

THE EFFECTS OF COACHING LEADERSHIP AND PSYCHOLOGICAL CAPITAL ON EMPLOYEE'S INNOVATIVE BEHAVIOR IN HIGH-TECH ENTERPRISE: A CASE STUDY IN HENAN PROVINCE, CHINA

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Abstract

The purpose of this research was to study the effects of coaching leadership and psychological capital on employee's innovative behavior in high-tech enterprises in Henan province, China. This is a quantitative research paper, the data were collected through a questionnaire from the high-tech enterprises located in Henan province, China. A sample of 400 participants were studied in this research. This study concludes that there is a significant effect of coaching leadership and psychological capital on employee's innovative behavior.

Keywords: Coaching Leadership; Psychological Capital; Employee's Innovative Behavior; High-tech Enterprise

Introduction

With the rapid development of the knowledge economy and the constantly updating of science and technology, almost all organizations in the world must face an uncertain dynamic environment which brings enormous risks and competitive pressures. The famous economist Joseph Alois Schumpeter (Joseph, 1990) believes that innovation is the key to the servant leadership (Cai et al. 2018) can effectively predict innovative behavior. Coaching leadership as a new leadership behavior, its effect on employee's innovative behavior is not clear enough. The current research on coaching leadership behavior is mainly carried out in the context of European and American cultures.

Research Questions

According to the research statement of the problems explained above, this research make an effort to answer the following two questions:

1. What is the effect of coaching leadership on employee innovative behavior?

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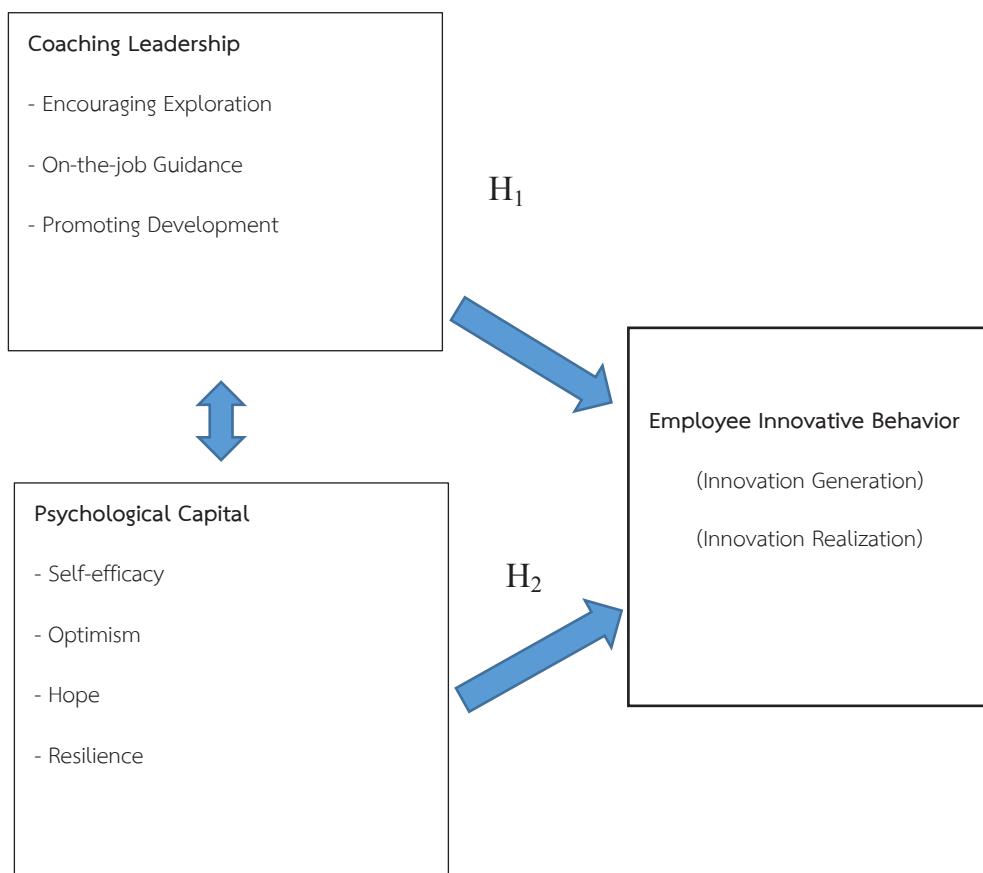
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2. What is the effect of psychological capital on employee innovative behavior?

Research Objectives

1. To study the effect of coaching leadership on employee innovative behavior.
2. To study the effect of psychological capital on employee innovative behavior.

Conceptual Framework



Research Hypothesis

H_1 : There is a significant effect of coaching leadership on employee innovative behavior.

H_2 : There is a significant effect of psychological capital on employee innovative behavior.

Research Methodology

Research Design

A quantitative research design was employed to test the previously stated hypotheses. The use of a quantitative approach allowed the author to collect data that could be objectively measured (Cresswell, 2004).

The author used statistical method to mathematically determine the effect between the variables in this study. The questionnaires are designed based on the conceptual framework.

Three revised well-established and valid instruments were used in this study for gathering research data. Descriptive, one-way ANOWA analysis and multiple regression is conducted to test study hypotheses and answer the research questions after gathering data on the independent, dependent variables.

Population and Sample size

The population of study are sourced from the staffs working in the high-tech enterprises in Henan province, in the central of China. According to the official statistics of Henan Provincial Administration for Industry and Commerce, the amount of employees who are currently working in the high-tech enterprises located in Henan province was 264,513 in 3897 high-tech enterprises until the end of 2019.

The sample size for this study was calculated based on Yamane's formula (Yamane, 1973), the numbers of sample is 399.39. In order to obtain reliability of data, the author has increased sample size to 400.

Data Collection

Data were collected from high-tech enterprises located in Henan province China through a self-distribution questionnaire. At last, the 400 questionnaires were collected from 31 high-tech enterprises in 7 cities in Henan Province.

Expected Finding and Discussion

Expected Findings

The results of multiple regression analysis of the effect of coaching leadership and psychological capital on employee innovative behavior are as

follows: Table1. Effect of Coaching Leadership on Employee Innovative Behavior.

Model	Unstandardized Coefficients	t	R-square	Adjusted R-square	D.W.	F-value	Sig.
	Beta						
(Constant) CL	1.795	12.6 94	.345	.343	1.784	209.587	.000
	.527	14.4 77					.000

The results of Table1 indicate that there is significant impact of coaching leadership on employee innovative behavior as the sig. value is under.05 (.000). The results therefore accepted the H₁: There is a significant impact of coaching leadership on employee innovative behavior.

Table 2. Effect of Psychological Capital on Employee Innovative Behavior.

Model	Unstandardized Coefficients	t	R-square	Adjusted R-square	D.W.	F-value	Sig.
	Beta						
(Constant) PC	.913	5.684	.455	.453	1.861	331.674	.000
	.728	18.212					.000

The results of Table 2 indicate that there is significant impact of psychological capital on employee innovative behavior as the sig. value is under.05 (.000). The results therefore accepted the H₂: There is a significant impact of psychological capital on employee innovative behavior.

Discussion

The results of hypothesis test between coaching leadership and employee innovative behavior indicates that there is a significant impact of coaching leadership and employee innovative behavior, also found in the research that coaching leadership has a positively impact on employee innovative behavior.

The results of hypothesis test between psychological capital and employee innovative behavior indicates that there is a significant impact of psychological capital on employee innovative behavior, as an individual's own positive psychological resources, psychological capital can provide psychological resources needed by individuals. Individual psychological capital is one of the important factors influencing the promotion and practice of creative ideas.

Conclusion and Recommendations

The results of hypothesis test between coaching leadership and employee innovative behavior indicates that there is a positively significant effect of coaching leadership on employee innovative behavior. That is, the higher the level of coaching leadership behavior, the higher the level of employee innovation behavior.

There are different impact of coaching leadership dimensions on employee innovation. The result of the multiple regression analysis shows that encouraging exploration is the most important factors affecting the innovation behavior of employees in high-tech enterprises ($\beta=.393$) followed by on-the-job guidance ($\beta=.162$). Promoting development has no significant impact on employee innovative behavior.

The coaching leaders encourage the employee to express different ideas, advocates exploration and innovation, be inclusive of failures in exploration and innovation, likes to try new ways to solve work problems, welcome new ideas.

All of these characteristics of coaching leaders are benefit to create an innovative atmosphere in the workplace and to inspire the employee's innovative behavior. Coaching leadership advocates, encourages, and embraces employees' innovative behaviors at work. Coach leadership accept subordinates work consulting at any time, share experience with subordinates, inspire subordinates to find the root cause, lead everyone to find a solution to the problem, through on-the-job guidance improve the staff's working ability and problem solving skills, to improve employees' skills and job matching degree, improve the staff's psychological resource availability, so that employees are more ability to promote innovation, thus promotes employee innovative behavior.

Although coaching leaders believe that it is one of their duties to help their subordinates to grow and develop their career. They often help them find out the competence gap, provide help and guidance for their subordinates' career development, and provide more training opportunities for their employees' development.

The results of hypothesis test between psychological capital and employee innovative behavior indicates that there is a positively significant impact of coaching leadership on employee innovative behavior To sum up, the higher the psychological capital, the more individuals are willing to exhibit innovative behaviors.

There are different impact of psychological capital dimensions on employee innovation. The result of the multiple regression analysis shows that self-efficacy is the most important factors affecting the innovation behavior of employees in high-tech enterprises.

Based on the findings, some recommendations for the organizations are suggested as follows:

1. The results of this study show that coaching leadership, as an important leadership style that is conducive to improve employees' attitudes and individual behaviors and stimulate employees' innovative behaviors.

2) The road to innovation is full of unknowns, which means that mistakes and failures can happen at any time. Innovators are required to be unafraid of failure, to forge ahead, to take risks and to explore. Positive psychology holds that the higher the level of psychological capital an individual has, the more likely he or she is to remain optimistic, confident, hopeful and not afraid of defeat. This plays an important role in promoting innovation behavior and can to some extent cushion the psychological pressure of mistakes and failures in the process of innovation. The results of this paper strongly prove this point.

Employee psychological capital can also be developed and managed like human capital and social capital, and its development and management require relatively less cost, but will produce greater returns than other forms of capital.

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