

## ABSTRACT

Managerial Coaching refers to managers' behavior in facilitating subordinate's learning and development. The lack of a precise behavioral definition in previous research makes managerial coaching difficult to be measured, predicted, taught and evaluated effectively. Therefore, the present study aims 1) to develop a managerial coaching measure and 2) to identify the antecedents and outcomes of managerial coaching.

Managerial coaching behaviors were identified through literature review. One hundred and sixty dyads of immediate manager-subordinate from 4 organizations in Hong Kong participated in this questionnaire research. Both members of the dyad evaluated the extent of the manager engaging in coaching the subordinate. Exploratory Factor Analysis followed by Confirmatory Factor Analysis resulted in a final 14-item managerial coaching scale consisted of 2 dimensions: Coaching for Current Performance (CC) and Coaching for Future Performance (CF). Reliability and validity of the developed scale were established. Structural Equation Modeling results revealed that (a) the manager's affective organizational commitment, (b) belief in facilitating learning, and (c) extent of being coached in the past predicted the extent of managerial coaching. Meanwhile, managerial coaching predicted subordinate's perceived LMX-quality, which in turn predicted the subordinate's job satisfaction. Implications of the research findings for theory and practice were discussed.

