

Research on the Influence of Coaching Leadership on Employees' Work Performance

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Abstract: *As a new type of leadership that leads the world today, coaching leadership has a guiding and heuristic management style that has a significant effect on enhancing employees' sense of organizational identity. Organizational identity has always been regarded as a bridge between employees and the company and a catalyst for employee performance. The article is based on the first-hand data collected in Shanghai. The results show that coaching leadership has a significant indirect impact on employee performance, and organizational identity plays a completely intermediary role in the process of coaching leadership's impact on employee performance. This study believes that if companies want to improve employee performance and enhance their corporate strength, they should keep up with the pace of the times, actively promote coaching leadership, enhance employee organizational identity, and improve employee performance.*

Keywords: *Coaching leadership, organizational identity, employee performance*

1. Introduction

Since the 21st century, the rapid update of information has driven the rapid development of the economy, and the scale of enterprises has been continuously reorganized and expanded. The quality of employees is gradually improving in the general trend of economic development, which will inevitably have higher requirements for the quality of leaders. Facing the new environment, the market is calling for a new kind of leadership, that is, coaching leadership. Foreign research shows that, compared with formal training and development projects of enterprises, direct leaders play a greater role in the improvement and development of employee capabilities [1]. Through interaction with direct leaders, employees can get more guidance, greatly increasing their opportunities to improve their capabilities and qualities. This profoundly affects the career development of employees, and while improving work efficiency, it also lays a solid foundation.

The International Coaching Federation defines a coach as: a coach is a client's partner, through guiding thinking and creation, to maximize personal talent potential and professional potential. The coach is not a teacher, but a mirror, allowing students to see their defects and plasticity through the mirror, learn to manage themselves, and improve efficiency. Similarly, the focus of coaching leadership lies in communication, guidance, and inspiration. Improve employees' ability to solve problems by improving their mental models and enlightening their wisdom. In the context of new economic conditions and management, as a new management method and an important way to enhance and develop the capabilities of employees, the positive effects of coaching leaders on employees and enterprises have received more and more attention. According to the American Management Association's "Coaching: A Global Study of Successful Practice, Current Trends and Future Possibilities" (2008-2018) report, more than half of companies are already applying coaching. According to the 2012 ICF Global Coaching Survey Report of the International Coaching Federation ICF, the global coaching industry is growing at a rapid rate of two or three times a year. In addition to the IT industry, the coaching industry is one of the fastest growing industry sectors [2].

This article focuses on "the influence of coaching leadership on employee performance", in which organizational identity is a mediating variable. In the existing research on the impact of coaching leadership on employees' job performance, scholars have proposed many intermediary variables and moderating variables, such as self-efficacy and dual learning; some scholars have also studied the specific influence mechanism of organizational identity on employee's job performance, and the internal perception of human identity is used as a mediating variable or moderating variable. However, based on reviewing relevant literature, this article finds that organizational identity is the best mediating variable

between coaching leadership and employee performance to a certain extent. Therefore, it proposes a hypothesis and conducts an in-depth study of coaching leadership, organizational identity and organizational identity. The process of mutual influence between employees' work performance. At the same time, this article extends the coaching leadership theory to "Shanghai" for verification. It is hoped that coaching leaders will perform well in the domestic organizational environment. It is also hoped that the research conclusions of this study can contribute little to the implementation and promotion of coaching leaders in China. force.

2. Theories and Assumptions

2.1. Coaching Leadership

In the 1980s, the entrepreneurs of American AT&T company invited Galway to the company to give lectures. In the collision and communication with entrepreneurs, a new and disruptive management technology, by chance, entered the category of corporate management, that is, coaching technology. Then Goleman formally proposed the concept of "coaching leadership" in 2001. [3] Some scholars have pointed out that coaching leadership is a leadership style that uses correct behavioral science knowledge as a guide and uses coaching techniques such as reinforcement and motivation to tap the potential of employees. In the late 20th century, coaching leadership became popular because of its remarkable effects and became an important part of the management of various companies, and finally became a new leadership model as it should.

The definition of coaching leadership has been updated and developed with the changes of the times, but the core still revolves around the following points: (1) Emphasizing the interactive relationship between leaders and employees; (2) Emphasizing the leader's "guide" Identities are based on restarting guidance rather than professors' guidance; (3) Emphasizing the practical results of employees, such as achieving personal and team goals, achieving work results for employees, and improving work performance.

This article defines coaching leadership as a new management style, that is, leaders guide and enlighten employees through soft measures, help employees discover their inner needs, establish work goals, stimulate personal potential, cultivate organizational concepts, and provide effective resource support. The work performance of employees is significantly improved, and ultimately a win-win situation for the organization and employees is realized.

2.2. Coaching Leadership and Organizational Identity

The definition of organizational identity has slowly changed from the organization as the core to the individual in the organization as time goes by. It has the following common points: (1) Emphasizes the consistent characteristics of individuals and organizations, and upholds the principle of "same-sex attraction"; (2) Emphasize the sense of belonging between individuals and organizations; (3) Emphasize the mutual strengthening and complementary effects between individuals and organizations. To sum up, this study defines organizational identity as: organizational identity is a special form of social identity, which treats individuals and organizations as two independent individuals. The process of organizational identity is that two individuals attract each other through the commonality between individuals. And the process of strengthening the sense of belonging, and finally fully fitting.

In 1996, scholar Podsakoff's research put forward: "The attitude and behavior of the leader will have an important impact on the behavior of the subordinate employees and the attitude to the organization." [4] Therefore, the behavior of the leader is very important. According to the definition of indirect learning in the "Social Learning Theory" proposed by the American psychologist Albert Bandura in 1952: People learn and imitate by observing demonstrators. In a company, the easiest to observe and have a demonstrative effect is its own leader. Therefore, part of the identity of individuals in the organization comes from the identity of the leader. Under the role model effect of the coaching leader who pursues excellence, individuals are more likely to develop a sense of identity with the organization. Based on the above analysis, this research puts forward the first hypothesis:

H1: Coaching leadership has a significant positive impact on employee organizational identity.

2.3. Organizational Recognition and Employee Performance

In the past two decades, scholars at home and abroad have discussed more about the relationship between organizational identity and employee performance, and have drawn many conclusions. Cheney's research in 1983 first connected the employee's organizational identity with the employee's behavior and attitude, indicating that organizational identity has an impact on the employee's behavior and attitude. Since then, many outstanding scholars have used their own research to prove that the organization recognizes that the work performance of employees has a very important impact. [5]

Turner conducted experimental analysis on the basis of Cheney's research in 1985, and concluded that there is a positive correlation between organizational identity and job performance. Dukerish (2002) found through comparative analysis that in group organizations, employees with high organizational identity tend to perform well, while employees with low organizational identity tend to perform poorly. Chinese scholar Xi Jing (2008) found that: organizational identity will positively affect task performance. Her research is conducted on the micro-level and macro-level separately, which is very convincing. Liu Jianfeng et al. [7] (2008) conducted a study on the employees of Chinese companies and found that the organizational identity of Chinese employees has a positive impact on their relationship performance. In addition, the sense of organizational identity of Chinese employees also has a positive impact on their own work attitudes and the establishment of a good work behavior model. Therefore, this study puts forward the second hypothesis:

H2: Organizational identification has a significant positive impact on employee performance.

2.4. Coaching Leadership and Employee Performance

The work performance of employees is the cornerstone of enterprise development and one of the basic elements for measuring enterprise managers. Steinberg once divided performance into three levels: organization, team, and individual. Personal performance is the psychological expectations of employees for their own work completion; team performance is the combination of employees into a whole, and performance is monitored from the overall situation; organizational performance is the performance completion of the entire company. The realization of organizational performance is based on the completion of individual performance and team performance, but the completion of individual performance cannot guarantee that organizational performance can also be completed. At this time, it is necessary to motivate employees spiritually or materially, expand their personal performance, and achieve organizational performance goals.

Based on the results of previous studies, this study concluded that there are three factors that affect work performance: (1) incentives for employees (2) corporate culture (3) work environment. The first one is subjective factors, which have a direct impact on the work performance of employees; the latter two objective factors have side effects on work performance. It's not difficult to find that effective incentives for employees are the important concepts in the coaching leadership management style: guiding and enlightening employees, helping employees discover their inner needs, establishing work goals, stimulating personal potential, cultivating organizational concepts, and providing effective Resource support, and ultimately achieve a win-win situation for the organization and employees. In the process of implementing the coaching leadership style, a corporate culture of mutual assistance and harmony has naturally formed. In the active communication and interaction between leaders and employees, leaders can understand the true needs of employees, and satisfy them, and improve their work happiness index.

According to the sociologist Holmen's "Social Exchange Theory": "Any interpersonal relationship is essentially the exchange of relationships. Only when this process of spiritual and material exchange between people achieves a mutually beneficial balance, can interpersonal relationships be harmonious and lasting. "[8]As a special kind of interpersonal relationship, leaders and employees also follow this theory. Coaching leaders help employees clarify their tasks at work; guide employees to learn and improve; encourage and affirm employees' work results, and a series of affinity behaviors, which will make employees feel that they benefit from the leadership. For these help, most employees will pay back in disguise at work, which is reflected in: take the initiative to undertake various tasks, accelerate work progress, and work rigorously and meticulously. Coaching leadership is a win-win leadership behavior. It not only helps employees improve their work performance, but also achieves in-depth communication with employees through a large number of interactions, and enhances the foundation of cohesion and trust. [9] Based on the above analysis, this research proposes a third hypothesis:

H3: Coaching leadership has a significant positive impact on employee performance.

2.5. *The Mediating Role of Organizational Identity*

Shi Hongyan (2012) mentioned in the article "Model Study on Organizational Identity and Peripheral Performance" that one of the most effective ways to improve the peripheral performance of employees is to increase their organizational identity. [10] Start with three dimensions, namely the cognitive dimension, the evaluation dimension and the emotional dimension. In the process of interaction with employees, coaching leaders have a particularly significant impact on these three dimensions. Coach-based leadership guidance and heuristic management can help employees improve their self-awareness, stimulate personal potential, and establish clearer work goals; coach-based leaders will evaluate employees more objectively through methods such as employee past performance feedback and case analysis. And suggestions, contrary to centralized leadership, objective evaluation makes it easier for employees to self-examine and improve; in a large amount of in-depth communication and motivation, coaching leaders and employees are more likely to become "friends" and have a more solid foundation of trust and emotional fetters. [11]

When an exemplary coaching leader expresses identity to employees, employees will have a strong learning effect and a sense of self-identity, and through self-positioning, they will have a sense of identity with the organization. [12] Therefore, when employees are actively recognized by coaching leaders, their sense of organizational identity will be improved to a certain extent, and individuals with a high degree of identity will be more active at work and reward the organization with the improvement of work performance.

Therefore, this study puts forward the fourth hypothesis:

H4: Organizational identification plays a mediating role between coaching leadership and employee performance.

In summary, this research proposes a theoretical model, as shown in Figure 1:

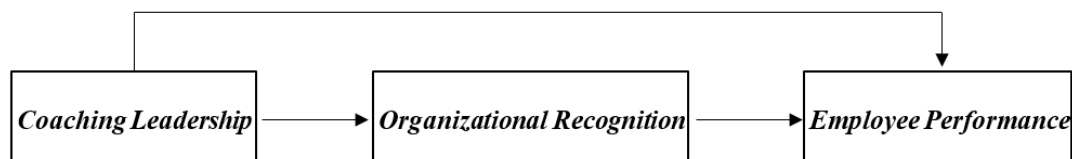


Figure 1: Theoretical model.

3. Analytical Method

3.1. *Survey Objects and Data*

This paper selects grassroots staff and middle-level managers in Shanghai, China as the survey subjects, and collects data by issuing on-site questionnaires and using new media platforms to issue online questionnaires. Nearly 400 paper and electronic questionnaires were distributed, and 290 were received. After excluding 51 invalid questionnaires, there are 239 questionnaires remaining, with an effective rate of 82.4%.

The subjects of the study are men who are relatively large, aged 40 years and below, with moderate educational level, 58% are undergraduates and above, 42% are junior colleges and high schools; the occupations are widely distributed, of which general managers account for the largest proportion, 20.08%; Most of the employees participating in the survey have worked for 1-3 years, accounting for 43.51%.

3.2. *Data Analysis Method*

In this paper, coaching leadership is set as an independent variable, organizational identification and employee performance are set as dependent variables, and a multi-level linear model is constructed. Use tools such as EXCEL and SPSS20.0 to analyze the data in three steps: (1) Analyze the reliability of the scale of each variable to determine the reliability of the three variables of coaching leadership, organizational identity, and job performance. (2) Perform descriptive statistics, correlation analysis, and

regression analysis on the relationship between the variables. (3) Hypothesis testing, exploring the relationship between coaching leadership and employee performance, while testing the mediating role of organizational identity, and finally drawing conclusions.

4. Hypothetical Test

Through reliability analysis, descriptive statistics, correlation analysis, and regression analysis between the variables, the research hypothesis of this article is verified. The verification results are summarized in the following table:

Table 1: Summary of research hypothesis test results

Serial number	Research hypothesis	Test result
H1	Coaching leadership has a significant positive impact on employee organizational identity	support
H2	Organizational identification has a significant positive impact on employee performance	support
H3	Coaching leadership has a significant positive impact on employee performance	not support
H4	Organizational identification plays a mediating role between coaching leadership and employee performance	support

Except for Hypothesis 3, all the other hypotheses have been verified. The following article will summarize the specific verification of the research hypothesis:

This study first analyzed the reliability of the introduced variables and found that the Cronbach's Alpha values of the Coaching Leadership Scale, Organizational Identity Scale, and Work Performance Scale are all greater than 0.8, that is, the reliability of all scales is extremely high. Then through descriptive statistics and correlation analysis, it is concluded that coaching leadership is significantly positively correlated with organizational identification; organizational identification is significantly positively correlated with employee work performance; coaching leadership is significantly positively correlated with employee work performance. Finally, in order to explore the deeper relationship between the variables, this study uses regression analysis to verify the mechanism of action between the variable elements:

(1) In the regression analysis of coaching leadership and organizational identification, the standard β value of coaching leadership is 0.308, $\text{Sig}=0.000<0.05$, and it is concluded that coaching leadership has a significant regression effect on organizational identification, that is, coaching leadership has a significant impact on the organization. Acknowledgement has a significant positive impact, so H1 is verified.

(2) In the regression analysis of organizational identification on employee work performance, the standard β value of organizational identification is 0.246, $\text{Sig}=0.000<0.05$, and it is concluded that organizational identification has a significant regression effect on employee work performance, that is, organizational identification has a significant effect on employee work performance. There is a significant positive impact, so H2 is verified.

(3) In the regression analysis of coaching leadership on employees' work performance, the standard β value of coaching leadership is 0.020, and $\text{Sig}=0.721>0.05$. It is concluded that the regression effect of coaching leadership on employees' work performance is not significant, that is, coaching leadership. The assumption that the leadership has a positive and significant impact on the work performance of employees does not hold, so H3 has not been verified.

(4) When verifying the mediating role of organizational identity, this study used a step-by-step analysis method to find that organizational identity has a mediating effect in coaching leadership and employee performance, so H4 has been verified.

In the end, this article concludes that the influence of coaching leadership on employees' job performance is mostly in organizational identity. Employee organizational identification has a significant positive impact on employee performance. Therefore, this study believes that coaching leadership has a significant indirect effect on employees' job performance, and organizational identity plays a mediating role between coaching leadership and employee job performance.

5. Conclusions

5.1. Main Research Conclusions

(1) Coaching leadership has a positive and significant impact on organizational identity

Contemporary employees have strong working abilities and adaptability, and can work faster to generate benefits. Therefore, companies should vigorously promote and implement coaching leadership, pay attention to heuristic and guiding management models, so that employees have the psychological perception of being respected and needed, so as to be more proactive in understanding the organization, integrating into the organization, and having a higher organization Recognition and help companies develop better and faster.

(2) Organizational identification has a positive and significant impact on employee performance

Most employees have the idea of fighting for themselves, their careers, and their families. If they have a strong sense of organizational identity and trust the organization from the bottom of their hearts, then they will have no worries at all when they work. They will use extremely high work enthusiasm and great work motivation to create value for themselves and create performance for the company.

(3) Coaching leadership has an indirect positive impact on employee performance

Contemporary employees attach great importance to the realization of self-worth and social identity, and these elements have a great impact on their work performance. Without a sense of identity, it will directly lead to a reduction in work efficiency and quality. A high sense of accomplishment and timely feedback will enable them to work hard to do their job well, and be willing to help others, maintain good interpersonal relationships, and contribute to their external affairs.

(4) Organizational identification plays an intermediary role between coaching leadership and employee performance

In the era of connected information, employees are more proactive, and their subjective awareness has a profound impact on their work attitude and performance. Under the influence of coaching leadership's heuristic management style, employees tend to be more proactive in knowing and understanding the company, looking for common ground between the company and self-worth, enhancing organizational identity, and creating performance for the company.

5.2. Research Practical Significance

5.2.1. Actively Use Coaching Leadership

(1) Leaders and employees actively communicate and interact. First, business managers should actively communicate with employees to create a good communication channel between superiors and subordinates. It can not only grasp the psychological dynamics of employees in time, help employees solve the difficulties encountered in work or life, but also make employees feel the care of the organization, promote employees' sense of organizational identity, and then return better work performance; second, Group building activities should be actively held. It can not only alleviate the work pressure and bad emotions of employees, but also deepen the friendly relationship between employees and leaders, strengthen the team consciousness between employees, and enhance the sense of belonging and identity of the organization.

(2) Pay attention to the inner heart of employees and enhance organizational recognition. Managers should understand the true inner needs of employees, attach importance to their interests, combine corporate goals with their personal goals, so that employees can resonate with the company emotionally and materially, and recognize their value in the company; they should also often express their right to the company. The care and support of employees make them feel warm and willing to repay the company proactively, have the same goals as the company, and continuously improve their work performance.

(3) Promote coaching leadership. Enterprise senior management should actively learn coaching leadership and related concepts and formulate corresponding promotion and training plans, so that middle managers can gradually integrate coaching leadership style into existing management styles. It is also possible to recruit managers with potential coaching leadership, encourage coaching leaders to emerge from middle-level managers at work, or incorporate coaching-based leadership into the assessment of middle-level management.

5.2.2. Improve the Company System

(1) Improve the incentive mechanism, distinguish rewards and punishments, and provide better work remuneration and work support to employees with high organizational recognition and good work performance.

(2) Improve the promotion mechanism to provide employees with more promotion opportunities. Employees work hard in the company to get remuneration for work, and remuneration not only includes economic remuneration, but also non-economic remuneration, such as job promotion. When companies provide employees with better promotion opportunities, employees will work harder to keep up with the higher job goals and improve their work performance.

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