

Empirical Study of Cambodian Small and Medium Enterprises towards Industrial Development

Chhuon Kimsam, Dr. Amiya Bhaumik, Prof. Dr.M.R. Tamjis, Assoc. Prof. Dr. Valliappan Raju

Received 14 September 2018 ▪ Revised 23 October 2018 ▪ Accepted 24 November 2018

Abstract: Performance improvement is one thing that is expected of each specialist. A developing practice to guarantee performance improvement in the professional practice is executive coaching. Its general objective is to have the capacity to enhance aptitudes and information of leaders that would guarantee brilliance in their field. As another calling, executive coaching has a ton of possibilities in different parts of life. The paper investigated the impact and effect of the process of executive coaching to supervisors of Small and Medium-Scale Industry Management in Cambodia as portrayed by respondents. In Small and Medium Enterprise Management in Cambodia, the outcomes demonstrate the powerful utilization of executive coaching to guarantee leadership accomplishment for leaders as formative methodologies recognized through the developing subjects as pointed out in the research. The achievement of executive coaching as an advancement program for leaders was likewise obvious in the literature review that were shown.

Keywords: Cambodian SME, Executive Coaching.

INTRODUCTION

Small and Medium-sized Enterprises (SMEs) are an important component in all economies all over the globe. Contribution of SMEs to mainstream economy is the contribution to unemployment as it creates decent jobs to people. It is also the diving board for large firms because most of them started out as SMEs (thevillager.com, 2017).

According to Nean (2015), "the number of SMEs in Cambodia has increased from 25,000 in 1999 to 66,000 in 2009, including informal industrial SMEs and registered SMEs. The growth was about 44 percent in a decade, meaning that there was an increase in industry employment and enhancement in labour productivity. However, the manufacturing sector e.g., food processing, garments, and furniture remains weak since wholesale and retail trade represent more than 50 percent of all establishments, yet only 20 percent falls into the manufacturing sector. SME Subcommittee of Cambodia argues that the main barriers to SMEs development in Cambodia are caused by three factors: (1) the weak legal and regulatory framework, (2) limited access to finance, and (3) a lack of support of SMEs' activities. These need to be addressed if Cambodia wants to face regional competitiveness and to support ASEAN Policy Blueprint on SMEs Development (APBSD)".

The training has enhanced a great deal with the kept comprehension and acknowledgment of the calling. An association of executive coaches, International Coach Federation, has multiplied its participation in a matter of two years, at that point starting at 2004, it has roughly 7000 individuals comprising of nationals of 33 nations (Johnson, 2004). It has turned out to be exceptionally well known that the web brags of a large number of pages for the subject "executive coaching" in Google alone.

Kotosky and Sokhornng (2017) has observed that in bringing small- and medium-size enterprise (SMEs) into the regulatory fold, the Cambodian government has made negligible progress. In the last five years, they have only reported less than 0.5 percent increase in the total number of companies registered. According to the writers, this is a sign business professionals claim shows that tax incentives aimed at

Chhuon Kimsam, Doctoral Aspirant, Lincoln University College, Malaysia.

Dr. Amiya Bhaumik, Faculty Head, Lincoln University College, Malaysia.

Prof. Dr.M.R. Tamjis, Dean, Linton University College, Malaysia.

Assoc. Prof. Dr. Valliappan Raju, Doctoral Aspirant, Lincoln University College, Malaysia.

increasing SME compliance and expanding the country's low tax base have shown little difference. Heads of companies developed and implemented programs and initiatives like outsourcing, business process re-engineering (BPR), TQM, customer focusing, centralization, downsizing, team-based designs, and other various strategies in the organization and development of leadership among these leaders, which includes executive coaching (Verlander, 1999)

Executive coaching is a cooperative partnership among executives, organizations, and the executive coach. The reason for this cooperation is to enable the learning of both the executive and the organization to reach the required business outcome. Executive coaching's overall goal is skills and knowledge development of the leader in terms of performance and leadership skills, which will eventually improve performance of the whole organization (The Executive Coaching Forum of Boston, 2000). The factors that drive present and future success of an organization include leadership development, strategy implementation, and key contributor development attraction and retention. Among these factors, leadership development is the most significant in the organization because the leader's role and performance are on their peak, there is better communication, lesser disorder, and constant organizational learning is expected in the company leading to better corporate performance. In these strategic areas, executive coaching is a key resource to get the expected outcome (Smith & Sandstrom, 1999).

Problem Statement

Due to the complications of the corporate world today, leaders need more insights and training to lead the organizations into the desired success level that they have envisioned. These complications would require the leaders to increase their skills and knowledge and be trained to be better leaders in the specific areas that they are managing. There are times when these executive leaders need specific improvement in different areas such as public speaking, personality development, emotional intelligence, strategy formation and implementation, image building, corporate environment awareness, and any other critical knowledge or skill areas where sustainable performance is needed. To increase these skills and knowledge sets, they turn to trainers who can coach and train them to cope up with the demanding role that they are currently handling and may handle in the future. Small and Medium Enterprise (SME) is a unique area to manage. The role of the manager is much more complicated than normal. Leadership in SMEs face challenges that require a broad range of technical and business skills as well as social and emotional awareness that is characteristic of the role.

Cambodia's SME entrepreneurial education will start with the leaders then trickle down to the lower levels. This leadership training and development will definitely improve the current state of SMEs in Cambodia. Executive coaching is the solution to this dilemma. The research is important to the SME sector of Cambodian business because it will give them options to improve their capability and be more competitive not only in the regional but also in the global market. Nhean (2015) has indicated that Cambodian SME are lacking in knowledge of the global capabilities in business and education is the solution for this. Executive coaching is the best option to start with this solution.

This investigation of the effect of executive coaching has hugeness for the field of human asset improvement and executive coaching for a few essential reasons. According to Swanson and Holton (1997), the examination underpins the conviction that organizations and joint effort amongst researchers and professionals to incorporate human asset research with training will propel the field of human asset advancement and human performance improvement.

Likely a standout amongst the most talked about points in human asset advancement and in human performance improvement research is the manner by which to demonstrate the effect of human asset improvement intercessions on individual and authoritative issues (Swanson and Holton 1997). The procedure of executive coaching is a human asset advancement mediation to enhance individual and hierarchical performance.

Building up an assemblage of research is essential for the executive coaching to develop as a calling. The act of executive coaching is in front of the investigation of the procedure (Sanson, Arnod-Thomas, and Guilway, 2002). Research ought to be directed to reveal insight into issues around the viability of executive coaching, what are the basic achievement factors for executive coaching commitment, how does executive coaching work, what sort of measures are useful in assessment executive coaching adequacy, what are the manners by which associations utilize executive coaching, and how does executive coaching collaborate with other executive improvement forms and distinctive authoritative powers and activities

Alongside adding to the field of human asset advancement, this research gives new data and information on the developing field of executive coaching for the professional mentor. As told by the

executive, the effect educates both the client and the executive coach of the viability or inadequacy of the procedure of coaching. It can be helpful for the executive, the association, and the executive coach to evaluate whether the objectives of executive coaching for the association and the executive were accomplished. This illuminates coaching experts about how coaching has or has not served the executive. It is valuable for the profession since it gives particular data, which the executive coach can use to enhance their personal coaching aptitudes.

Purpose of the Study

This study explores and describes the effect of executive coaching to leaders of Small and Medium Enterprises (SME). It shows the impact to the corporate leaders of SME through their own perspective. This way, the study can be made a basis for the researchers to develop procedures and more effective strategies for executive coaches to assist SME leadership development in an improved way.

Research Questions

This research is to resolve to answer the main question, of which is:

What is the progressive influence of executive coaching to Small and Medium Enterprises (SMEs) in Cambodia?

There are four specific questions that are to be answered by the research as extracted from the main question above. These are:

1. What are the experiences of SME management with executive coaching?
2. What are the specific outcomes accomplished by SME management experience with the executive coaching process?
3. What are the most important aspects of the executive coaching program for the benefit of the SME management?
4. What is the professional and personal impact of the executive coaching program to the leaders of SMEs?

This present study of executive coaching has a hypothetical establishment in grown-up learning hypothesis. Learning scholars, for example, Malcolm Knowles give the knowledge into how grown-ups learn (Andragogy, 2003). The key periods of the executive coaching process are reliable with Knowles' andragogy display and the procedure, which grown-ups learn. Executive coaching, as a rising learning and advancement process for the performance change of the executive, gives the chance to other hypothesis improvement and research in regards to grown-up learning. Periods of the executive coaching procedure can bolster, expand upon, or maybe deliver new hypothesis or extend hypothesis about grown-up learning, proficient improvement, or give hypothesis about coaching. For instance, executive coaches may evaluate their coaching system and give new hypothesis on how the executive may learn in a superior and more powerful way.

The research will focus on the progressive influence of the executive coaching to the managers of the 6 identified SMEs in Phnom Penh, Cambodia who have undergone executive coaching. Respondents will be the managers of the five selected small and medium enterprises of Phnom Penh, Cambodia. However, the researcher tried to decrease these constraints by making use of methods that would minimize these limitations and maximize the identification of implications to the study.

LITERATURE REVIEW

As of this writing, there are limited published researches on executive coaching even when organizations are employing executive coaching in their human resource development process. Although the number of organizations using executive coaching has exponentially increased because of the benefits it provides, there have been just a few studies that describe the processes, standards and impacts it has on the executive.

However, there are authors dedicated to this topic such as Hodgetts (2002) who stated that with the correct reasons and with capable practitioners, the profession of executive coaching can effect significant and sustainable benefits for the leader thus benefiting also the organization. A study by Sztucinski (2001) who performed a phenomenological research in order to find out the extensiveness of the executives' understanding of the coaching they undertook. Turner's (2003) grounded theory in gathering the executive coaching experiences from the practitioner and client perspective in developing executive coaching theoretical stream.

The Need for Executive Coaching

Executive coaches are qualified professionals working with clients, frequently high potential representatives, to help them increase mindfulness, clear up objectives, accomplish their improvement targets, open their potential, and go about as a sounding board (McCarthy, 2018). Coaching can occur for some reasons. The principle explanation behind a business to utilize a coach is that there is unreleased potential or objectives that are not yet accomplished. More profound comprehension of the goal of the business is one regular purpose behind a business to settle on coaching. Coaching is a profession that enables leadership development. It can be utilized as a part of an association to enhance key or executive's ability to a bunch of leaders or may be a long haul technique and apparatus for the accomplishment of the bigger improvement objectives set by the association. It can be utilized as an independent formative instrument for particular people or it can be fixing to other preparing programs as an approach to exchange aptitudes and learning back to the activity in the wake of preparing. Individualized coaching can give members of a preparation program the chance to practice and utilize the learning conferred amid preparing. It can be an exchange of preparing movement which gives the executive useful criticism as they apply new abilities and learning (Olivero, Bane, and Kopelman, 1997).

RESEARCH METHODOLOGY

The methodology that was used in this study is discussed in this section and the framework used. Other discussions involve the theoretical framework and also the question treatment for the research. A review of the research design strategy was also done showing how the research is conducted. The section also described the strategy type, the design of sampling, measures, data collection and analysis procedures. Qualitative research is a multi-strategy in its concentration, including an interpretive, naturalistic way to deal with its topic. This implies subjective specialists ponder things in their regular settings, endeavoring to understand or translate marvels regarding the implications individuals convey to them.

"Composing @CSU" (1997) alludes to contextual analysis as an accumulation and introduction of point by point data about a specific member or little gathering, as often as possible including the records of the subjects themselves. As a type of subjective expressive research, the contextual analysis takes a gander at an individual or a little member pool, reaching determinations about the member or gathering and just in that particular setting. The analysts don't center around the revelation of a widespread, summed up truth, nor do they ordinarily search for cause-impact connections. Rather accentuation is set on investigation and depiction. "Composing @ CSU" (1997) additionally describes contextual analysis strategy by the way information is gathered and analyzed. Contextual investigation analysts contemplate the interchange of all factors to get a total comprehension of an occasion or circumstance. They press for a comprehension of the causes and complex interrelationships that exist inside the case.

A complete comprehension of the case is landed at through a procedure known as thick portrayal. This includes an inside and out, total, and exacting depiction of the element being assessed, the conditions under which it is utilized, the qualities of the general population associated with it, which means of statistic and enlightening information, for example, social standards and mores, network esteems, instilled dispositions, and intentions. Stake (1995) portrays contextual investigation from the point of view of a specialist. "The analyst enters the scene with a true enthusiasm for figuring out how they work in their common interests and milieus and with a readiness to set aside assumptions while we learn. The case is a particular working thing" (p. 2). He characterizes contextual analysis as: For the most part, the instances of enthusiasm for training and social administration are individuals and projects. Every one is like different people and projects from multiple points of view and extraordinary from multiple points of view. We are keen on them for both their uniqueness and shared characteristic. We try to comprehend them. We might want to hear their stories. (p. 1)

Specialists utilize various techniques and ways to deal with direct contextual analyses. They for the most part do contextual analyses for one of three purposes: to deliver nitty gritty depictions of a wonder, to create clarifications of it, or to assess the marvel. Yin (2003) proposes that a more proper perspective of research would be pluralistic. Each sort of research procedure could be utilized for every one of the three purposes: exploratory, spellbinding, and logical. Schell (1992) reports that spellbinding contextual investigations might be exploratory if moderately little research has been done in the territory.

In distinct contextual investigation, the technique for request of the present examination, the analyst endeavored to delineate a marvel and conceptualize it. Marvels are the procedures, occasions, people, or things important to the analyst. (Chisom, 2002) reports that graphic contextual investigation is the best technique for giving rich and complex subtle elements of a marvel. A decent portrayal would give thick

depiction of the wonders. In making thick depiction, the specialist searches for builds that convey request to the illustrative information and that relate these information together research discoveries. A develop is an idea that is surmised from watched marvels and that can be utilized to clarify the wonders. Analysts can add profundity to their depictions via scanning for subjects introduce in marvels. Topics are characterized as striking, trademark highlights of a case (Gall, Gall, and Borg, 2002).

This case study procedure of request was most fitting since it shed light on and comprehended the effect and marvels of executive coaching. Understanding a marvel is a key motivation behind case study research. Predictable with case study technique, the case study of executive coaching was limited by time and the researcher utilized numerous subjective research information gathering methods. These different information gathering methods were oral meetings and the finishing of a composed survey.

This study of executive coaching was a study of different cases. The point of cross case examination is to see procedures and results crosswise over numerous cases to grow more advanced depictions and better clarifications. Cross case examination develops comprehension and clarification (Miles and Huberman, 1994). The study of executive coaching utilized cross case examination and analyzed themes and sub-themes which were inferred through the investigation of the cases and the investigation of the information assembled from the meeting and survey.

Data Interpretation

The information investigation process was supported by methodological triangulation. Patton (2002) characterizes methodological triangulation as the utilization of various strategies to study a solitary issue or program to affirm, cross approve between the distinctive information, and to develop and certify the subjective discoveries. The incorporation of the shut finished inquiries in the poll information gathering instrument presented quantitative information for examination. An information investigation design was followed in the present study of executive coaching. Creswell (2003) proposes six stages for an information examination design. The researcher in this study took after these six stages:

A noteworthy reason for case study research is to speak to the truth as built by the people being examined. The researcher in the study utilized part checking keeping in mind the end goal to confirm the precision of the information investigation. Annoy, Gall, and Borg (2002) characterize part checking as the way toward having the members review articulations made in a composed outline of their meeting for precision and fulfillment. This was done to authenticate their viewpoint and guarantee the exactness of the discoveries made by the researcher. As plot over, the association for this study has built up an efficient executive coaching program and has made a noteworthy interest in executive coaching as a leadership advancement intercession. Subsequently, the normal discoveries for this study of executive coaching was that executive coaching would decidedly affect the executive and his/her performance. The association has additionally reported a critical profit for the venture through the assessment of the association's executive coaching program however the association did not have a depiction of the effect of executive coaching from the point of view of the executive.

RESULTS

The aftereffects of the present study are introduced in this part. This study investigated and portrayed the effect of executive coaching on six corporate executives from their point of view. The research question for this study was, "What is the effect of executive coaching from the point of view of the executive leader in SMEs?" This request utilized a clear case study procedure to address the research question. In this study the researcher, as in a case study request, portrayed the marvel of executive coaching and conceptualized it by giving rich depiction of the wonder from the point of view of the members engaged with the wonder.

Table 1: Interview Questions:

Question 1 - Did you have any involvement with Executive Coaching? In the event that yes, how was it?
Question 2 - What are the achieved outcomes that resulted to your participation of the program?
Question 3 - What is the most essential advantage that you got as far as you can tell with Executive Coaching?
Question 4 - What is the impact of Executive Coaching to you, personally, and to your work?

CONCLUSION

The researcher of this study utilized interpretational examination to break down the verbal information contained in the meeting transcripts. Gall, Gall, and Borg (2002) characterize interpretational investigation the way toward analyzing case study information intently keeping in mind the end goal to

discover themes and examples that can be utilized to portray and clarify the wonder being considered. The researcher portioned the verbatim reactions in the meeting transcripts and built up an arrangement of classifications from the verbal information. Patton (2002) reports that a subjective examiner, in creating codes and classifications, should first manage the test of meeting making sense of what things fit together. This is expert by searching for repeating regularities in the information. These regularities uncover examples or themes contained in the case.

The executives revealed upgrades in their relational aptitudes, expanded mindfulness, better basic leadership capacities, a more viable group and association, changes in their own particular performance input, and that executive coaching affected them by and by. They detailed better associations with their staff and families. This theme was additionally featured by the information from the present study poll. The most unmistakable theme for the present study is that generally speaking, every executive was emphatically affected by the executive coaching process. The theme was "coaching was a positive affair." This was accounted for by every one of the FIVE of the executives in this study. This was likewise reflected by alternate themes distinguished in the study. The executives in the present study not just felt that executive coaching was a positive ordeal however they would take an interest in another coaching program and would prescribe executive coaching to others.

REFERENCES

- [1] Hargrove, R. (2003). *Masterful coaching*. San Francisco: Jossey-Bass/Pfeiffer.
- [2] Hodgctts, W.H. (2002). *Using executive coaching: What can go wrong (and how to prevent it)*. Executive coaching (pp. 203-223) Palo Alto, CA: Davies Black.
- [3] Houston: Gulf.
- [4] Hudson, F.M. (1999). *The handbook of coaching*. San Francisco: Jossey-Bass/Pfeiffer.
- [5] Johnson, H. (2004). The ins and outs of executive coaching. *Training*, 41(5), 36-44.
- [6] Kali Kotoski and Cheng Sokhorng, Publication date 14 March 2017, 07:00 Efforts to formalise SMEs fall short <https://www.phnompenhpost.com/business/efforts-formalise-smes-fall-short>
- [7] Kerpan, S. (2002). Personal coaches go beyond the workplace. *Canadian HR Reporter*, 75(10), 8.
- [8] Knowles, M. (2003). *Andragogy*. Retrieved March 5, 2003, from <http://tip.psychology.org/Knowles.html>.
- [9] Kooncd. R. (1994). One on one. *Training and Development*. 48(2), 34-40.
- [10] LaBonte, T. J. (2001). *Building a new performance vision*. Alexandria, VA: ASTD.
- [11] Long, J. (2003). Harness the power of coaching. *Info-line*, 70(31), 1-16.
- [12] Masciarcelli, J. P. (1999). Less lonely at the top. *Management Review*, 55(4), 58-61.
- [13] Merriam, S. B., (2001). *The new update on adult learning*. San Francisco: Jossey-Bass.
- [14] Ahmad Pervez, Namrata Thapa Tamang (2017) Toxicity of Nano-Materials to environment and mankind: an overview . *International Journal of Pharmacy Research & Technology*, 7 (1), 01-05.
- [15] Nhean, D, (2015) <http://khmerscholar.com/small-and-medium-enterprises-smes-development-in-cambodia-human-resource-is-key/>
- [16] Eshraghi, M., Haniyehajian, Kachoie, A. " Comparison of pathological findings in FNA and surgery in patients with cold thyroid nodules", (2018) *International Journal of Pharmaceutical Research*, 10 (2), pp. 241-245.
- [17] Olivero, G., Bane, K.D., & Kopelman, R.E.(1997). Executive coaching as a transfer of training tool: effects on productivity in a public agency. *Public Personnel Management*, 26(4), 461-469.