

HUMAN RESOURCE DEVELOPMENT: SELF-EFFICACY AS A KEY MEASUREMENT OF PERFORMANCE IMPROVEMENT

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ABSTRACT

This study proposes an empirical test on the extent 'coaching' might positively influence the improvement/achievement of 'self-efficacy' that leads to performance improvement. The two research objectives considered are to: firstly, determine whether 'self-efficacy' can be a reliable measure of performance improvement; and secondly, determine whether the presence of a 'coaching' program results in improved training related 'self-efficacy' in registered nurses in their first year of on-the-job training in Japan.

Using quantitative research with an intervention-based approach with a control group and test group, data were collected via surveys from 21 participants in one organization. The findings suggest that the 'coaching' intervention does have a positive influence on 'self-efficacy' scores in the immediate term, but does lose its effectiveness over time. Due to time and resource constraints, a cross-sectional study was conducted on a relative small test sample, which impacted the significance of the findings.

The findings from this study can help employers to identify individual employees who need additional support with competency development within the training and development programs. Moreover, it contributes to the greater discussion in the research areas of 'self-efficacy', 'coaching', and 'value of investment' as an alternative to return on investment as a measure of performance.