

## IMPROVING RETAIL SALES TEAM PERFORMANCE WITH MANAGERIAL COACHING THROUGH TRANSFORMATIONAL LEADERSHIP

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[dx.doi.org/10.18374/JIMS-24-1.6](https://dx.doi.org/10.18374/JIMS-24-1.6)

### ABSTRACT

*The researcher presents a comprehensive investigation into the impact of managerial coaching abilities on employee performance, emphasizing the mediating role of transformational leadership. The research integrates various leadership and coaching theories, including Situational Leadership Theory by Paul Hersey and Ken Blanchard, the Self-Determination Theory by Edward Deci and Richard Ryan, the GROW coaching model established by Sir John Whitmore, and the Coaching Cycle inspired by Graham Gibbs' Reflective Cycle. A detailed analysis reveals that adaptive leadership styles aligned with team maturity levels, when combined with intrinsic motivation principles from Self-Determination Theory, significantly enhance employee performance outcomes. This research underscores the importance of effective coaching in improving key performance indicators within organizations, suggesting that organizations can achieve better results by fostering an environment where managerial coaching is prioritized alongside transformational leadership practices.*

**Keywords:** managerial coaching; transformational leadership; situational leadership theory; self-determination theory; GROW coaching model; coaching cycle.

### 1. INTRODUCTION

The focus is on the relationship between a manager's coaching abilities and employee performance, with transformational leadership serving as a mediating factor. It investigates how good coaching can improve individual performance and promote professional development (Boak and Crabbe, 2019). Transformational leadership is giving followers precise instructions on roles and tasks to guide or motivate them toward predetermined goals (Li et al., 2019).

In today's global business climate, where good leadership and sales team development are critical to corporate success, the researcher chose this topic because it is timely. Understanding how coaching influences performance through transformational leadership can help managers foster a productive workplace. In retail, a transformational leadership approach from managers (coaches) can significantly enhance the sales team's (employees') performance, fostering an environment of trust, collaboration, and continuous improvement.

The retail industry faces continual hurdles in improving sales team performance as competition rises and consumer behaviors change. Research shows that good coaching, especially when combined with transformational leadership ideas, can considerably increase sales performance. Transformational leadership promotes a culture of motivation, engagement, and strategies, which is critical for retail employees who frequently confront high-pressure situations (Keevy and Perumal, 2012).

Also, transformational leaders inspire their teams by giving individualized support and intellectual stimulation, increasing job satisfaction and dedication (Aftab et al., 2023). Further, transformational leadership is essential in retail because employee engagement closely correlates with consumer satisfaction and sales results.

Additionally, coaching as a developmental tool enables leaders to provide immediate feedback and advice, rewarding positive behaviors and strengthening skill sets. Recent research underlines the need to combine coaching tactics with transformational leadership to develop a holistic approach that improves sales