

Managerial Coaching Skills and Job Satisfaction in Micro Restaurant Sector of North East Nigeria: Mediating Role of Sustainable HRM

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Abstract

Purpose – Managerial coaching skills are increasingly recognized as a critical component for enhancing employee well-being and sustaining human resource practices in small service businesses. This study investigates the relationship between managerial coaching skills, sustainable human resource management (HRM), and job satisfaction, focusing on the mediating role of sustainable HRM in the micro restaurant sector of North Eastern Nigeria.

Design/methodology/approach – Data were collected from employees working in micro restaurants across selected cities in North Eastern Nigeria. A structured questionnaire was used to obtain responses, and a structural equation modeling (SEM) technique was employed to analyze the hypothesized relationships and test the mediating effect of sustainable HRM.

Findings – The results reveal that managerial coaching skills have a strong positive and significant relationship with job satisfaction. Similarly, sustainable HRM is positively associated with job satisfaction. The study also establishes a significant positive relationship between managerial coaching skills and sustainable HRM. Furthermore, sustainable HRM was found to significantly mediate the relationship between managerial coaching skills and job satisfaction, indicating that effective coaching practices enhance sustainable HRM, which in turn improves employee satisfaction.

Research limitations/implications – The study is limited to the micro restaurant sector in one region of Nigeria, suggesting the need for future studies to include other regions and sectors.

Practical implications – The findings highlight the importance of developing managerial coaching competencies to strengthen sustainable HRM practices and foster higher employee satisfaction in small restaurant businesses.

Originality/value – This study contributes to the growing body of knowledge on coaching and sustainability by empirically linking managerial coaching skills, sustainable HRM, and job satisfaction within the micro-restaurant context in Nigeria.

Keywords: Managerial coaching skills, Sustainable HRM, Job satisfaction, Micro restaurant sector, Nigeria.

1. Introduction

Restaurant workers operate under difficult conditions in various hospitality settings and are considered essential to the food service industry (Sun & Moon, 2023; Food Empowerment Project, 2024). They work long, irregular hours for low wages, often facing job insecurity and discrimination (Doyle, 2024). According to Food Empowerment Project (2024), many are subjected to unpaid overtime, irregular schedules, and physical hazards such as burns and slips, with women and immigrants disproportionately affected by wage gaps and harassment. Similarly, in Nigeria's micro-restaurants, these challenges are magnified by informal

employment practices, lack of social protection, and absence of regulatory enforcement. As noted by Olayinka (2025), over 80% of such workers operate informally, earning barely half the average national wage.

Managerial coaching skills have emerged as a crucial component of sustainable human resource management (HRM), particularly within the hospitality and restaurant sectors (Leong, 2014; Uen et al., 2018; Yang et al., 2019). Managerial coaching refers to a set of leadership competencies that enable managers to guide, mentor, and empower employees to enhance learning, performance, and career development (Heslin et al., 2006; Peng et al., 2020). Rooted in social cognition theory, managerial coaching facilitates knowledge sharing, team learning, and employee adaptability by fostering positive social interactions and environmental consciousness (Fiske & Taylor, 2016). From the social cognition theory perspective, coaching provides emotional and developmental support that strengthens employee career adaptability and satisfaction (Takawira, 2020; Jolly et al., 2021). In micro-restaurant settings, where formal HR systems are often lacking, managerial coaching becomes even more critical for achieving sustainable HRM by fostering employee engagement, growth, and retention (Özduran & Tanova, 2017).

Recent studies have demonstrated that managerial coaching plays a significant role in enhancing employee attitudes, commitment, and job outcomes across various industries (Ali et al., 2018; Park et al., 2021; Hwang, Hwang, & Jacobs, 2025). Managerial coaching has been found to foster positive employee performance outcomes through mediating mechanisms such as psychological empowerment, work engagement, and leader-member exchange (Hsu et al., 2019; Hwang, Kang, & Choi, 2023). Additionally, studies have linked coaching leadership with improved job satisfaction, safety climate, and creative performance, highlighting its importance as a developmental leadership style (Moraes et al., 2021; Maamari et al., 2022). However, much of the existing evidence has focused on large organizations or formalized sectors such as healthcare, manufacturing, and hospitality (Zhao & Liu, 2020; Taha et al., 2024), leaving small and micro enterprises, particularly in the restaurant sector, largely underexplored.

While there is growing scholarly interest in the intersection between managerial coaching and sustainable human resource management (HRM), the empirical connection between the two remains weakly developed (Peng et al., 2020; Heslin et al., 2006). Sustainable HRM, which emphasizes employee well-being, employability, and long-term organizational growth, has been shown to improve job satisfaction and organizational identification in multinational contexts (Wojtczuk-Turek et al., 2024; Alghnimi et al., 2020). Yet, few studies have examined whether and how managerial coaching skills—as a form of social support and developmental leadership, contribute to sustainable HRM practices, particularly within informal and resource-constrained settings such as micro restaurants in developing economies.

Furthermore, previous studies have tended to treat managerial coaching as a direct predictor of job satisfaction or performance (Ali et al., 2018; Hsu et al., 2019), while overlooking its indirect influence through sustainable HRM, which may serve as a vital mechanism linking

coaching practices to employee outcomes. This omission limits understanding of the integrative processes through which coaching skills promote sustainable employment relationships and well-being in small enterprise contexts. Moreover, studies have predominantly drawn on Western or East Asian samples (Zhao & Liu, 2020; Hwang et al., 2025), offering limited insight into how coaching behaviors and sustainability-oriented HR practices operate within the socio-cultural and economic realities of Nigeria's micro restaurant sector, where informality, limited HR structure, and high employee turnover prevail (Özduran & Tanova, 2017).

Therefore, this study addresses a critical research gap by analyzing the mediating role of sustainable HRM in the relationship between managerial coaching skills and job satisfaction within micro restaurants in North Eastern Nigeria. Drawing upon social cognition theory, which highlights how managers act as knowledge facilitators in socially situated environments (Fiske & Taylor, 2016; Currie & White, 2012; Nyfoudi et al., 2022), the study aims to uncover how coaching-oriented managerial behaviors can enhance sustainable HRM practices and, in turn, foster job satisfaction in an understudied micro-enterprise context. This investigation contributes to the literature by extending the theoretical understanding of coaching beyond individual development outcomes to organizational sustainability and by providing evidence from a developing economy perspective, where the sustainability of human resources remains a pressing challenge.

2. Literature Review and Hypothesis

2.1: Managerial Coaching Skills and Job Satisfaction

Managerial coaching skills have increasingly become a critical element of effective leadership and human resource management. Managerial coaching refers to a set of leader behaviors that facilitate employees' learning, development, and performance improvement through guidance, feedback, and support (Ali et al., 2018). Unlike traditional supervisory approaches that focus primarily on control and compliance, managerial coaching emphasizes developmental interactions in which managers act as facilitators who help employees reflect, learn, and achieve their potential (Hwang et al., 2025). These behaviors typically include active listening, constructive feedback, empowerment, and encouragement of autonomy—all of which contribute to a more positive and engaging work environment (Moraes et al., 2021). Within the context of micro restaurants, where formal human resource structures are often limited, the presence of managers with strong coaching skills may serve as a vital mechanism for enhancing employee satisfaction and retention.

Job satisfaction, in turn, represents a positive emotional state resulting from the appraisal of one's job or job experiences. It is widely recognized as an essential predictor of organizational commitment, performance, and turnover intention (Wojtczuk-Turek et al., 2024). Employees who experience high-quality interactions with their managers, particularly those that include coaching and mentoring, tend to report greater satisfaction with their jobs, as they perceive higher levels of support, recognition, and developmental opportunity (Ali et

al., 2018; Hwang et al., 2025). The social exchange theory provides a theoretical explanation for this relationship, suggesting that when managers invest time and resources in employees' growth, employees reciprocate through positive attitudes such as satisfaction and loyalty (Blau, 1964). Thus, managerial coaching behaviors cultivate a relational environment characterized by trust, respect, and psychological safety, all of which are conducive to job satisfaction.

Empirical evidence consistently supports the positive association between managerial coaching and job satisfaction across different organizational contexts. For instance, Ali et al. (2018) found that managerial coaching significantly enhanced employee job satisfaction through improved work engagement and leader-member exchange quality in a public-sector organization. Similarly, Moraes et al. (2021) demonstrated that coaching-oriented leadership among nurses positively influenced their satisfaction and safety climate, emphasizing the importance of developmental leadership in fostering well-being. Hwang et al. (2025) further revealed that perceived managerial coaching behaviors indirectly affected job satisfaction through improved supervisor relationships and adaptive performance in the Korean automotive industry. These findings collectively indicate that coaching leadership cultivates a sense of belonging and competence, which enhances employees' affective attachment to their roles.

Taken together, these theoretical and empirical insights suggest that when managers exhibit strong coaching skills, they foster an empowering and supportive work climate that satisfies employees' intrinsic and extrinsic needs. Such environments are especially crucial in small-scale service businesses like micro restaurants, where direct interpersonal relationships largely determine employees' work attitudes and satisfaction levels. Therefore, grounded in the above theoretical rationale and empirical evidence, the following hypothesis is proposed:

H1: There is a positive relationship between managerial coaching skills and job satisfaction.

2.2. Sustainable Human Resource Management (HRM) and Job Satisfaction

Sustainable Human Resource Management (HRM) has emerged as a strategic approach that integrates various organizational goals into people management practices to ensure long-term organizational and employee well-being. It emphasizes employee development, and the creation of supportive work environments that enhance both individual satisfaction and collective sustainability (Wojtczuk-Turek et al., 2024). From a social exchange theory perspective, sustainable HRM fosters reciprocal relationships between organizations and employees, where ethical and developmental practices lead employees to respond with positive attitudes such as higher job satisfaction (Alghnimi et al., 2020).

Empirical studies affirm the beneficial link between sustainable HRM and job satisfaction. For instance, Wojtczuk-Turek et al. (2024), in a cross-national study of 54 countries, found that perceptions of sustainable HRM positively influence job satisfaction, particularly when employees strongly identify with their organizations. Similarly, Cahyadi et al. (2025) showed

that green and sustainable HRM practices in an Indonesian construction company significantly improved employees' job satisfaction and employability, which in turn enhanced sustainable performance. In the UAE context, Alghnimi et al. (2020) demonstrated that sustainable HRM directly affects employee performance and empowerment, reinforcing the satisfaction employees derive from supportive and inclusive HRM policies. Furthermore, Papademetriou et al. (2023) observed that sustainable HRM practices in the hotel industry contribute to better service quality and customer satisfaction—outcomes often mediated by satisfied and engaged employees. Collectively, these findings suggest that sustainable HRM not only enhances organizational performance but also cultivates employee satisfaction through empowerment, inclusion, and ethical management practices that align individual and organizational goals.

H2: There is a positive relationship between sustainable HRM and job satisfaction.

2.3. Managerial Coaching Skills and Sustainable Human Resource Management (HRM)

Managerial coaching skills are increasingly recognized as a critical component of sustainable human resource management (HRM). As organizations seek long-term competitiveness through human capital development, managers' ability to coach and guide employees becomes central to achieving sustainable outcomes. Coaching-oriented leadership enhances employee capability and engagement, which are key dimensions of sustainable HRM (Zeidi et al., 2025). Drawing from qualitative insights across Iranian governmental organizations, Zeidi et al. (2025) proposed a managerial coaching model emphasizing personal and professional characteristics of the coach, interactive communication, organizational transformation, and knowledge orientation. These dimensions collectively strengthen the foundations of sustainable HRM by fostering continuous learning, empowerment, and employee well-being.

Rahimiaghdam et al. (2024) provided empirical evidence that managerial coaching improves work engagement and employability, which in turn reduce turnover intentions among employees in Iran's tourism sector. Their findings affirm that when managers coach rather than control, employees become more engaged and perceive higher developmental opportunities elements crucial for maintaining a sustainable workforce. Similarly, Hajizadeh et al. (2022) found that coaching practices emphasizing communication, motivation, empowerment, and organizational learning significantly enhance human resource motivation within industrial organizations. These coaching dimensions align with sustainable HRM principles that advocate for participatory management, employee growth, and knowledge sharing.

Theoretically, the relationship between managerial coaching and sustainable HRM can be explained through social cognition theory, which posits that managerial behavior and employee learning are socially situated (Fiske & Taylor, 2016). Managers who act as coaches create a cognitive environment where employees internalize sustainable values and practices (Nyfoudi et al., 2022). Likewise, social cognition theory emphasizes that coaching serves as a

source of social and emotional support that strengthens employees' adaptability, satisfaction, and long-term performance (Takawira, 2020).

In the context of small and micro enterprises such as restaurants, managerial coaching is particularly vital, as these firms often lack formal HRM systems (Özduran & Tanova, 2017). Managers who actively mentor and empower their teams not only improve job performance but also cultivate sustainable human resource practices that promote resilience, innovation, and collective learning. Therefore, managerial coaching skills form an essential bridge linking leadership behavior to sustainable HRM practices. Based on the preceding discussion, this study proposes the following hypotheses:

H3: There is a positive relationship between managerial coaching skills and sustainable HRM.

2.4 The Mediating Role of Sustainable HRM

The link between managerial coaching skills and job satisfaction can be better understood through the mediating role of sustainable human resource management (HRM). Sustainable HRM emphasizes practices that balance employee well-being, organizational performance, and long-term societal responsibility (Wojtczuk-Turek et al., 2024). Managers who possess strong coaching skills play a pivotal role in fostering this balance by guiding employees toward continuous learning, adaptability, and empowerment, core principles of sustainable HRM (Heslin et al., 2006). Through coaching, managers act as facilitators who promote a culture of trust and mutual respect, enhancing employees' sense of belonging and intrinsic motivation (Fiske & Taylor, 2016).

Social cognition theory provides a useful framework for explaining how managerial coaching behaviors shape sustainable HRM practices. The theory posits that learning and behavior are socially constructed, implying that managers' coaching behaviors influence how employees perceive and engage with sustainability-oriented HR practices (Currie & White, 2012; Nyfoudi et al., 2022). When managers use coaching to model supportive and empowering behaviors, employees are more likely to internalize sustainable values and align their performance with long-term organizational goals (Gom et al., 2021). Similarly, social cognition theory explains how managerial coaching, through guidance, feedback, and recognition provides emotional and cognitive resources that foster employee development and satisfaction (Takawira, 2020; Jolly et al., 2021).

As sustainable HRM enhances job satisfaction by improving well-being, fairness, and employee engagement (Cahyadi et al., 2025), it acts as a critical pathway through which coaching skills translate into positive employee outcomes. In other words, managers' ability to coach effectively promotes sustainable HRM practices, which in turn cultivate job satisfaction by meeting employees' developmental and psychological needs (Ng & Ahmad, 2018; Zeidi et al., 2025). Thus, sustainable HRM serves as a mediating mechanism that explains how managerial coaching skills influence job satisfaction within organizations,

particularly in sectors lacking formal HR structures, such as micro restaurants (Özduran & Tanova, 2017).

H4: Sustainable HRM mediates the relationship between managerial coaching skills and job satisfaction

2.5. Theoretical Framework

This study is underpinned by Social Cognition Theory (SCT) and Social Exchange Theory (SET), which together provide a comprehensive understanding of how managerial coaching skills influence sustainable human resource management (HRM) practices and subsequently enhance job satisfaction.

Social Cognition Theory (SCT), developed by Bandura (2001), posits that human learning and behavior are shaped through the continuous interaction of cognitive, personal, and environmental factors. Within the organizational setting, SCT suggests that employees learn and adapt not only from formal training but also through observation, interaction, and social modeling. Managers who demonstrate effective coaching skills such as providing constructive feedback, mentoring, and supportive communication serve as behavioral models for employees (Fiske & Taylor, 2016; Nyfoudi et al., 2022). These managerial behaviors create a psychologically safe and empowering work environment that promotes self-efficacy, learning, and pro-sustainability attitudes. Consequently, employees internalize organizational values and develop stronger identification with sustainable HRM practices, which leads to higher levels of job satisfaction (Poon & Law, 2020). SCT therefore explains how managerial coaching acts as a cognitive and behavioral mechanism that shapes employees' motivation and actions toward sustainable organizational goals.

Complementing SCT, Social Exchange Theory (SET) offers a relational perspective on the same dynamics. SET, as advanced by Cropanzano and Mitchell (2005) and later refined by Cook and Hahn (2021) and Ahmad et al. (2023), explains that social behavior in the workplace is driven by reciprocal exchanges of resources, support, and trust between individuals and groups. The theory posits that employees tend to reciprocate positive managerial actions such as fairness, empowerment, and developmental feedback with positive attitudinal and behavioral responses, including commitment, cooperation, and satisfaction. In the context of this study, managerial coaching can be seen as a form of positive initiating action (Cropanzano et al., 2017) that signals organizational support and investment in employees. When employees perceive such supportive interactions, they reciprocate through enhanced engagement in sustainable HRM practices and increased job satisfaction. Conversely, the absence of such exchanges may erode trust, weaken motivation, and reduce satisfaction levels.

Thus, while SCT emphasizes the cognitive and learning mechanisms through which managerial coaching shapes employee attitudes and sustainable practices, SET highlights the

relational and reciprocal processes that sustain these behaviors within the organizational context. Integrating these two theoretical lenses provides a robust framework for understanding the interplay between managerial coaching skills, sustainable HRM, and job satisfaction. SCT explains how employees cognitively learn and model sustainable behaviors, while SET explains why they maintain and reciprocate them through mutual trust, support, and exchange relationships. Together, they offer a holistic explanation of the psychological and social underpinnings of sustainable and satisfying work environments.

3. Materials and Methods

3.1 Research Design

This study employed a quantitative research design using a cross-sectional survey approach to examine the causal relationships among managerial coaching skills, sustainable human resource management (HRM), and job satisfaction in the micro-restaurant sector of Nigeria. This design enabled the researcher to collect data at a single point in time and statistically test the hypothesized relationships. The survey method was chosen for its efficiency in collecting standardized information from a large number of respondents who cannot be directly observed (Keeter, 2005).

3.2 Setting

The study was conducted in the North-Eastern geopolitical zone of Nigeria, which comprises six states: Adamawa, Bauchi, Borno, Gombe, Taraba, and Yobe. These states were selected because of their growing hospitality sector and the increasing number of micro-restaurants that provide employment and local economic support.

3.3 Participants and Sampling

The population of this study comprised all employees working in micro-restaurants across six selected state capitals in Nigeria. Micro-restaurants, as defined by Mustapha et al. (2014), are small-scale food service businesses that typically employ between 20 and 50 workers. These establishments were chosen because they represent a significant segment of Nigeria's informal service economy and provide an appropriate context for examining employee-related behavioral and organizational factors. A cluster sampling technique was employed, where each state capital represented a cluster. In each cluster, 100 questionnaires were distributed, giving a total of 600 sample size. Within each cluster, participants were further selected using convenience sampling, targeting employees who had worked in their respective restaurants for at least one year to ensure adequate experience with workplace dynamics. Out of the 600 questionnaires distributed, 451 valid responses were retrieved, exceeding the minimum sample size of 288 recommended for Structural Equation Modeling (Hair et al., 2019).

3.4 Questionnaire

A structured self-administered questionnaire was used to measure four constructs: managerial coaching skills, sustainable HRM and job satisfaction. All items were rated on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The scales were adapted from validated instruments: managerial coaching skills (McLean et al., 2005), sustainable HRM via employability (Fleuren et al., 2018), and job satisfaction (Schleicher et al., 2004). To address the issue of common method bias (CMB), this study followed both procedural and statistical remedies as recommended by Podsakoff et al. (2003). Procedurally, the questionnaire was carefully designed and validated by experts in human resource management to ensure clarity and content validity. Data were collected from restaurant employees with adequate job knowledge, and respondent anonymity was assured to minimize social desirability bias. Furthermore, the independent and dependent variables were presented in separate sections of the instrument to reduce response pattern contamination.

3.5 Data Collection

Data were collected through physical distribution of questionnaires between February and July 2025. This approach was adopted due to the limited internet accessibility and low response rates typical of online surveys in Nigeria (Nwakaego, 2021).

3.6 Data Analysis

The collected data were analyzed using SmartPLS 4, applying Structural Equation Modeling (SEM) to test the hypothesized relationships. Descriptive and inferential statistics were also employed to evaluate construct validity, reliability, and the overall fit of the research model.

3.7 Ethical Considerations

Ethical standards were upheld throughout the study. Participants were informed about the purpose of the research, assured of confidentiality, and participation was strictly voluntary. No identifying information was collected, and respondents could withdraw at any time without consequences. Approval for data collection was obtained from the relevant institutional review committee before the study commenced.

4. Results

A total of 451 respondents participated in the study. The demographic profile of the respondents presented in Table 1 revealed a balanced distribution across the six states in Nigeria's North-East region, with the highest representation from Borno State (30.16%), followed by Bauchi (24.83%) and Gombe (19.96%). Fewer respondents were drawn from Adamawa (11.97%), Taraba (7.10%), and Yobe (5.99%). In terms of job position, the majority were chefs or cooks (42.79%) and waitstaff (29.93%), indicating that most participants were directly involved in customer service and food preparation. Managers accounted for 14.19% of respondents, while cleaning staff and other support roles made up 7.10% and 5.99%, respectively. Regarding years of practice, most respondents (47.01%) had

between one and two years of experience, suggesting a relatively young and transient workforce, while 27.49% had three to five years of experience and only 13.53% had over ten years. Educationally, the majority had completed secondary education (49%), followed by primary education (26.16%) and tertiary education (15.96%), while a small proportion (8.87%) had no formal education. The age distribution showed that nearly half of the respondents (47.01%) were between 20 and 29 years old, followed by 23.95% aged 30–39 years, reflecting a predominantly young workforce in the micro-restaurant sector.

The descriptive results in Table 2 indicate that respondents reported moderately high levels across the three measured variables. Job satisfaction recorded a mean score of 3.726 (SD = 1.040), suggesting that, on average, employees in the micro-restaurant sector were fairly satisfied with their jobs, though some variation exists among respondents. Managerial coaching skills had a slightly higher mean score of 3.761 (SD = 1.083), indicating that managers were generally perceived as supportive and development-oriented, which reflects a positive coaching environment within the organizations. Sustainable HRM practices had a mean score of 3.538 (SD = 1.215), representing a moderate level of sustainability in human resource management. The relatively higher standard deviation for sustainable HRM implies greater variability in how respondents perceived sustainability practices across different restaurants.

Table 1: Demographic Profile of Respondents (N = 451)

Category	Frequency	Percentage (%)
State of Employment (SOE)		
Adamawa	54	11.97
Bauchi	112	24.83
Borno	136	30.16
Gombe	90	19.96
Taraba	32	7.10
Yobe	27	5.99
Job Position (JP)		
Manager	64	14.19
Chef/Cook	193	42.79
Waitstaff	135	29.93
Cleaning Staff	32	7.10
Other	27	5.99
Years of Practice (YOP)		
1–2 years	212	47.01
3–5 years	124	27.49
6–10 years	54	11.97
More than 10 years	61	13.53
Educational Qualification (EDU)		
No formal education	40	8.87

Primary education	118	26.16
Secondary education	221	49.00
Tertiary education	72	15.96
Age Distribution (AGE)		
Under 20	90	19.96
20–29	212	47.01
30–39	108	23.95
40–49	27	5.99
50 and above	14	3.10
Total	451	100

This study identified significant relationships among job satisfaction, managerial coaching skills, and sustainable HRM, as presented in Table 3. A strong positive correlation was observed between managerial coaching skills and job satisfaction ($r = 0.616$), indicating that employees who perceived higher levels of coaching support and developmental feedback from their managers tended to report greater satisfaction with their jobs. Similarly, sustainable HRM showed a moderate positive correlation with job satisfaction ($r = 0.425$), suggesting that sustainable human resource practices such as fairness, employability, and long-term employee well-being contribute to enhanced job satisfaction. Furthermore, managerial coaching skills were positively correlated with sustainable HRM ($r = 0.419$), implying that managers who demonstrate strong coaching abilities are more likely to promote sustainable HRM practices within their organizations. Taken together, these findings underscore the interdependence between effective managerial coaching, sustainable HRM, and employee job satisfaction within the micro-restaurant sector.

Table 2. Levels of Managerial Coaching Skills, Sustainable HRM and Job Satisfaction

Variables	Mean ± SD
Job Satisfaction	3.726 ± 1.040
Managerial Coaching Skills	3.761 ± 1.083
Sustainable HRM	3.538 ± 1.215

Table 3. Correlation matrix

Variables	Job Satisfaction	Managerial Coaching Skills	Sustainable HRM
Job Satisfaction	1	0.616	0.425

Managerial Coaching Skills	0.616	1	0.419
Sustainable HRM	0.425	0.419	1

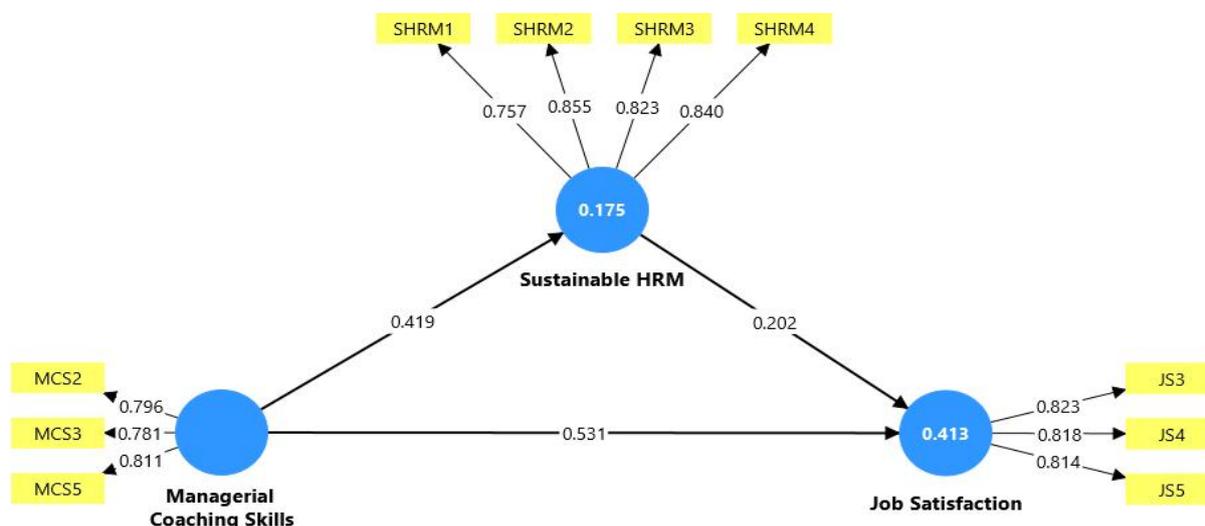


Figure 1: Final Measurement Model

Table 4. Validity and Reliability.

Items	FA	CA	CR	AVE
Job Satisfaction		0.753	0.859	0.669
JS3	0.823			
JS4	0.818			
JS5	0.814			
Managerial Coaching Skills		0.711	0.838	0.633
MCS2	0.796			
MCS3	0.781			
MCS5	0.811			
Sustainable HRM		0.838	0.891	0.672
SHRM1	0.757			
SHRM2	0.855			
SHRM3	0.823			
SHRM4	0.840			

Factor Loadings (FA), Cronbach’s alpha (CA), Composite reliability (CR), Average variance extracted (AVE).

Table 4 presents the results of the validity and reliability analysis constructs used for the study including Job Satisfaction, Managerial Coaching Skills, and Sustainable HRM. The assessment of reliability and validity was based on four key indicators: Factor Loadings (FA), Cronbach’s Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). For internal consistency, Cronbach’s Alpha values above the threshold of 0.70

indicate acceptable reliability (Hair et al., 2019). The results show that all constructs met this criterion, with CA values ranging from 0.711 to 0.838, confirming internal consistency among items. Similarly, Composite Reliability (CR) values exceeded the recommended threshold of 0.70, ranging from 0.838 to 0.891, further confirming the reliability of the measurement scales. For convergent validity, all item factor loadings were above the minimum acceptable value of 0.70, indicating that each observed variable strongly represented its corresponding latent construct. Additionally, the Average Variance Extracted (AVE) values for all constructs exceeded the 0.50 threshold (Hair et al., 2019), with AVE scores ranging from 0.633 to 0.672. This demonstrates that the constructs explained more than 50% of the variance in their indicators, establishing satisfactory convergent validity. The results in Table 4 confirm that the measurement model achieved good reliability and validity, indicating that the items used to measure Job Satisfaction, Managerial Coaching Skills, and Sustainable HRM were both consistent and valid for further structural analysis.

Table 5 presents the coefficient of determination (R^2) results for the study's endogenous variables, Job Satisfaction and Sustainable HRM. The R^2 value indicates the proportion of variance in the dependent variable that is explained by the independent variable, Managerial Coaching Skills. The results show that Managerial Coaching Skills explained 41.3% ($R^2 = 0.413$) of the variance in Job Satisfaction, with an adjusted R^2 of 0.411, suggesting a strong explanatory power of the model for this construct. In contrast, the R^2 value for Sustainable HRM was 0.175, with an adjusted R^2 of 0.174, indicating that Managerial Coaching Skills accounted for 17.5% of the variance in Sustainable HRM. These results suggest that while Managerial Coaching Skills significantly influence both Job Satisfaction and Sustainable HRM, their impact is stronger on employees' Job Satisfaction than on Sustainable HRM, implying that coaching competencies may more directly enhance employees' affective and motivational outcomes than structural HRM sustainability practices.

Table 5. Coefficient of Determination

Dependent Variables	R-square	R-square adjusted
Job Satisfaction	0.413	0.411
Sustainable HRM	0.175	0.174

Independent Variable: Managerial Coaching Skills

Table 6 presents the Heterotrait-Monotrait Ratio (HTMT) results used to assess discriminant validity. All HTMT values are below the recommended threshold of 0.85 (Henseler et al., 2015), ranging from 0.532 to 0.841. This confirms that the constructs of the study which includes Job Satisfaction, Managerial Coaching Skills, and Sustainable HRM are empirically distinct and conceptually independent.

Table 6. Heterotrait-monotrait ratio (HTMT)-Matrix.

Variables	Job Satisfaction	Managerial Coaching Skills	Sustainable HRM
Job Satisfaction			
Managerial Coaching Skills	0.841		
Sustainable HRM	0.532	0.533	

To test the hypothesized direct and mediated relationships in this study, the beta coefficients, t-values, and p-values were examined as modelled in figure 2. Following standard criteria, relationships were considered statistically significant and supported when the t-value exceeded ± 1.96 and the p-value was less than 0.05.

Table 7. Hypothesized Direct Relationship

Direct Relationship	Beta	Std. Dev	t-Values	p-Values	Decision
MCS -> Job Satisfaction	0.531	0.036	14.567	0.000	Accepted
MCS -> Sustainable HRM	0.421	0.040	10.549	0.000	Accepted
Sustainable HRM -> Job Satisfaction	0.203	0.037	5.439	0.000	Accepted

Note: MCS= Managerial Coaching Skills

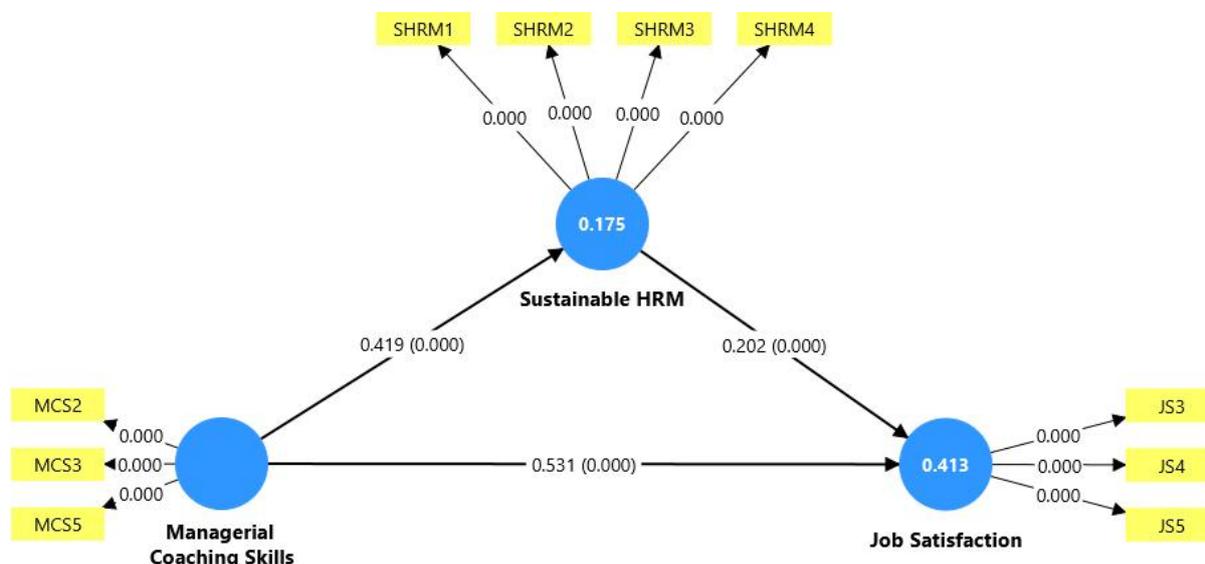


Figure 2: Mediating effect of Sustainable HRM on Managerial Coaching Skills and Job Satisfaction

The results in Table 7 indicate significant direct relationships among the study variables. Managerial Coaching Skills showed a strong positive relationship with Job Satisfaction ($\beta = 0.531$, $t = 14.567$, $p < 0.001$), confirming a supported hypothesis. Similarly, Managerial Coaching Skills had a significant positive effect on Sustainable HRM ($\beta = 0.421$, $t = 10.549$, $p < 0.001$), suggesting that effective coaching practices enhance sustainable HRM outcomes.

Furthermore, Sustainable HRM demonstrated a positive relationship with Job Satisfaction ($\beta = 0.203$, $t = 5.439$, $p < 0.001$), indicating that improved HRM practices contribute to higher employee satisfaction.

Table 8. Hypothesized Mediated Relationship

Mediated Relationship	Beta	Std. Dev	t-Values	p-Values	Decision
MCS-> Sustainable HRM -> JS	0.085	0.017	4.964	0.000	Accepted

Note: MCS= Managerial Coaching Skills, JS= Job Satisfaction

Table 8 presents the result of the hypothesized mediated relationship in the study. The findings reveal that Sustainable HRM significantly mediates the relationship between Managerial Coaching Skills and Job Satisfaction ($\beta = 0.085$, $t = 4.964$, $p < 0.001$). This indicates that part of the positive effect of Managerial Coaching Skills on Job Satisfaction occurs indirectly through Sustainable HRM practices. In other words, managers who effectively coach and support employees foster sustainable HRM environments, which in turn enhance employee job satisfaction, confirming the mediation hypothesis.

5. Discussion

The result of this study shows that managerial coaching skills have a strong positive and significant relationship with job satisfaction. This finding suggests that employees who perceive their managers as supportive coaches experience higher satisfaction in their jobs. The result aligns with Ali et al. (2018), who found that managerial coaching enhances job satisfaction through improved engagement and leader-member exchange quality. Similarly, Moraes et al. (2021) and Hwang et al. (2025) reported that coaching-oriented leadership fosters positive work climates that improve satisfaction and well-being. In the context of micro restaurants, where interpersonal relationships are critical, managers who demonstrate active listening, feedback, and developmental guidance create a sense of recognition and belonging among employees. This reinforces the social exchange theory (Blau, 1964), which posits that employees reciprocate managerial support with positive attitudes such as job satisfaction.

The finding also reveals a significant positive relationship between sustainable HRM and job satisfaction. This indicates that when HRM practices are sustainable, emphasizing employee well-being and empowerment, employees report greater satisfaction. This outcome aligns with the findings of Wojtczuk-Turek et al. (2024), who established that sustainable HRM fosters job satisfaction across multiple countries, and with Cahyadi et al. (2025), who showed that sustainable HRM practices enhance satisfaction and employability in Indonesian firms. Similarly, Alghnimi et al. (2020) found that sustainable HRM improves empowerment and

performance, leading to greater job satisfaction. The present finding highlights the importance of ethical and developmental HRM practices that meet employees' social and psychological needs, especially in small-scale enterprises where HRM systems are informal but relational trust is vital for satisfaction.

The result of the study indicates that managerial coaching skills have a significant positive relationship with sustainable HRM. This implies that managers with strong coaching skills foster the adoption of sustainable HRM practices by promoting employee growth, participation, and empowerment. The finding is consistent with Zeidi et al. (2025), who emphasized that coaching-oriented leadership supports sustainable HRM through communication, knowledge sharing, and continuous learning. Rahimiaghdam et al. (2024) and Hajizadeh et al. (2022) also found that coaching enhances engagement and motivation, reinforcing HRM sustainability. Theoretically, this relationship is grounded in social cognition theory (Fiske & Taylor, 2016), which suggests that managerial coaching influences how employees internalize and practice sustainability values. In micro restaurant settings, where formal HR systems are often absent, coaching provides a mechanism for embedding sustainable HRM principles through relational leadership and employee development.

Sustainable HRM was reported to significantly mediate the relationship between managerial coaching skills and job satisfaction. This suggests that part of the positive effect of managerial coaching on job satisfaction operates through sustainable HRM practices. Managers who coach effectively promote sustainable HRM principles such as fairness and continuous learning that enhance employee satisfaction. This result resonates with prior studies such as Wojtczuk-Turek et al. (2024) and Cahyadi et al. (2025), which established that sustainable HRM enhances job satisfaction by improving employee development and organizational fairness. It also aligns with the argument by Ng and Ahmad (2018) that sustainable HRM acts as a mechanism linking leadership behavior to satisfaction outcomes. Grounded in social cognition theory, this finding highlights that managerial coaching shapes sustainable HRM practices, which in turn foster satisfaction and retention in the micro restaurant sector.

6. Conclusion

This study examined managerial coaching skills as a determinant of sustainable HRM and its consequences for job satisfaction in the micro restaurant sector of North Eastern Nigeria. The structural model results revealed that managerial coaching skills significantly influenced both sustainable HRM and job satisfaction, while sustainable HRM also positively affected job satisfaction. Furthermore, sustainable HRM partially mediated the relationship between managerial coaching skills and job satisfaction. These findings underscore the crucial role of coaching-oriented management in fostering sustainable HRM practices and enhancing employee satisfaction. Thus, managers should develop coaching competencies to strengthen sustainable workforce practices and overall organizational well-being.

7. Theoretical implications

Theoretically, this study extends the understanding of managerial coaching skills within the framework of sustainable human resource management (HRM) and job satisfaction by demonstrating how coaching-oriented leadership contributes to sustainable employment relationships in micro enterprises. While existing literature has largely emphasized the direct effects of managerial coaching on employee outcomes such as performance, engagement, and satisfaction (Ali et al., 2018; Hwang et al., 2025), this study advances theory by integrating sustainable HRM as a mediating mechanism through which coaching behaviors enhance employee well-being and satisfaction. Drawing on social cognition theory (Fiske & Taylor, 2016), the findings reinforce the notion that managers serve as social models who influence employees' attitudes and behaviors by fostering supportive, trust-based, and learning-oriented environments. By empirically validating the mediating role of sustainable HRM, the study reveals that managerial coaching not only shapes individual development but also institutionalizes sustainability-oriented HR practices, such as employee empowerment, continuous learning, and ethical engagement, which are critical for organizational longevity.

This extends the theoretical boundary of coaching research beyond its traditional focus on performance improvement to include sustainability and well-being dimensions. Furthermore, this study contributes to the contextual enrichment of social cognition theory by applying it to the micro restaurant sector in a developing economy, where formal HR structures are minimal, and interpersonal leadership becomes the primary driver of sustainable practices. The findings confirm that managerial coaching is a vital resource that nurtures human capital sustainability even in informal, resource-constrained environments. This complements previous studies conducted in formal sectors (e.g., Zeidi et al., 2025; Wojtczuk-Turek et al., 2024) by offering evidence from Nigeria's micro-enterprise context, thus expanding the cross-cultural applicability of sustainable HRM theories. Overall, this study contributes to theory by positioning managerial coaching skills as a foundational antecedent of sustainable HRM and a key determinant of job satisfaction, providing a new conceptual pathway that links leadership behavior, human sustainability, and employee outcomes within the broader discourse of sustainable management.

8. Practical implications

Based on the findings of this study, several practical implications can be drawn for managers and policymakers in the micro restaurant sector in North Eastern Nigeria. First, the significant positive relationship between managerial coaching skills and job satisfaction underscores the need for restaurant owners and supervisors to adopt coaching-oriented leadership practices that emphasize feedback, guidance, and empowerment. Managers should be trained to serve not merely as supervisors but as developmental coaches who actively engage employees through constructive communication, emotional support, and continuous skill development. Such practices can enhance employees' sense of value and belonging, leading to higher satisfaction and reduced turnover.

Second, the strong positive link between managerial coaching skills and sustainable HRM highlights the necessity of embedding coaching into organizational culture as a mechanism

for promoting long-term human sustainability. Managers should integrate coaching practices into HR activities such as onboarding, performance evaluation, and career development, thereby fostering a supportive environment that encourages learning, innovation, and ethical behavior. This is particularly vital in micro restaurants, where formal HR structures are often lacking.

Third, since sustainable HRM significantly predicts job satisfaction and mediates the effect of managerial coaching, business owners should prioritize sustainable HR policies that promote fairness, inclusivity, and employee well-being. Practical steps include creating flexible work schedules, ensuring fair compensation, offering development opportunities, and encouraging employee participation in decision-making. These measures enhance employees' commitment and align personal goals with organizational sustainability objectives. Lastly, given the informal and resource-constrained nature of the micro restaurant sector, government agencies and local business associations should design capacity-building programs to develop managerial coaching competence and sustainable HRM awareness. Such initiatives would not only improve job satisfaction and retention but also contribute to the broader goal of strengthening human resource sustainability and productivity in Nigeria's informal economy.

9. Limitations and future research

Although this study provides valuable insights into the role of managerial coaching skills in promoting sustainable HRM and job satisfaction in the micro restaurant sector of North Eastern Nigeria, certain limitations should be acknowledged. First, the study's findings are based on data collected from a specific geographical region, which may limit their generalizability to other parts of Nigeria or different service sectors. Future research should therefore include broader geographical coverage and employ random sampling to enhance representativeness. Second, the study focused solely on mediation without considering possible moderating factors such as organizational culture, leadership style, or employee personality traits, which may influence the observed relationships. Future studies could explore these contextual and individual variables for a more comprehensive understanding. Lastly, this study used a cross-sectional design, which restricts causal inference; hence, future research may adopt a longitudinal approach to examine changes and causal links over time.

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