

LEADERSHIP COACHING IN PUBLIC ORGANIZATIONS (Meta-Analysis of Articles Published on Scopus from 2011 until 2024)

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Abstract

Research on leadership coaching in public organizations is an important role in achieving government goals. This research aims to analyze previous articles as a reference for leaders in managing human resources, especially in public organizations. This research uses a quantitative method in the form of a meta-analysis study that takes the main data from Scopus with a time span from 2011 to 2024. The results of the research show that there are 15 articles found, with the finding that 2022 is the highest year compared to other years. A total of 8 articles from the field of social sciences were published in Scopus and 1 article in the field of health occupied the smallest position in the research period this analysis was carried out. The United States is the highest country that wrote as many as 5 articles compared to other countries, and no articles have been found from Indonesia researchers so that the research conducted this time has positive implications for opening up opportunities for researchers from Indonesia and other countries to research on mentoring leaders in public organizations.

Keywords : Leadership; Coaching; Human Resources; Public Organizations; Scopus

Introduction

This research is titled about coaching leaders in public organizations, a meta-analysis of articles published in Scopus from 2011 to 2024. Research started from everyone's thinking that today is increasingly open to realizing that the best of an organization is as good as the people in it. Humans as the driving force of the organization give birth to its own dynamics in each organization. Human beings as part of the organizational system are required to achieve the targets and or objectives of public organizations as public servants In this case, every organization must always have progress in organizational performance and in the context of the performance of the people in it. This condition also requires every organization to have a good human resource management pattern and can be developed towards greater benefits. One of the methods in human resource management to improve organizational performance, is known as *coaching*.

Coaching has an approach in developing employees and can produce good results for the organization (Kaswan, 2012). Coaching is the key to unlocking a person's potential to

maximize their performance. Coaching more about helping a person to learn than teaching him or her so that there will be cognitive, emotional and behavioral changes that facilitate the achievement of goals and the improvement of a person's performance or personal life (Douglas and McCauley, 1999; Whitmore, 2003).

Leadership coaching in public organizations is considered the art of facilitating the performance, learning and development of others by equipping people with the tools, knowledge and opportunities they need to develop themselves and to be more effective (Peterson and Hicks, 1999; Downey, 1999). Help a person in the way he wants and helps him to go in the direction he wants to reach gives room for coaching supporting someone at every level to be what they want to be and be the best they can be. (O'Connor and Lages, 2004). Coaching is a strong connection for people to make important changes in their lives, Engaging Process Learning Coach (which gives coaching) and coachee (who receives Coaching) enter into a learning partnership together (Sieler, 2003).

Based on the series of ideas and concepts above, the researcher will reveal how academic development, judging from the research outputs contained in Scopus about coaching carried out by leaders in public organizations. The researcher's hope that research on mentoring leaders in public organizations can attract the attention of other researchers to study it more deeply and research from different dimensions, similar research will be present as an analytical knife and even be able to be applied to real public organizations.

Method

This study uses a quantitative method in the form of meta-analysis studies, which is a different approach from content analysis that seeks to test a collection of words, sentences, themes, paragraphs or documents to produce systematic comparisons between sentences, while meta-analysis includes sentence processing also involves numbers regarding the results of topic processing in certain ways (Biber & Johnson, 2015; Miller & Whicker, 2017).

The data source is accessed through the Scopus article publication processing machine which is accessed on August 18, 2024 at 05.41 PM from the territory of Indonesia as the location of the researcher. The search began by entering the keywords "coaching" AND "public organizations" without limiting the search year and then obtained the results of 15 documents published in Scopus from 2011 to 2024. 5 documents are all open access, 4 gold access documents, 1 hybrid gold access document while the other 5 documents are not open access.

Results

The meta-analysis study based on the results of data processing in Scopus obtained the visualization of the results as follows:

Table 1. Search Results for "coaching" AND "public organization" on Scopus

No	Authors	Theme	Year	Source title	Citations
1	Stepanov, M.Y.; Demin I.V.; Putilin D.A.	Russia's Muay Thai industry: Present situation, future potential, and growth issues	2020	Teoriya i Praktika Fizicheskoy Kultury	1
2	Mikhno L.V.; Tochitsky A.V.; Chichelov I.A.	Ice hockey for kids and teens as a foundation for the sport of elite ice hockey	2018	Teoriya i Praktika Fizicheskoy Kultury	0
3	Choroszewicz M.	Building a data-driven healthcare and social service organization involves (in)visible daily labor.	2024	New Technology, Work and Employment	1
4	Wittmer J.L.-S.; Longenecker C.O.; Jones A.	Effective family business transfer: Developing crucial leadership abilities through peer groups	2022	Development and Learning in Organizations	3
5	Alkaraeen M.; Al-Ashaab A.	In the direction of digitalizing organizational learning capacity to improve performance inside the organization	2021	WSEAS Transactions on Business and Economics	0
6	Mohamad N.I.; Rahman I.A.; Hasan H.; Sanusi S.	Unlocking proactivity at work: Examining how managerial mentoring in training programs and employee green behavior are mediated by green motivation	2024	Journal of Infrastructure, Policy and Development	0
7	Corbière M.; Mazaniello-Chézol M.; Bastien M.-F.; Geoffrion S.; Briand C.; Lavoie-Tremblay M.	Challenges and solutions in mental health and work: Managers' viewpoints from a major health organization; [Challenges and solutions in mental	2020	Sante Mentale au Quebec	6

	Hurtubise A.; Tanguay P.	health and work: Managers' views from a large health organization]			
8	Buralkiyeva B.; Dulambayeva R.; Abdanbekov A.; Jumabayev S.; Karsembayeva A.	The Creative Function of Ethics Commissioners in the Development of Kazakhstan's Public Service	2022	Innovation Journal	0
9	Lidman L.; Gustavsson M.; Eriksson A.F.	Overcoming Obstacles to Increasing Innovation Capacity in Public Organizations: Innovation Support in Swedish Municipalities	2022	Scandinavian Journal of Public Administration	2
10	Kumar S.S.; Kang S.; Chand A.P.	The Function of Perceived Insider Status, Knowledge- Hiding Behavior, and Arrogant Leader	2022	Journal of Behavioral Science	2
11	Kim S.; Egan T.M.; Moon, M.J.	A Comparative International Study on Managerial Coaching Efficacy, Work-Related Attitudes, and Performance in Public Organizations	2014	Review of Public Personnel Administration	50
12	Kim S.; Egan T.M.; Kim W.; Kim J.	Managerial Coaching Behavior's Effect on Workers' Work-Related Reactions	2013	Journal of Business and Psychology	120
13	Umble K.; Baker E.L.; Diehl S.J.; Haws S.; Steffen D.; Frederick S.; Woltring C.	A Part II assessment of the National Public Health Leadership Institute, 1991-2006. bolstering the infrastructure, processes, and networks of public health leadership	2011	Journal of Public Health Management and Practice	14
14	Choi H.J.; Park J.-H.	The correlation between innovative practices and learning transfer environments in Korean public and private enterprises	2014	International Journal of Manpower	19
15	Umble K.E.; Baker E.L.; Woltring C.	Part I: Developing Individual Leaders: An Assessment of the National Public Health	2011	Journal of Public Health Management and Practice	27

Source : [Scopus - Analyze search results | Signed in](#)

Table 1 above provides information on 15 research papers that discuss mentoring in public organizations. Tema Muay Thai in Russia: Current state, prospects and problems of development (Stepanov M.Y.; Demin I.V.; Putilin D.A, 2020) conclude that the high level of sports achievements, as the outcome of work of the Russian Muay Thai Federation, is largely owing to the coordinated work of its structures. However, to maintain the leading position of Thai boxing it is necessary to rely on the scientifically substantiated training support for both elite athletes and sport reserve. Furthermore (Mikhno L.V.; Tochitsky A.V.; Chichelov I.A, 2018) entitled Children's and youth ice hockey as a base for elite ice hockey sport produced research that the children's and youth ice hockey that is considered both a foundation for progress of the national elite sport and a way out of its crisis. The study analyzes major challenges for the modern children's and youth ice hockey sport in the country and offers potential solutions.

Advanced research in the health sector entitled (In)visible everyday work of fostering a data-driven healthcare and social service organization (Choroszewicz M., 2024) the article structures the results of an ethnographic study spanning 2.5 years around four roles of the KT's work: (1) mediating messy and incomplete technologies in-the-making, (2) facilitating bleeding-edge technologies in-the-making, (3) coaching in new data practices and technologies in-the-making, and (4) advocating for care staff. Another point of view of the research entitled Successful family business succession: Utilizing peer groups for critical leadership skills development (Wittmer J.L.-S.; Longenecker C.O.; Jones A, 2022) with the results of the agreementamongst business leaders was found as eight leadership skills were cited by high percentages of family-business leaders. Leaders overwhelmingly reported peer developmental activities as being the best method for developing these skills.

The research entitled Toward the digitalisation of the organisational learning capability to enhance organisational performance (Alkaraeen M.; Al-Ashaab A., 2021), this paper explores how organisations can bridge the gap between investments in learning initiatives and improvement in service provision in public organisations. The context of this study is the creation of a set of learning and development programs in the public services organisations. The top OLC model helps to define all other learning programmes where the coaching learning

program is presented in this paper. Subsequently, another researcher (Mohamad N.I.; Rahman I.A.; Hasan H.; Sanusi S, 2024) with the theme Unlocking proactivity at work: Exploring the mediating role of green motivation between managerial coaching in training programmes and employee green behaviour. The study's findings suggest that consistent implementation of managerial coaching in training programmes by immediate supervisors managing training activities can instigate green motivation in employees, subsequently motivating them to enhance their green behaviour. These findings provide valuable insights for practitioners, helping them understand the nuances of green motivation in training programmes and develop strategic action plans to enhance managerial coaching in training programmes.

Other research entitled Issues and solutions in mental health and work: Managers perspectives of a large health organization; [Enjeux et solutions en santé mentale et travail: Le point de vue des gestionnaires d'une grande organisation de santé] by researchers (Corbière M.; Mazaniello-Chézol M.; Bastien M.-F.; Geoffrion S.; Briand C.; Lavoie-Tremblay M.; Hurtubise A.; Tanguay P., 2020), conclusions From this study, the general consensus was the need to have access to a series of tools (e.g., toolbox) in order to assist managers across the different steps, from sick-leave prevention, to rehabilitation and return to work. The results also highlighted the need to better define the roles of each stakeholder in this process. These results bring a new light to the issues and potential solutions perceived by managers dealing with mental health and work issues in a large health organization.

Another study, entitled The Innovative Role of Ethics Commissioners in Kazakhstani Public Service Development (Buralkiyeva B.; Dulambayeva R.; Abdanbekov A.; Jumabayev S.; Karsembayeva A, 2022), the authors have developed recommendations to improve the effectiveness of the ethics commissioners' institution in functional (clarification of business processes), organizational (changing the organizational structure to reflect country specifics), and instrumental (including coaching technologies through which effectiveness has been confirmed by statistical modelling) terms. All of this can ultimately enhance the principles of client-orientation and human-centeredness, to the benefit of the citizens of Kazakhstan and the public good.

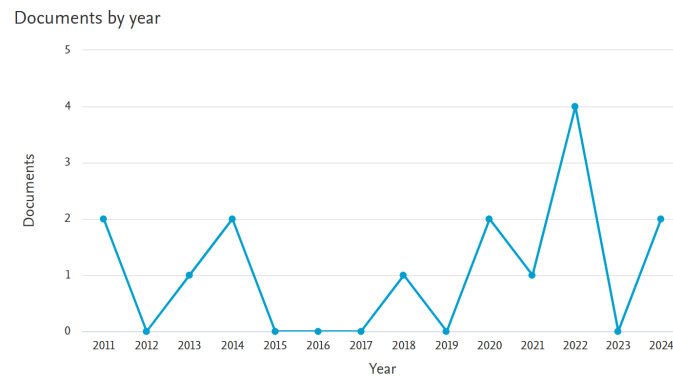
Another researcher (Lidman L.; Gustavsson M.; Eriksson A.F., 2022) with a study on Innovation Support in Swedish Municipalities – Challenges on the Way to Increase Innovation Capacity in Public Organisations obtained results regardless of strategy, the initiatives faced challenges related to a lack of direction on what to innovate and implementation phases not

being part of the innovation support. Other challenges related to managers being involved too late in the innovation processes and difficulties securing a commitment to work with innovation within the organisation. These findings point to both the general challenges of supporting change in organisations and the specific challenges of introducing innovation and setting up innovation support in public sector organisations. Arrogant Leader, Knowledge Hiding Behavior, and the Role of Perceived Insider Status (Kumar S.S.; Kang S.; Chand A.P., 2022) obtained findings suggest that arrogant leaders see themselves as more knowledgeable, they disparage and treat employees' views as inferior, while perceived insider status can cushion the impact of arrogant leaders. In practice, to address a leader's arrogance, the organizations can provide training, coaching, recognition, and have a specific selection and recruitment criterion to screen out applicants who exhibit arrogant behavior.

Furthermore (Kim S.; Egan T.M.; Moon M.J., 2014; Kim S.; Egan T.M.; Kim W.; Kim J., 2013) with the research title Managerial Coaching Efficacy, Work-Related Attitudes, and Performance in Public Organizations: A Comparative International Study and The Impact of Managerial Coaching Behavior on Employee Work-Related Reactions both highlight coaching that is able to produce positive behavior and performance from the human resource in public organizations. Two other studies were conducted in 2011 (Umble K.; Baker E.L.; Diehl S.J.; Haws S.; Steffen D.; Frederick S.; Woltring C., 2011; Umble K.E.; Baker E.L.; Woltring C., 2011) with the research An evaluation of the National Public Health Leadership Institute-1991-2006: Part II. Strengthening public health leadership networks, systems, and infrastructure and An evaluation of the National Public Health Leadership Institute-1991-2006: Part I. Developing individual leaders obtained research results that leaders are the main determinants of individual performance in public organizations. Lastly, (Choi H.J.; Park J.-H., 2014) with the theme The relationship between learning, transfer climates and innovation in public and private organizations in Korea found that leadership assistance can be carried out through training that can give birth to innovation in public organizations.

The meta-analysis of the research is shown in some visuals that can be seen below:

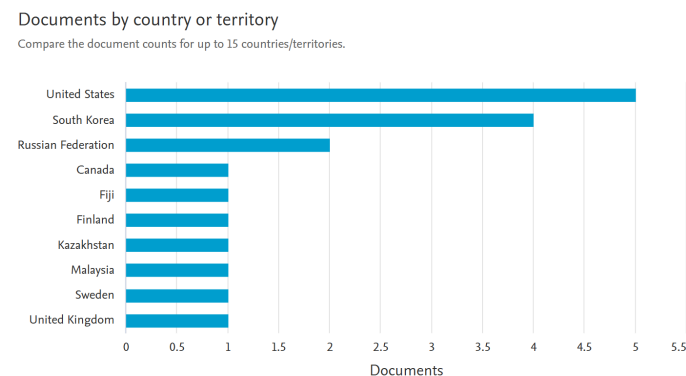
Figure 1. Research Documents by Year



Source : [Scopus - Analyze search results | Signed in](#)

Based on figure 1 above, it can be seen that 2022 is the year with the highest number of articles published as many as 4 documents. Meanwhile, the years 2012, 2015, 2016, 2017, 2019 and 2023 are the years with the lowest number of articles published as many as 1 document. The country with the highest productivity of article writing is the United States, which is as many as 5 documents. Indonesia has not yet published an article on mentoring leaders in public organizations in Scopus. Visually, these conditions can be seen in figure 2 below:

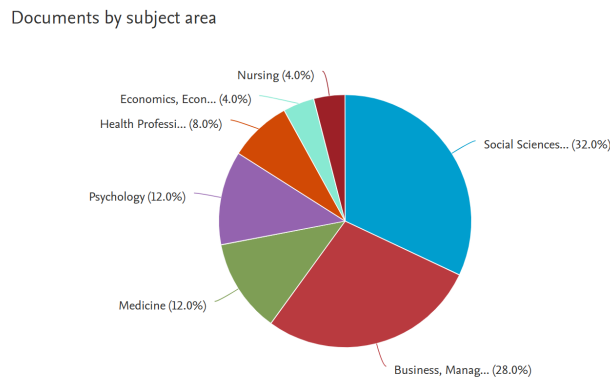
Figure 2. Research Documents by Country or Territory



Source : [Scopus - Analyze search results | Signed in](#)

Furthermore, the category of research documents based on the field of science includes 7 subjects, namely (1) Social Sciences, (2) Business, Management and Accounting, (3) Medicine, (4) Psychology, (5) Health Professions, (6) Economics, Econometrics and Finance and (7) Nursing. Visually, you can see Figure 3 below:

Figure 3. Research Documents by Subject Area



Source : [Scopus - Analyze search results | Signed in](#)

Conclusion

The results of the research show that there are 15 articles found, with the finding that 2022 is the highest year compared to other years. A total of 8 articles from the field of social sciences were published in Scopus and 1 article in the field of health occupied the smallest position in the research period this analysis was carried out. The United States is the highest country that wrote as many as 5 articles compared to other countries, and no articles have been found from Indonesia researchers so that the research conducted this time has positive implications for opening up opportunities for researchers from Indonesia and other countries to research on mentoring leaders in public organizations.

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