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Increasing Engagement of Agricultural Enterprises Employees Using Coaching Technologies

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Abstract: The article reveals the relationship between the involvement of employees of agricultural enterprises and coaching technologies. The analysis of works on the problem revealed social factors of increasing the involvement of employees of the modern agricultural sector, on the basis of which a coaching technology and a program for increasing this phenomenon were developed. Coaching technology is presented in the form of a structural and functional model with the main structural elements: principles, functions, components, stages, indicators. The article presents the results of empirical testing of this technology and program, describes statistically processed data revealing the levels of involvement and correlations between the level of involvement of the agricultural enterprise personnel and the applied coaching program. The study, which involved 186 employees of two agricultural companies, made it possible to identify correlations between the level of involvement of individual employees of the agricultural enterprise and the forms of coaching applied to them (individual, group). The following was revealed: a reliable shift in the level of involvement of the agricultural enterprise personnel after the application of the coaching program; a direct linear relationship between the dynamics of involvement of agricultural enterprise employees and the number of coaching events of all types held with them. At the same time, the greater effectiveness of group coaching meetings over individual ones, and the high productivity of training events over art-therapeutic ones were revealed. The results of the study are of practical importance for HR specialists, managers, and company owners in making decisions on the use of coaching technologies to increase the involvement of employees of agricultural enterprises, as well as in choosing the forms of conducting coaching technologies.

1 INTRODUCTION

In the conditions of modern life, when there is an increase in anxiety among people and rapid changes in the socio-economic conditions of life. Agricultural enterprises, which are highly dependent on the international and regional situation, find it difficult to plan anything and quickly adapt to changing living conditions. In such conditions, work with personnel comes to the forefront in the work of enterprises, on which the stability and efficiency of the organization largely depends.

One of the factors of enterprise productivity is the involvement of its employees in the activities (Stilmashenko, Minkovich, 2018; Zanin, 2019). A study of scientific literature on the problem of developing personnel involvement in the work of an organization shows that this problem is actively studied in various sectors of the economy (Shafikova, 2022; 2021; Kizim, 2018; Pleshkova, Podzorova, Pershina, 2015). However, there are not enough studies devoted to the

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issue of ways to increase the involvement of employees of agricultural enterprises. There is no data on the features of the involvement of today's employees of agricultural enterprises, on effective ways to increase their involvement in the work of organizations. Such materials would allow HR specialists, managers, and company owners to make decisions in conditions of a shortage of workers, in conditions of competition for the best personnel.

At the present stage of development of personnel management, one of the effective ways of personnel development is coaching technologies (Zanin, 2019; Kizim, 2018). However, its use in the issue of increasing the involvement of modern employees of agricultural enterprises has not been studied. All this creates the necessary scientific and practical prerequisites for studying the problem of increasing the involvement of employees of agricultural enterprises with the help of coaching technologies. This became the goal of the study. To solve the problem and achieve the set goal, a coaching technology was developed, which assumed work in three stages.

2 MATERIALS AND METHODS

The first stage involves identifying the main factors that influence the involvement of employees of agricultural organizations. Thus, modern research allows us to identify the following social factors of personnel involvement in the work of organizations:

– favorable socio-psychological microclimate in the team;

– respectful relations between managers and subordinates;

– the possibility of career, professional and personal growth;

– a clear management system at the enterprise (Stilmashenko, Minkovich, 2018; Sunaeva, Kalashnikov, Khisaeva, 2021).

When studying the features of employee engagement in agricultural enterprises, it is worth paying attention to the features of modern agriculture, caused by objective factors. Researchers include the following factors: natural and climatic dependence, seasonality of most work, instability of prices for finished agricultural products, frequently changing conditions of state support, lack of innovation (Sharipov, 2019; Gafarova, 2010; Martynushkin, 2019). In addition, it is necessary to take into account some macroeconomic and socio-demographic factors, which managers of agricultural companies are often unable to influence. And then the main element that managers can be in charge of becomes personnel, as a human resource on which the efficiency of the enterprise depends. But studies emphasize that here at modern domestic agricultural enterprises the issues of employee motivation are acute (Shuvaeva, Baysultanova, 2015; Kandius, 2007).

Studying the organization's problems is the first step in implementing coaching technology in a company. It allows for a systematic approach to solving a problem in the "organization - employee – environment" structure, providing for a detailed study of all three elements and the connections between them. After this stage, we proceeded to implement the next stage of coaching technology - the use of coaching as a form of work.

In using coaching as a form of work with employees, the following can be revealed:

- coaching as a style of personnel management that can be used to motivate, develop and train personnel (Kizim, 2018; Kandius, 2007);
- group coaching as a form of interaction between employees of up to 30 people to solve a specific common request;
- individual coaching as an open conversation with a person using certain techniques to solve a client's request.

The factors of increasing employee engagement discussed above correspond to the functions that coaching technologies can perform within an organization. That is why we consider coaching technologies as a method of increasing employee engagement in the work of agricultural companies.

As a coaching impact, a coaching program aimed at increasing the involvement of employees of agricultural enterprises in their work was implemented. The program was conducted in April 2021-March 2022 in two agricultural companies of the Udmurt Republic. The study involved 186 respondents, who made up two groups: the first group - 98 employees of one company (experimental group); the second group - 88 employees of another company (control group).

Features of the proposed program: 1) the involvement of the enterprise's employees is increased through the use of coaching for managers and specialists (30 people within the experimental group); 2) when developing coaching activities, the results of diagnostics and the opinions of all employees of the enterprise are taken into account.

The coaching program includes the following stages:

1. Study of: 1) open information about the company on the Internet, 2) internal documentation

of the company - organizational and management structure of the company, business processes, tree of the organization's goals for the year, 3) information about employees - reports of the HR department, interviews with HR, employee testing, conversations with the owner and manager. At this stage, the following coaching techniques were used: GROW, open questions.

2. Individual coaching sessions with 30 employees of the experimental group (heads of departments and specialists) (7 - 15 sessions during the experiment: the first two or three sessions - based on the results of the engagement survey, subsequent sessions - at the request of the customer (third party), sessions are held once a month, at the request of the customer to resolve urgent issues - every week).

Also at the second stage, individual conversations of the coach with each employee of the enterprise were held. The following coaching techniques were used: conducting a session according to the GROW model, open questions, for working with goals, strategies - SMART, Disney technique, hedgehog technique, stretching the goal, for working with the search for solutions - the coaching wheel, Cartesian coordinates, mentor table, with a request for development - scaling, with a request for choice - evaluation of options, the "Three Chairs" technique, for working with motivation - the "What if", "And if everything is possible" techniques, for working with the state - Karpman drama triangle, circle of perfection, "important-urgent", with a request for finding meaning - Dilts pyramid.

3. 3 group coaching sessions with participants of the experimental group: 1) the topic and participants are selected based on the results of the initial survey using the Gallup Q12 method (selection of the most frequently encountered need) and the first individual session with employees; 2) the topic and participants are selected based on the results of interviews with employees using the "Four Questions for an Employee" method; 3) the topic and participants are selected in the middle of the experiment by the customer (owner or manager of the enterprise) based on the current needs of the company.

The following coaching techniques were used: conducting a session using the GROW model, open questions, for working with goals and strategies - SMART, the Disney technique, the hedgehog technique, stretching the goal, for working with finding solutions - Cartesian coordinates, the mentors' table, with a request for development - scaling, with a request for choice - evaluation of options, the "Three Chairs" technique, for working with motivation - the "What if" and "What if everything is possible" techniques.

4. Participation in a book club and a film club (voluntary participation, attendance is measured). The following coaching techniques were used: GROW, open questions.

Thus, the coaching technology can be clearly presented in a structural-functional model (table 1).

3 RESULTS

Analysis of the primary measurement (before the coaching impact) of the levels of involvement in two companies using the Gallup Q12 method (Gallup Q12. Employee Engagement Survey) showed insignificant differences in the level of employee involvement in the two companies, which made it possible to conduct an experiment in these groups. Analysis of the measurement of employee involvement after coaching in the experimental group showed that employee involvement in the experimental group increased from 38% to 56%. Statistical analysis showed that the proportion of positive shifts in the level of involvement in the experimental group is significant, in the control group – insignificant (table 2).

4 DISCUSSION

A correlation analysis of the dynamics of employee engagement in an agricultural enterprise, to whom individual and group coaching technologies were applied, showed:

- an important connection between employee engagement and the number of individual coaching sessions conducted with them;
- a significant connection between employee engagement and the number of employee participations in group and individual coaching sessions;
- a significant connection between employee engagement and the number of employee participations in film and book club meetings;
- a significant connection between employee engagement and the number of employee participations in all types of coaching events.

The data of the correlation analysis indicate that the significance of the relationship between group coaching methods and the dynamics of employee engagement is higher than the significance of the relationship between individual coaching methods

and the dynamics of employee engagement. The combination of individual and group coaching methods has a significant connection with employee engagement (Table 2).

Table 1: Structural and functional model of coaching technology aimed at increasing employee engagement.

Coaching technology aimed at increasing employee engagement		
↓	↓	↓
Principles →	**Motivational-goal component**	← Functions
Awareness and responsibility Unity and interaction Flexibility Partnership Hierarchical development Systematicity Concreteness Balance of support and frustration	Goal: to increase the involvement of employees of agricultural enterprises Objectives: to help employees learn to learn and think independently; to help managers be coaches for their subordinates; to help a manager learn to create a "self-learning team"	Educational Corrective Developing Integrating

↓↑

Content component
1. Study of documents
2. Individual coaching. Techniques: GROW, SMART, Disney technique, hedgehog technique, stretching the goal, coaching wheel, Cartesian coordinates, mentors' table, scaling, "Three chairs", "What if", "And if everything is possible", Karpman drama triangle, circle of perfection, "important-urgent", Dilts pyramid.
3. Group coaching. Techniques: GROW, SMART, Disney technique, hedgehog technique, stretching the goal, Cartesian coordinates, mentors' table, scaling, "Three chairs", "What if", "And if everything is possible".

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Organizational and technological component
Stage 1: Study of the system: 1) open information about the company, 2) internal documentation of the company - organizational and management structures of the company, business processes, 3) information about employees.
Stage 2: Individual coaching sessions with company employees (department managers and specialists) (at least 7, no more than 15 sessions: the first two or three sessions - based on the results of the engagement survey, subsequent sessions - at the request of the customer (third party), sessions are held once a month, at the request of the customer to resolve urgent issues - every week). As well as an individual conversation between the coach and each employee of the enterprise.
Stage 3: Begins after studying the system, initial engagement measurement, the first individual session with employees, ends with the third group session 3 group coaching sessions with group participants: 1) the topic and participants are selected based on the results of the initial survey using the Gallup Q12 method (selecting the most frequently encountered need) and the first individual session with employees; 2) the topic and participants are selected based on the results of interviews with employees on the issue of satisfaction with working conditions; 3) the topic and participants are selected in the middle of the work by the customer (owner or manager of the enterprise) based on the current needs of the company.
Stage 4: In parallel with stages 2 and 3: Participation in a book club and a film club.

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Evaluation component
Measuring the level of engagement using the Gallup Q12 method: primary and after coaching intervention
Feedback from the owner and management at all stages

↓↑

Result

Increasing the level of employee engagement in the company

Table 2: Spearman rank correlation

Variable A	Variable B	rs (empiric)	rs control	The importance of connection
Employee engagement	the number of individual coaching sessions conducted	0,46	rsкр ($p \leq 0,05$)=0,37, rsкр ($p \leq 0,01$)=0,48	Important connection
Employee engagement	the number of employee participations in conducted group coaching sessions	0,71	rsкр ($p \leq 0,05$)=0,37, rsкр ($p \leq 0,01$)=0,48	Significant connection
Employee engagement	the number of employee participations in club meetings held	0,66	rsкр ($p \leq 0,05$)=0,37, rsкр ($p \leq 0,01$)=0,48	Significant connection
Employee engagement	the number of employee participations in group coaching events of all types	0,75	rsкр ($p \leq 0,05$)=0,37, rsкр ($p \leq 0,01$)=0,48	Significant connection
Employee engagement	the number of employee participations in coaching events of all types (individual and group)	0,74	rsкр ($p \leq 0,05$)=0,37, rsкр ($p \leq 0,01$)=0,48	Significant connection

5 CONCLUSIONS

Thus, the proposed and tested in the agricultural enterprise coaching program aimed at increasing employee involvement confirmed the hypothesis of the study: coaching technologies allow increasing the level of involvement of employees of agricultural enterprises. The results obtained in the work can be used by coaches in the practice of corporate coaching at agricultural enterprises. The identified directly proportional correlation relationships between involvement and coaching technologies allow the implementation of the proposed model at agricultural enterprises, including forms and methods of individual and group coaching.

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