgement of achievements can boost employees' loyalty to the company. Furthermore, organizational features that affect employees' personal life, such health initiatives and flexible work schedules, can also have an impact on their degree of involvement. Through a comprehensive approach to coaching, companies may guarantee that staff members have a sense of belonging, engagement, and dedication towards attaining shared success.

Coaching has an effect on employee engagement, this is in line with previous research conducted by: (M. Ali et al., 2018), (Nugraha & Wardhani, 2022b), (Unwanullah, 2023).

## **2. The Effect of Discipline on Employee Engagement**

One of the most important components of positive organizational dynamics is the role that discipline plays in relation to employee engagement. Fair and consistent discipline has an impact on a number of areas of employees' personal and professional lives, which in turn affects how involved they are with the company. Respect for integrity and ethics, self-control, consistency in enforcing rules, and the caliber of labor and output are some of the key components of discipline that affect employee engagement. One significant factor in how discipline affects employee engagement is the caliber of work and output. Workers with strong discipline tend to generate high-caliber, productive work. They adhere to the performance and quality standards that the company has established, which can help to establish a reliable and

secure work environment. Workers who believe their work has the potential to significantly impact the organization's performance are more likely to have a strong sense of loyalty to the company.

Self-control is another crucial component in the relationship between discipline and employee engagement. Workers who can control their emotions and react to circumstances in a cool, collected manner are typically dependable and steady assets in the workplace. They might be more adept at handling pressure and overcoming obstacles, which would bolster their sense of stability and security at work. Employee engagement is also impacted by the organization's rules and policies being applied consistently. Workers typically feel more at ease and protected when they believe that the organization's policies are implemented equally and consistently. As a result, the workplace is seen as steady and dependable, which gives workers the sense of security they need to establish a connection to the company.

An further crucial component of discipline that affects employee engagement is respect for ethics and integrity. Workers who observe and receive recognition for their moral conduct and honesty feel encouraged to uphold the organization's ideals. A pleasant and moral work environment is created when integrity and ethics are respected in decision-making and day-to-day behavior. This can increase employee attachment to the company. Discipline has an impact on employee engagement in significant areas of both the professional and personal life of employees. Employee engagement is strongly bolstered by workplace safety and stability because it gives workers the impression that their employment are dependable and safe. Since strong relationships with coworkers foster a sense of affiliation and belonging to the organization, positive interpersonal interactions at work can likewise reinforce sentiments of belonging.

Employee engagement is also influenced by positive work experiences, such as opportunity for advancement, managerial assistance, and acknowledgment for accomplishments. Employees are more likely to feel committed to the company and driven to contribute to the fullest extent when they are treated with respect and encouragement at work. The role that the company plays in the daily lives of its employees, such as offering wellness initiatives and a good work-life balance, can also have an impact on their level of engagement. Organizations can increase employee engagement and create a solid, long-lasting corporate culture by offering a supportive work environment and attending to the personal needs of their staff.

Discipline influences employee engagement, this is in line with previous research conducted by: (Surajiyo et al., 2021) and (Astuti et al., 2023).

### **3. The Effect of Coaching on Managerial Employee Performance**

Achieving organizational objectives, assessing manager performance, assessing individual team member performance, and assessing managerial personnel performance are all significantly impacted by coaching in the context of management employee performance. The goal of coaching is to help people realize their full potential, which can then have an impact on how well they perform at different organizational levels. The nature of the relationship between the coach and the client—in this case, a managerial employee—is a key factor in the impact of coaching. A growth-promoting environment is created when managers and coaches have strong, transparent, and trustworthy connections. When this connection is strong, managers feel listened, encouraged, and personally challenged to reach their full potential. They are more motivated and self-assured to accomplish corporate goals more successfully as a result.

Setting clear objectives is another crucial component of how coaching affects managing staff performance. Coaching helps managerial staff members concentrate and focus their energies on the things that truly matter by assisting them in setting goals that are quantifiable, unambiguous, and connected to organizational goals. Managerial staff members can make a



major contribution to the success of the company by taking the required actions to accomplish their goals and have a clear grasp of what needs to be done. The way that coaching methods and resources are applied affects managerial staff performance in a significant way. Managerial staff members can discover their skills, limitations, and areas for growth with the assistance of coaches using strategies like reflective questioning, active listening, and giving constructive feedback. Using assessment instruments, such as personality tests or 360-degree performance evaluations, can also assist managerial staff in better understanding who they are as people and where they can make improvements.

Another part of coaching that affects managing staff performance is offering constructive criticism. When managerial staff receives feedback in an encouraging, sincere, and productive way, they are better able to reflect on their experiences, pinpoint areas for growth, and implement the required adjustments to enhance their performance. Managerial staff members can advance their careers and make greater contributions to the company by being receptive to criticism and eager to learn. Various facets of performance evaluation at the organizational level show how coaching affects the performance of managerial employees. First, coaching effectiveness has a direct impact on attaining organizational goals. Managerial staff members with strong coaches typically comprehend the organization's objectives and the most effective ways to meet them. Coaching can also affect how a manager's performance is evaluated. Effectively coached managerial staff typically exhibit advances in their capacity for sophisticated problem-solving, time management, and leadership. Their performance review by managers or other organizational leaders may reflect this. Coaching has an impact on how each member of a team is evaluated individually as well. Well-trained managerial staff members typically lead their teams more successfully, inspire team members, and handle conflict more skillfully. This can improve the performance of the team as a whole and foster a happy, effective work atmosphere.

Finally, coaching can also have an impact on how managerial staff members are evaluated for their performance. Managerial staff members are more likely to be able to lead by example, give constructive criticism, and assist subordinates in realizing their full potential if they have support and direction in their work. The success of the company as a whole as well as the general performance of a division or department may benefit from this. As a result, coaching has a significant impact on how well managers work and how much they contribute to the success of the company.

Coaching influences the performance of managerial employees, this is in line with previous research conducted by: (Lalitaratri & Surabaya, 2023), (Nugraha & Wardhani, 2022a), (Unwanullah, 2023).

#### **4. The Influence of Discipline on Managerial Employee Performance**

Managerial personnel' performance is greatly impacted by discipline, which encompasses issues of job quality and output, self-control, consistency in applying regulations, and respect for integrity and ethics. These factors affect not only the accomplishment of organizational objectives but also the manager's performance review, team member performance reviews, and managerial staff performance reviews as a whole. First of all, managerial staff members' degree of discipline directly affects the caliber of their work and output. High-discipline workers typically generate superior work and are more productive. They will be more dedicated to meeting the performance criteria that the company has set, which will have an impact on the accomplishment of the company's overarching objectives. Additionally, superior work might help managers gain more credibility in their performance reviews.

Therefore, self-control plays a significant role in how discipline affects managerial staff members' performance. Employees with higher potential for success are those who can control

their emotions, handle stress, and stay focused on their objectives. These skills also affect how managers motivate and lead their team members, which affects how each member of the team is evaluated individually. Aside from that, another crucial component of discipline that affects managerial staff performance is the uniformity with which regulations are applied. Workers who faithfully follow company policies and guidelines establish a well-organized and productive workplace. They might have improved time management and resource allocation skills to meet objectives. Additionally, maintaining consistency can contribute to the development of an equitable and open work environment, which in turn can boost employee engagement and motivation to meet company objectives.

Finally, the performance of managerial employees is significantly impacted by regard for ethics and integrity. Workers who uphold moral and ethical standards at work typically behave honorably and make wiser decisions. This fosters a culture of mutual respect and trust at work, which can improve managerial staff members' performance reviews. The reputation of a manager in their community and workplace can also be impacted by their ethics and integrity. Evaluation of a manager's effectiveness in terms of accomplishing organizational goals is heavily impacted by the discipline they exhibit in discharging their tasks. Supervisory staff members with strong discipline tend to routinely meet goals and contribute significantly to the success of the company.

The managerial staff's discipline has an impact on how well each member of the team is evaluated individually. Workers under the direction of strict bosses are typically more driven to accomplish goals and feel more organized and supported. This can improve the effectiveness of the team as a whole and foster a positive work atmosphere. Finally, the degree to which managers can inspire, lead, and manage their teams with integrity and discipline will be reflected in their performance reviews. Discipline, then, plays a crucial part in determining how well managerial staff perform and how much they contribute to the organization's overall success.

Discipline influences the performance of managerial employees, this is in line with previous research conducted by: (Sjarifudin et al., 2023), (Yassir Araffat et al., 2020), (Fatmasari Fatmasari & Badaruddin Badaruddin, 2022).

## **5. The Effect of Employee Engagement on Managerial Employee Performance**

One significant and intricate component of organizational dynamics is the impact of employee engagement on management staff performance. A number of factors are included in employee engagement, such as safety and stability, relationships with coworkers, satisfying work experiences, and the way a company operates in one's personal life. From different angles, such as accomplishing organizational objectives, assessing a manager's performance, assessing the performance of team members, and assessing the performance of managerial staff, it is possible to observe how all of these factors affect the performance of managerial employees. First, stability and security are important components of employee engagement that affect the performance of managerial employees. Workers who experience stability and security in their roles are typically more engaged and focused on accomplishing corporate objectives. Managerial staff members are more driven to meet organizational goals and give their all in their leadership roles when they believe their positions are safe and stable.

Second, the performance of managerial employees and employee engagement are significantly influenced by interpersonal relationships. Effective communication, cooperation, and teamwork can be fostered by having strong, positive relationships between subordinates and superiors as well as between employees and each other. When it comes to accomplishing organizational objectives and assessing their own performance, managers who are able to establish positive connections with both their superiors and team members typically receive more support. Positive work experiences also have an impact on managerial staff performance

and employee engagement. Positive work environments that provide employees with chances to grow, be recognized, and feel valued for their contributions can boost morale and engagement. Positive work experiences for managerial staff members often result in higher levels of motivation and dedication to their roles as leaders.

Lastly, how the company operates in the personal lives of its employees affects both their engagement and management performance. Higher levels of employee engagement are typically seen in companies that promote a good work-life balance, offer wellness initiatives, and attend to the individual needs of their staff members. Managerial staff members that experience personal support from the organization are typically more driven and effective in their leadership roles. Performance evaluations of managerial staff members also show how employee engagement affects their work. First, management staff members who have a sense of belonging to the company are more likely to be committed and focused on accomplishing organizational goals. This could show up in their performance reviews, where they might score higher if they accomplish organizational goals or surpass them.

Second, employee engagement affects how superiors and subordinates view a manager's performance when assessing their own performance. Supervisors who are able to foster enduring relationships with their team members and provide them with the tools they need to grow and succeed typically score higher on performance reviews. Third, the contribution and involvement of team members in accomplishing team goals can be influenced by employee engagement when assessing individual performance in a team. Managers that can inspire and motivate their team members to collaborate and provide excellent work typically receive higher ratings on performance reviews. Finally, employee involvement can play a significant role in evaluating the management and leadership efficacy of managerial staff when it comes to their overall performance review. In their performance reviews, managers that can foster strong bonds with their staff members, provide opportunities for their professional progress, and foster an inclusive workplace atmosphere typically score higher.

In general, there are many different and complex ways that employee engagement affects management staff performance. The functioning of the company in employees' personal life, security and stability, enjoyable work experiences, and interpersonal relationships are all factors that influence employee engagement and management employee performance. Consequently, in order to enhance managerial staff performance and overall organizational success, it is critical for businesses to recognize the impact of employee engagement and to think about ways to raise it.

Employee engagement influences the performance of managerial employees, this is in line with previous research conducted by: (Anitha, 2014), (Ramadhan & Budiono, 2023), (Febrian et al., 2023).

## **6. The Effect of Coaching on Managerial Employee Performance Through Employee Engagement**

Through employee engagement, coaching can have a complex effect on managerial employee performance. Various aspects of employee engagement can be influenced by coaching, including the nature of the relationship between the coach and client, the creation of clear goals, the use of techniques and tools, and the provision of constructive criticism. employees, including safety and consistency, social relationships, fulfilling work experiences, and smooth organizational operations in private lives. First and foremost, the impact of coaching on employee engagement is largely dependent on the nature of the client-coach relationship. An atmosphere that fosters development and progress can be established between managers and coaches through a solid, trustworthy working relationship. Employees are more likely to feel safe and a part of the company when they receive the encouragement and attention

they need from their coaches. This might improve their sense of the stability and security of their employment and have an impact on how they interact with coworkers.

Second, a significant factor affecting employee participation in coaching is the establishment of clear goals. Managerial staff members feel more invested in reaching goals when they are part of the process of developing quantifiable objectives that are connected to organizational objectives. This can improve their relationship with the company and make their work experience more fulfilling, which will affect how involved they are in the success of the company. Additionally, employing methods and resources in coaching might support raising staff members' level of involvement with the company. Managerial staff members can feel encouraged and guided in their development by using strategies like reflective inquiries, active listening, and giving constructive criticism. Using assessment instruments, such 360-degree performance reviews, can also improve employees' understanding of their place in the company and their commitment to its objectives.

And finally, one crucial component of coaching that affects employee engagement is offering constructive feedback. When offered constructively and with assistance, criticism can help managing staff members grow from their experiences and perform better. Additionally, this may improve their rapport with the company and have a beneficial impact on their work experiences, both of which may raise their level of engagement. When assessing managerial employee performance, the impact of coaching can be seen in the accomplishment of organizational objectives, manager performance evaluation, team member performance evaluation, and managerial staff performance evaluation. Effectively coaching managerial staff members improves goal achievement, improves performance reviews from superiors, and encourages them to take a more active part in team and organizational goals. They also have a tendency to feel more a part of and connected to the business's objectives and core principles, as well as to be more interested in the organization overall.

Therefore, a number of interconnected factors are involved in how coaching affects management employee performance through employee engagement. Coaching can boost employee engagement with the company by building strong relationships, setting clear goals, utilizing the right tools and techniques, and giving constructive feedback. This will enhance managerial employee performance and their ability to contribute to the success of the company as a whole.

Coaching influences managerial employee performance through employee engagement, this is in line with previous research conducted by: (Nugraha & Wardhani, 2022b) and (Amanillah, 2020).

## **7. The Influence of Discipline on Managerial Employee Performance Through Employee Engagement**

An essential component of organizational dynamics is the impact of discipline on management staff performance through employee engagement. The capacity to regulate oneself, the ability to produce high-quality work, the application of rules consistently, and respect for ethics and integrity are all components of discipline. Achieving organizational goals, assessing a manager's performance, assessing the performance of team members, and assessing the performance of managerial people are all ways to see how these aspects affect the performance of managerial staff. First and foremost, a significant component of the discipline that affects managerial staff performance is the caliber of their work and output. A manager's ability to produce high-quality work and be productive goes a long way toward helping the organization accomplish its objectives. They can contribute significantly to the success of the company by upholding strict quality standards and regularity in the output they produce.

Furthermore, the impact of discipline on managerial staff performance is significantly influenced by one's capacity for self-control. Workers that possess emotional regulation skills, stress management techniques, and the capacity to maintain concentration on assigned work are typically better at fulfilling leadership responsibilities. These skills can support individuals in overcoming obstacles that could occur at work and sustaining reliable performance. The performance of managerial employees can also be influenced by the consistency with which regulations are applied. Workers who follow company policies and procedures tend to develop a well-organized and productive work environment. They can guarantee that work is completed accurately and within the allotted period, which might have an impact on the accomplishment of the organization's overarching objectives.

Respecting ethics and integrity is yet another crucial component of discipline that affects how well managerial staff perform. Workers are likely to establish a positive reputation within the company if they uphold moral principles and conduct themselves honorably at all times. This mindset can affect a manager's relationships and impressions of other employees as well as how they evaluate their performance. The impact of punishment on employee performance can be observed in a number of ways when it comes to managerial employee performance appraisal. First off, managerial staff members with strong discipline tend to be better at motivating their teams to reach organizational objectives. Then, discipline will show up in a manager's performance review when it comes to their capacity for problem-solving, effective leadership, and prudent resource management. Furthermore, discipline has an impact on how members of the team contribute to and are involved in reaching team objectives when assessing individual performance in a team. High-discipline managerial staff members typically lead by example, motivating their teammates to put in a lot of effort and give their all.

Finally, the ability of managerial staff to effectively lead, manage, and inspire their teams will be evaluated together with other aspects of their total performance. This includes discipline. High-discipline managers are more likely to lead with integrity and win the respect of their subordinates and superiors. In general, punishment has a complicated and significant impact on management employee performance through employee engagement. Attaining organizational objectives and fostering a happy and productive work environment can be greatly aided by managing staff members who uphold high standards of work and production, possess self-control, apply rules consistently, and respect integrity and ethics. Therefore, in order to enhance management staff performance and the success of the organization as a whole, it is critical that organizations focus on and encourage the development of discipline in these staff members.

Discipline influences managerial employee performance through employee engagement, this is in line with previous research conducted by: (Syafitri & Iryanti, 2022) and (Yassir Araffat et al., 2020).

### **Conceptual Framework**

The framework of thinking has been determined based on the research results, past research, and the aforementioned debate.



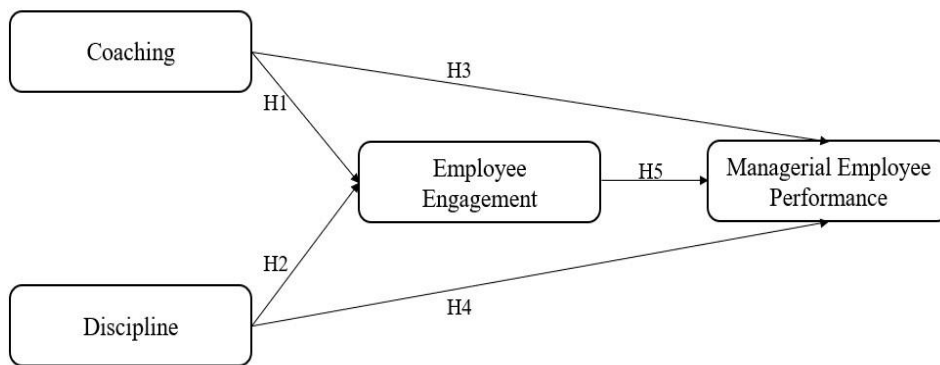


Figure 1. Conceptual Framework

Based on Figure 1 above, coaching and discipline influence employee engagement and managerial employee performance. However, apart from coaching and discipline variables that influence employee engagement and managerial employee performance, there are other variables that influence them, including:

- 1) Organizational Culture: (H. Ali et al., 2022), (Putri et al., 2023), (Putra & Ali, 2022).
- 2) Communication: (Saputra, 2021), (Silitonga et al., 2017), (Saputra, 2022).
- 3) Incentives: (Riyanto, Adila, et al., 2017), (Saputro et al., 2020), (Elmi & Ali, 2017).

### CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this research are:

1. Coaching influences employee engagement.
2. Discipline influences employee engagement.
3. Coaching influences the performance of managerial employees.
4. Discipline influences the performance of managerial employees.
5. Employee engagement influences the performance of managerial employees.
6. Coaching influences managerial employee performance through employee engagement.
7. Discipline influences managerial employee performance through employee engagement.

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