

# The Effect of Coaching Leadership On Employee Well-Being, Knowledge Sharing, And Employee Innovative Behavior

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## Abstract

*Rapid changes and strict competition in the business world require relevant leadership strategies. Coaching leadership has advantages compared to other leadership styles that have been widely studied because coaching leadership emphasizes the personal approach and uniqueness of employees. This quantitative study aims to examine the effect of coaching leadership on employee well-being, knowledge sharing, and employee innovative behavior. Distributing questionnaires to 175 bank employees in Jakarta, Indonesia using a google form. The collected data was processed and analyzed using Structural Equation Modeling (SEM) with SmartPLS software. The research findings prove that coaching leadership has a positive direct and indirect effect on employee well-being, knowledge sharing behavior, and employee innovative behavior. The leader's personal approach influences the positive behavior of employees and encourages employees to behave and work according to the expectations of the organization. Therefore, leaders and managers need to develop coaching leadership as a strategy to increase organizational excellence and competitiveness.*

**Keywords:** coaching leadership, employee innovative behavior, employee well-being, knowledge sharing intention, knowledge sharing behavior

## 1. Introduction

Leaders and leadership are two topics are never completely discussed and are always interesting to study because they relate to the development or success and setbacks or failures of an organization. Research on various leadership styles has often been carried out by previous researchers, such as, transactional leadership, transformational leadership, authentic leadership, servant leadership, and other classical leadership. This study raises a topic that has not been studied much, namely coaching leadership. According to Berg & Karlsen (2016), the difference between coaching leadership and other leadership styles is that coaching leadership considers the uniqueness of each individual. In addition, coaching leadership can help motivate employees to improve attitudes and behavior towards a better direction in the organization (Yuan et al., 2019). In leadership development, coaching has been detected as a strategic intervention (Asobee, 2021). Leadership that emphasizes coaching and mentoring employees can have an impact on organizational strategy updates by developing individual talents and strengths more effectively (Berg & Karlsen, 2016; Woo, 2017).

The coaching leadership style emphasizes being non-

judgmental, receptive, open, and increasing the level of team awareness (Zhang, 2020) and encourages knowledge sharing behavior (Mangion-Thornley, 2021). Coaching leadership as well has an essential aspect in improving employee well-being and employee innovative behavior. According to Zhang (2020), the capacity possessed by a leader that is relevant to coaching is the ability to inspire, guide and motivate subordinates better, stimulate potential development, and improve employee abilities and performance. Another capacity is that the leader gives subordinates more opportunity to grow through practice and experimentation, and provides feedback and guidance for the execution of work and the implementation of new ideas. These capacities possessed by coaching leaders can improve employee well-being and foster employee innovative behavior. In organizations, a leader can be a great decision maker, organizer, and planner, but without coaching for effective employee performance management, goals will be difficult to reach. Coaching can build partnerships between leaders and employees to assist employees obtain the work done. Coaching is not only used as an intervention to develop individual talents, but also as a strategic tool for organizational transformation (Mangion-Thornley, 2021).

Previous studies have successfully tested the effect of several classical leadership styles on knowledge sharing,

employee well-being, and employee innovative behavior, for example transformational and transactional effects on knowledge sharing behavior (Mishra & Pandey, 2019); the influence of servant leadership on innovative work behavior and employee knowledge sharing (Bou Reslan et al., 2021). Wang et al. (2021) have conducted research on workers in two countries namely UK and US, regarding the effect of employee well-being and self-efficacy in the relationship between coaching leadership and knowledge sharing intention. This research was conducted on employees of a large bank in Jakarta, Indonesia. The selection of this research location is based on considerations, there are still not many studies on this topic in various fields including banks. Coaching leadership has been practiced when the employee starts working at this bank. Coaching is also carried out by employees getting new assignments and when there are changes in the service system. Coaching from managers or directors that is carried out includes instructions on doing work and serving customers, giving positive feedback if employees ask questions, discussions to find solutions of problems that arise due to customer complaints, willingness of leaders to advise and assist managers who have just taken up their positions. Managers acknowledge that the practice of coaching leadership has worked well in the bank.

This bank won four prestigious awards at the national level at the 2022 annual GRC (Government, Risk, and Compliance) & Performance Excellence Award which was held by BusinessNews Indonesia Magazine in collaboration with the Indonesian Human Capital Forum (FHCI), Open Compliance & Ethics Group (OCEG), Grajosa Resources, Digital Transformation & Innovation Institute, Portege Cloud Technology, MB Solution, and others. The achievement provides evidence that this bank has strong and strategic leadership, implements good governance so that it can direct bank employees to work productively and innovatively, especially during the pandemic crisis and have managed to get through it better than other organizations in Indonesia.

Since there have not been many studies on the influence of coaching leadership on the proposed variables, especially in Indonesia and the banking industry, this research can enrich existing literature sources. Thus, this study aims to examine the effect of coaching leadership on employee well-being, knowledge sharing intention, knowledge sharing behavior, and employee innovative behavior.

## 2. Literature Review

### 2.1. Coaching Leadership (CL)

Coaching is a human and personal touch in a global organization, enabling the coachee to go back, reflect, and focus on personal development (Mangion-Thornley, 2021). Coaching refers to a leader's skill in analyzing employee performance using effective communication and interpersonal skills, such as respect, trust, objectivity, intimacy, asserting, and integrity (Khaola & Coldwell, 2019). Coaching becomes important when struggling with an unstable business environment. Effective coaching is not only about skills but also a leader's mindset. In this case, a leader uses his power to adopt new mindsets and retain old ones (Roshia, 2014; Lawrence, 2017). Coaching is needed by managers to connect with followers to push effective performance. Coaching behavior from leaders such as telling something to employees is considered better than listening or asking (Milner et al., 2018). Coaching has become an indispensable

tool for correcting behavior and learning in organizations and implementing changes in organizations (Cardoso et al., 2014).

Coaching for most organizations is focused on developing a new style of leadership that supports the implementation of new ideas. Therefore, it can be said that coaching is done for management, organization, change, and leadership development (Roshia, 2014). The employee's supervisor or direct manager is responsible for coaching by acting as a mentor, teaching new skills, or helping to overcome certain problems (Khaola & Coldwell, 2019). Coaching is defined as a process utilized to drive employees to take commitment for attaining and maintaining superior performance, by treating employees as partners towards achieving organizational effectiveness and goals (Khaola & Coldwell, 2019).

### 2.2. Employee Well-Being (EWB)

The idea of EWB is not rigid but very flexible and varies depending on generation age, social values, culture, region and country (Stankevičienė et al., 2021). Well-being refers to the harmonious satisfaction one experiences from goals and desires. Psychological well-being is a subjective sense of pleasure, when a person achieves satisfaction in life experiences and roles at work, achievement, and a greater sense of belonging (Singh et al., 2019). EWB is very important in a world full of competition and challenges and is related to organizational health. If the well-being of employees is good, the health of the organization will be good and vice versa (Singh & Jha, 2022). Sometimes well-being is recognized as a person's degree of living, as a result of a combination of several interrelated factors such as welfare, subjectivity of health condition, and life satisfaction (Singh et al., 2019).

### 2.3. Self Efficacy (SE)

Self-efficacy is an individual's feelings around her/himself, about his/her abilities or actions in doing work (Singh et al., 2019). According to Wulandari & Muafi (2021), SE is the belief that exists within a person about his/her abilities. Employees who have high SE have positive self-reflection and tend to be less involved in unhealthy things (Damen & Dam (2016). SE is related to adaptability, engagement, and life satisfaction. The higher the employee's SE, the higher the employee's ability to adapt to organizational changes, the more involved in activities in the organization and have high life satisfaction (Singh et al., 2019).

### 2.4. Knowledge Sharing Intention (KSI)

Knowledge is private property so that when interested and comfortable to share, employees are ready to pass on knowledge to co-workers or otherwise willing to receive knowledge from co-workers (Nguyen et al., 2019). Knowledge sharing is needed to turn abstract ideas and concepts into services and products. Knowledge sharing can encourage the creation of a positive work environment within the organization, which is very beneficial for increasing innovation, performance, continuous improvement, and organizational competitiveness (Wadhwa & Bali, 2016). The results of Han's study declared that organizational support, appreciation, awareness, and openness significantly affect the intention to knowledge sharing (Han, 2018). In addition, other factors that influence the intention to share knowing are corporate climate

and personality traits. The personality traits in question are extrovert, openness to experience, and agreeableness (van Greunen et al., 2019).

## 2.5. Knowledge Sharing Behavior (KSB)

KSB leads to increased performance. When leaders share knowledge with employees, employees will work more effectively and productively. KSB can also make it easier for employees to maintain the health of the organization's work (Javaid et al., 2018). Knowledge sharing among employees can increase the enrichment of the organization's knowledge pool that leads to changes in employee beliefs and behavior (Yadav et al., 2019). Leaders need to facilitate the flow of knowledge culture, identify and resolve conflicts among employees (Yadav et al., 2019). Managers need to strive so that employees can share knowledge and discuss thoughts with colleagues, learn together, get new concepts, thereby expanding knowledge (Mohammed & Kamalanabhan, 2020). Awareness to turn tacit into explicit knowledge for companies that are in the vortex of global competition to increase and encourage knowledge sharing behavior. These activities will slowly but surely create a conducive environment for organizations to develop knowledge sharing and support companies to achieve various competitive advantages (Youssef et al., 2017).

## 2.6. Employee Innovative Behavior (EIB)

Innovative behavior is the ability of employees to find innovative solutions in solving a problem through updating processes and mindsets with more efforts to improve performance, establish excellence, and sustainable effectiveness (Javed et al., 2021). Employee behavior is very important for organizational innovation because employees can design and execute innovative problem solving for the organization (Purc & Lagun, 2019) especially when faced with the challenges of competition and globalization today. Companies need to have a competitive advantage, namely the company develops new products and services that are different from other companies. It will be realized if the company has employees who are able to think productively and act innovatively. Employee innovation and creativity are imperative elements for the development and sustainability of the company. Innovative workers assist organization reduce costs, streamline operational efficiency, and minimize effort. Therefore, employee innovative behavior needs to be pushed and promoted in sundry ways, including providing a conducive work environment and giving the necessary financial and non-financial incentives (Alshebami, 2021).

## 2.7. The Effect of CL on EWB

CL gives job guidance to workers, helps to achieve goals, provides needed resources, decreases pressure, and improves the quality of the work environment, thereby increasing well-being of employees (Wang et al., 2021). Leader behavior is a key element in determining the impact of leaders on well-being in the workplace (Kerns, 2018). CL is a new management style and way to establish and improve employee capabilities and competencies, CL has a unique advantage in improving employee welfare (Zhang, 2020). Leadership and EWB can be described as activities and interactions between leaders and subordinates that have a

positive or negative influence on EWB (Salmi et al., 2021).

H1 CL has a positive effect on EWB

## 2.8. The Effect of CL on KSI

Discretion in considering the possibility of lost organizational resources in the future, requires coaching leaders to invest resources by intensifying knowledge sharing activities (Wang et al., 2021). Youssef et al. (2017) confirmed that top leaders in organizations play an important role in growing and developing employee knowledge sharing intentions. According to Xu & Li (2022), KSI should be stimulated by increasing enthusiasm, support and self-control to encourage knowledge sharing behavior. CL significantly influences on KSI (Wang et al., 2021).

H2 CL has a positive effect on KSI

## 2.9. The Effect of CL on KSB

CL is a process used by managers or supervisors to give employees the opportunity to take responsibility for their performance, encourage employees to achieve and maintain superior performance, and treat employees as partners in working towards organizational goals (Khaola & Coldwell, 2019). Coaching and mentoring is a recognized way not only to bridge and support talented employees, but also to achieve the company's strategic targets. Coaching and mentoring interventions have been adopted by several organizations to explore and nurture employee capacities and abilities. The intervention was considered a success as a competitive driving factor for innovation and creativity in a volatile business environment (Woo, 2017). Wadhwa & Bali (2016) assert that organizations can use coaching as a tool to promote KSB so as to overcome vulnerabilities and conflicts that may emerge in the knowledge-sharing process among employees.

H3 CL has a positive effect on KSB

## 2.10. The Effect of CL on EIB

Improving and solving employee mental models is the key to innovation. The role of a coaching leader facilitates employees to find employees' true needs and set work targets by utilizing effective training methods such as inspiration, authorization, mentoring and encouragement, relate and communicate openly, provide resources and appropriate support in the process to achieve goals, improve mental model and stimulate the innovation potential of employees. At the implementation level of innovative thinking, the coaching leader will help employees to develop action plans that are fit for purpose, and help them acquire relevant skills and resources, thereby acquiring innovative ideas and complete innovative behavior (Zhang, 2020). Innovative behavior is related to several factors such as leadership, employee career stages, support for expected innovation, managerial roles and problem-solving styles. Employees who have good relationships with leaders who are characterized by high support, autonomy, and trust also provide information that the organization supports innovation and values a high supply of resources (Scott & Bruce, 1994). Zhang (2020) found that CL is a new and important way of management to develop employee capabilities, because coaching leadership has a

unique advantage in promoting employee innovation.

H4 CL has a positive effect on EIB

### 2.11. The Effect of EWB on KSB

One of the keys to ensuring that information sharing occurs in a healthy manner among employees in the organization is EWB (Alghamdi et al., 2021). According to Sulistiawan et al. (2022), employees tend to easily share simple knowledge but employees retain tacit knowledge as an important resource for themselves. To generate KSB, management strategies are needed to overcome employee reluctance to share complex knowledge, namely by increasing employee welfare. Alghamdi et al. (2021) concluded that an increase in EWB both physically and socially will guide to an enhance in KSB.

H5 EWB has a positive effect on KSB

### 2.12. EWB Mediates the Effect of CL on KSI and KSB

According to Salmi et al. (2021), leaders and employees can have a common experience of well-being and leadership. Shared experiences between leaders and employees are mostly emotion-based, followed by knowledge-based experiences. Coaching produces an atmosphere that simplifies the development of the company's innovative capabilities. The company's open innovation sets a chance to persuade stakeholders in expanding knowledge. Employees who receive coaching, participate in the evaluation of coaching interactions, not only experience changes in critical thinking and behavior, but employees also experience empowered, and thus the impact of coaching tends to be prolonged (Rosha & Lace, 2021).

Previous researchers have proven that CL has an effect on employee knowledge intention mediated by EWB. CL increases resources and nurtures EWB. To maintain well-being, employees will save and keep resources in the organization by sharing knowledge with others. Employee well-being can be a bridge that supports the leader's efforts to provide guidance, build high-quality relationships with followers, and provide the necessary work resources that can directly increase positive emotions and decrease stress and negative affects (Wang et al., 2021) thereby encouraging KSI and KSB.

H6 EWB mediates the effect of CL on KSI

H7 EWB mediates the effect of CL on KSB

### 2.13. The Effect of EWB on KSI Moderated by SE

According to Singh et al. (2019), employees who have high SE will be more motivated in positive things and easily adapt to organizational changes. There is a linear relationship between SE and engagement and life satisfaction. The higher the SE, the higher the involvement and life satisfaction. In addition, employees who have high SE will easily relate and

interact with colleagues and leaders at work (Wulandari & Muafi, 2021). In college practice, Jolaee et al. (2014) proved that academic staff who have a high SE are easier to share knowledge. In other words, positive attitudes and reactions to knowledge sharing depend on the ability to contribute knowledge possessed by academic staff. The results of the study of Wang et al. (2021) confirmed that SE moderates the effect of EWB on KSI. When employee SE is high, the effect of EWB on the intention to share knowledge increases and vice versa.

H8 SE moderates the influence of EWB on KSI

### 2.14. The Effect of KSI on KSB

Everyone has knowledge based on the learning, experience, and practice of that person. Likewise, everyone has the intention or no intention to share their knowledge. Employees who have the intention to share knowledge will direct themselves to knowledge sharing behavior either temporarily or become a consistent behavior (Castaneda et al., 2016). A study by Xu & Li (2022) on university lecturers in Jiangxi Province in China showed that KSI should be increased first to increase KSB. The positive result of the motivation to share knowledge carried out by the organization will increase the intention to share knowledge. Employee KSI that arise in employees stimulate a strong tendency towards KSB. Castaneda et al. (2016) have proven that KSI has a strong influence on KSB.

H9 KSI has a positive effect on KSB

### 2.15. The Effect of KSB on EIB

According to Kmiecik (2020), knowledge sharing behavior affects employee innovative behavior, so if you want to improve employee innovative behavior, leaders need to create conducive conditions so that employees can share knowledge. Sharing what is known will create wider prospects for being more creative and innovative (Saripin & Kassim, 2019). Knowledge sharing will be very potent in boosting employee innovative behavior. Knowledge sharing activities are one of the effective ways to foster EIB. The exchange of information and knowledge among employees in the organization has a major contribution to improvement in innovative behavior (Aktharsha & Sengottuvel, 2016; Pratiwi, 2021). Sharing knowledge among individual employees will help facilitate their communication and interaction, which in turn can promote or implement innovative thinking and new ideas (Wang et al., 2017).

Knowledge sharing from exploratory innovation or knowledge sharing perspective is the current trend. The activity of sharing experiences and knowledge of employees who work in batik SMEs helps solve the problems they face. Likewise, through this sharing experience, batik entrepreneurs will gain more knowledge to improve work processes so as to increase effectiveness and efficiency (Laily & Ernawati, 2020). The study of Nguyen et al. (2019) revealed that willingness to contribute and collect knowledge enables individual employees to increase employee innovative behavior.

H10 KSB has a positive effect on EIB

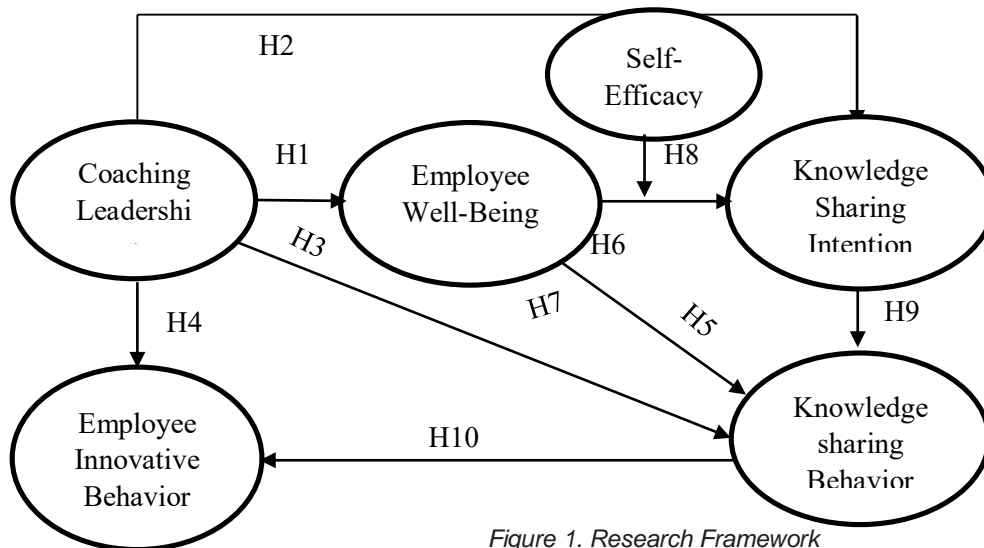


Figure 1. Research Framework

### 3. Research Methods

The research was conducted at a major bank in Jakarta, Indonesia. The population in this study were 400 employees. By using random sampling technique, 175 employees participated in the study. This number of samples has exceeded the standard recommended by Hair et al. (2019) which is five times the number of questionnaire items. The data that has been collected through google form, downloaded then processed and analyzed using Structural Equation Modeling (SEM) with SmartPLS software. SmartPLS was chosen because it is considered superior especially when dealing with models with multiple direct, indirect associations, mediation, and moderation.

The measurement of coaching leadership uses an instrument adopted from by Farh and Chen (2018) used by Wang et al. (2021), consists of 4 items. To measure the innovative behavior of employees using 6 items adapted from the study of Scott & Bruce (1994). Measurement of employee

well-being uses 4 items, 3 items self-efficacy, and knowledge sharing intention uses 3 items, each of which is adapted from Wang et al. (2021). Knowledge sharing behavior using 10 item questionnaires used by Mafabi et al. (2017). The questionnaire uses five Likert scales, namely 1 strongly disagree to 5 strongly agree. The total number of questionnaires is 30 statement items. To ensure the feasibility of the instrument, the researchers tested the validity and reliability of each item of the questionnaires. The variables used to measure the respondent's profile are gender, age, educational background, and length of service at the bank.

### 4. Results and Discussions

Respondents who participated in this study were 175 bank employees. The majority of the respondents were male, namely 53.1%, 45.7% had ages ranging from 26 – 35 years, 72.6% had a bachelor's degree in education and 44% had worked in a bank for 4 – 10 years (table 1).

Demographic Variable	Statistics
Gender	53.1% male, 46.9% female
Age (years)	<25 =12%, 26-35= 45,7%, 36-45= 30,3 %, 46-55= 10,9%, > 56= 1,1%
Education Background	No degree= 6.3%, Bachelor degree= 72.6%, Post Graduate= 21.1%
Tenure (years)	< 3= 20%, 4-10= 44%, 11-16= 18.9%, 17-24= 13.1 %, > 25= 4 %

Table 1. Characteristics of Demographic  
Source: Data processed

The average score for coaching leadership is 4,383. It means that bank employees in Jakarta, Indonesia experience that their leaders do coaching by giving instructions and feedback, updating the situation for the purpose of assignments, teams, environments, work progress; understand unexpected activities, and discuss their significances for the team; and provide clarifications and discussions of workings, diagnoses, tools, and equipment.

Employee well-being has an average value of 4,081, meaning that bank employees in Jakarta, Indonesia feel that by working, important goals in life can be achieved, there is sufficient time to reflect on what is being done at work; quite satisfied with the work; and feel fullness in what is done. Similarly, the average value for knowledge sharing intention is 4.569, which means that bank employees in Jakarta, Indonesia have strong intentions and will try to share

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knowledge and skills with colleagues.

The average value for knowledge sharing behavior is 4,387, meaning that bank employees in Jakarta, Indonesia have the behavior of sharing knowledge, skills, and expertise with their colleagues. They learn from each other, actively participate in meetings so that they gain new knowledge to share with colleagues. In addition, they actively learn new things to share with colleagues.

The average value for self-efficacy is 4.482, which means that bank employees in Jakarta, Indonesia are confident and confident that they have adequate abilities, capabilities and skills to carry out the assigned tasks. Finally, the average score for employee innovative behavior is 4.184, meaning that

bank employees in Jakarta are included in the innovative category, where they actively generate and implement creative ideas.

The validity test was carried out on all indicators of the research instrument, the results showed that the loading factor value  $> 0.5$  for all indicators of the instrument, as well as the Extracted Variance Average (AVE)  $> 0.5$  also for all variables. Therefore, the instrument is said to be valid according to the standard proposed by Hair et al. (2019). The results of the reliability test show the Cronbach's Alpha value  $> 0.60$  so the instrument is said to be reliable to use. All questionnaire items have met the elements of validity and reliability which prove the accuracy of this research measuring instrument.

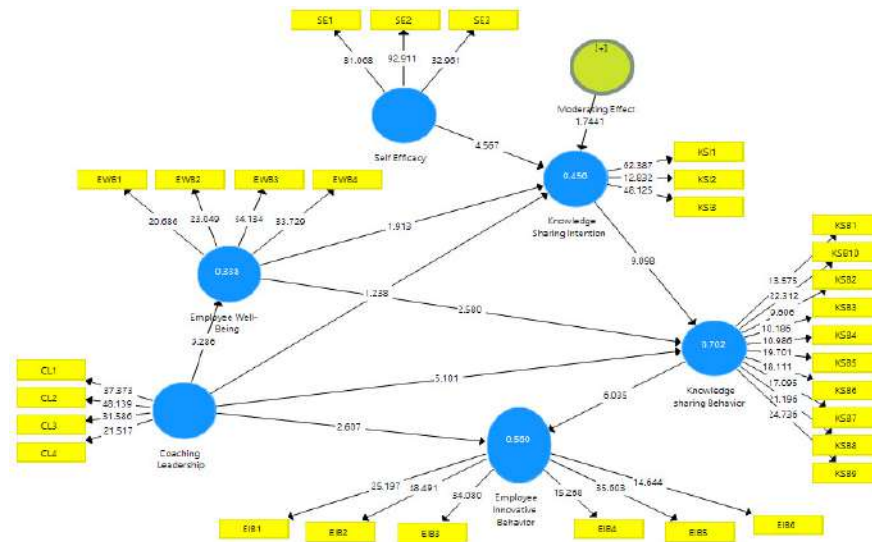
Variable	Indicator	Convergent Validity		Cronbach's Alpha	Results
		Loading Factor	AVE		
Coaching Leadership	CL1	0.870	0.754	0.925	Valid and Reliable
	CL2	0.910			
	CL3	0.868			
	CL4	0.824			
Employee Innovative Behavior	EIB1	0.837	0.717	0.938	Valid and Reliable
	EIB2	0.900			
	EIB3	0.879			
	EIB4	0.805			
	EIB5	0.888			
	EIB6	0.763			
Employee Well-Being	EWB1	0.812	0.714	0.909	Valid and Reliable
	EWB2	0.814			
	EWB3	0.875			
	EWB4	0.877			
Knowledge Sharing Behavior	KSB1	0.765	0.630	0.944	Valid and Reliable
	KSB2	0.655			
	KSB3	0.766			
	KSB4	0.792			
	KSB5	0.811			
	KSB6	0.803			
	KSB7	0.808			
	KSB8	0.849			
	KSB9	0.831			
	KSB10	0.839			
Knowledge Sharing Intention	KSI1	0.937	0.825	0.934	Valid and Reliable
	KSI2	0.857			
	KSI3	0.928			
Self-Efficacy	SE1	0.954	0.892	0.961	Valid and Reliable
	SE2	0.962			
	SE3	0.917			

Table 2. Validity and Reliability  
Source: Data processed

The results of testing the value of R Square for the construct of EIB is 0.560 meaning that CL and KSB is able to explain the variance of EIB by 56%. The R value is also found

in EWB which is influenced by CL, which is 0.338 and KSI is influenced by CL, EWB is 0.456 and KSB is influenced by CL, EWB, KSI, EIB that is equal to 0.702.

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Among the ten proposed hypotheses, three of them are not supported, while seven are supported. (table 3). There is a positive influence of CL on EWB with a coefficient value of 0.582 and p-values 0.000. Thus, H1 is supported. The coefficient value of the influence of CL on KSI is 0.105 and p-values 0.216, so H2 is not supported. There is a positive influence of CL on KSB with coefficient values of 0.280 and p-values of 0.000; then H3 is supported. CL has a positive impact on EIB because the coefficient value shows the number 0.215 and p-values 0.009. Therefore, H4 is supported. There is a positive influence of EWB on KSB with coefficient values of 0.147 and p-values of 0.010. Then H5 is supported. There is an impact of CL on KSI mediated by EWB with a coefficient of 0.081 and p-values of 0.066 > 0.05. Thus H6 is not supported. EWB also mediates the influence of CL on KSB with a coefficient of 0.086 and p-values of 0.022. H7 is supported. EWB has an influence on KSI moderated by SE with coefficient values of 0.150 and p-values of 0.082 > 0.05. Then, H8 is not supported. There is an influence of KSI on

KSB with a coefficient of 0.580 and p-values 0.000, then H9 is supported. Finally, there is the effect of KSB on EIB with a coefficient of 0.593 and p-values 0.000. H10 is supported.

CL has an important role for the success of organizational development because CL has a direct and indirect effect on EWB, KSB and EIB. The research findings show that CL has an effect on EWB, meaning that the higher the practice of CL, the higher the EWB. If the leader shows the attitude and behavior as a coach, namely inspiring, motivating, guiding, and empowering employees, employees will feel satisfaction in the work they are doing. In addition, employees will feel fulfillment of the important goals of their lives. The results of this study confirmed Wang et al. (2021) that coaching leadership offers work instruction to employees, assists reach goals, provides resources, decreases tension, and drives a high-quality work atmosphere, thereby enhancing employee well-being. According to Zhang (2020), coaching leadership has a unique advantage in enhancing employee welfare.

Hypothesis	Coefficient	p- Values	Result
CL → EWB	0.582	0.000	H1 Supported
CL → KSI	0.105	0.216	H2 Not supported
CL → KSB	0.280	0.000	H3 Supported
CL → EIB	0.215	0.009	H4 Supported
EWB → KSB	0.147	0.010	H5 Supported
CL → EWB → KSI	0.081	0.066	H6 Not Supported
CL → EWB → KSB	0.086	0.022	H7 Supported
EWB → Moderating Effect (SE) → KSI	0.150	0.082	H8 Not Supported
KSI → KSB	0.580	0.000	H9 Supported
KSB → EIB	0.593	0.000	H10 Supported

Table 3. Hypothesis Testing  
Source: Results of SEM data processing with SmartPLS

Statistically, CL has no significant effect on KSI. It contradicts Wang et al. (2021) who found that CL significantly influences KSI. When viewed from the characteristics, most of the respondents are 26-35 years old. Bank employees in this age range are in an effort to adjust to their newly acquired job

and/or position so that most of the time employees are focused on themselves and mastery of work. According to Israilidis et al. (2020), employees cannot share knowledge because of the time pressure that employees often experience to complete daily tasks effectively in a limited time. The age

range of respondents from 26-35 years are millennials who have narcissistic tendencies, are obsessed with selfies, and promote themselves. In addition, intention is something that comes from within the employee that may not be intervened by external factors such as leadership. According to Han (2018), KSI is closely related to individual willingness, namely consciousness and openness. An individual who has clear goals, likes to work hard, is strong-willed and ambitious in carrying out any work, tends to share knowledge with others. Similarly, individuals who are open to accepting and listening to the opinions of others are better able to share knowledge with others. Furthermore, according to van Greenen et al. (2019), personality traits such as extroversion, openness to experience and agreeableness significantly affect KSI. The study of Harb et al. (2021) found that doctors who have an extroverted personality, are more sociable, and have high levels of self-confidence have a high tendency to share knowledge with others.

CL has a positive effect on KSB, so if the leader shows attitudes and behaviors as coaching, namely listening, motivating, inspiring, and empowering employees, it will generate employees' enthusiasm to share information, knowledge and expertise with coworkers. According to Castaneda et al. (2016); Anand & Dalmasso (2020), knowledge sharing is a core behavior to achieve organizational goals. Positive behavior from leaders can promote and influence employee voluntary behavior in sharing knowledge.

There is a direct positive influence of CL on EIB, which means that the higher the practice of CL, the higher EIB. According to Zhang (2020), coaching leaders will assist employees create activity plans that are in line with objectives, and aid them to have the relevant qualifications, so as to reach innovative concepts and integrate innovative behavior. EWB has a positive effect on KSB, meaning that an increase in EWB will also increase KSB. The results of this study reaffirm the study of Alghamdi et al. (2021) which concludes that an increase in employee well-being both physically and socially will drive to an upgrade in KSB.

Employee well-being successfully mediates the influence of coaching leadership on knowledge sharing behavior but not on knowledge sharing intention. This implies that the well-being of employees needs attention from leaders so that coaching efforts practiced within the organization can effectively encourage employees' knowledge sharing behavior. This finding contradicts Wang et al. (2021) found that EWB as an intervening variable for the influence of CL on KSI. According to Yuan et al. (2019), coaching leadership can help motivate employees to improve attitudes and behavior towards a better direction in the organization. This finding suggests that employee well-being serves as the pathway through which this leadership style influences knowledge sharing behavior. Employees who feel supported and valued by their leaders tend to feel more satisfied and motivated, thereby encouraging them to be more active in sharing knowledge with colleagues.

This research finding indicates that self efficacy is unable to moderate the influence of employee well-being on knowledge sharing intention. This result contradicts Wang et al. (2021), who found that self efficacy moderates the influence of EWB on KSI. Contextual factors in the workplace environment in banks, such as hierarchy structure, or management practices, may play a role in these results. Additionally, there may be other psychological factors that are more dominant in influencing the intention to share

knowledge, such as the need for social affiliation or intrinsic motivation.

KSI has a positive effect on KSB. KSB is driven by the intention to share attention. If an employee has an intention in his heart and or mind, then the employee will do it in practice. These results confirm Castaneda et al. (2016) that KSI has a strong influence on KSB. There is a positive influence of KSB on EIB. According to Pratiwi (2021), knowledge sharing is a time when there is an exchange of information and knowledge among individuals that contributes to improvements in innovative behavior. These findings strengthen the study of Nguyen et al. (2019) that the willingness to contribute and collect knowledge enables individual employees to increase EIB.

## 5. Conclusion

The research findings confirm that CL has a positive effect on EWB, KSB, and EIB both directly and indirectly. Research findings also reveal that EWB has a positive effect on KSI. Likewise, KSI has a positive effect on KSB and KSB has an effect on EIB. Therefore, organizations need to develop CL by hiring or employing leaders who tend to listen, help, support development, and empower employees and the organization rather than pursue power (Wang et al., 2021).

The important implication of this finding is that the role of leaders and leadership styles will determine employees' positive behaviors, which ultimately determine organizational productivity. The human touch of leaders towards individual employees and their needs encourages employees to behave in line with organizational expectations. Coaching is not just a leadership style but also a much-needed leadership skill in today's fast-changing world and intense competition across various fields. In the face of fierce competition and rapidly changing situations, a coaching leader will motivate and assist employees in transitioning and leaping by adopting new mindsets and ways of working, leaving behind old mindsets and ways of working to achieve organizational goals.

This finding contributes to knowledge and research in the fields of leadership, knowledge sharing, well-being, and individual innovation, especially regarding the influence of coaching leadership on EIB, which is a novelty. Additionally, CL does not directly or indirectly influence KSI, and SE is not successful in mediating the influence of EWB on KSI. Results that are inconsistent with Wang et al. (2021) open opportunities for further research in various countries with different cultures. This research can also be conducted in other fields to enrich the literature.

This study also has several limitations, first, the potential for bias to occur in the research results because all research data is only based on individual reports on exogenous and endogenous variables. Second, future research can use knowledge sharing behavior as a mediating variable to examine the effect of coaching leadership on employee innovative behavior. Third, considering that coaching leadership has not been widely studied, further study can be conducted to examine the effect of coaching leadership with other variables such as performance and job satisfaction.

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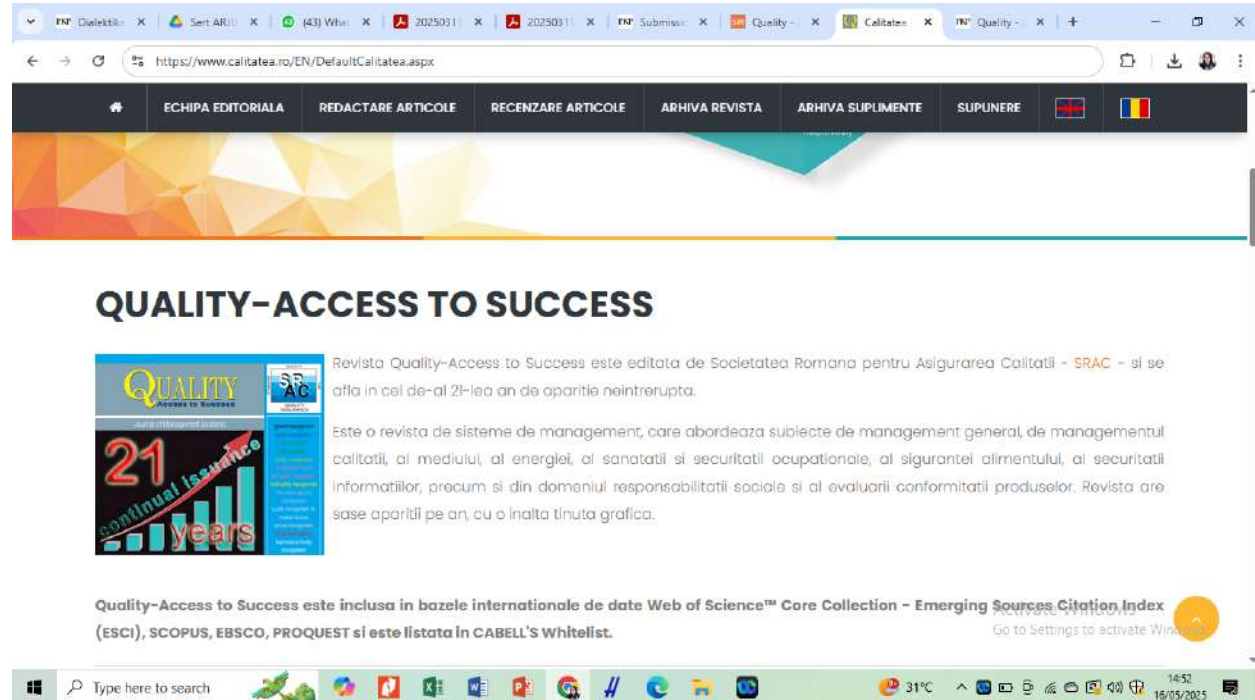
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# The Effect of Coaching Leadership On Employee Well-Being, Knowledge Sharing, And Employee Innovative Behavior

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# The Effect of Coaching Leadership On Employee Well- Being, Knowledge Sharing, And Employee Innovative Behavior

by Justine TANUWIJAYA, Anastasia M D BATMOMOLIN, Jimmy SHADI, Ani  
RATNASARI, Agnes BATMOMOLIN, Wan Fatimah Solihah WAN ABDUL  
HALIM

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**Submission date:** 27-Aug-2025 03:59PM (UTC+0700)

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## 4 The Effect of Coaching Leadership On Employee Well-Being, Knowledge Sharing, And Employee Innovative Behavior

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### Abstract

Rapid changes and strict competition in the business world require relevant leadership strategies. Coaching leadership has advantages compared to other leadership styles that have been widely studied because coaching leadership emphasizes the personal approach and uniqueness of employees. This quantitative study aims to examine the effect of coaching leadership on employee well-being, knowledge sharing, and employee innovative behavior. Distributing questionnaires to 175 bank employees in Jakarta, Indonesia using a google form. The collected data was processed and analyzed using Structural Equation Modeling (SEM) with SmartPLS software. The research findings prove that coaching leadership has a positive direct and indirect effect on employee well-being, knowledge sharing behavior, and employee innovative behavior. The leader's personal approach influences the positive behavior of employees and encourages employees to behave and work according to the expectations of the organization. Therefore, leaders and managers need to develop coaching leadership as a strategy to increase organizational excellence and competitiveness.

**Keywords:** coaching leadership, employee innovative behavior, employee well-being, knowledge sharing intention, knowledge sharing behavior

### 1. Introduction

Leaders and leadership are two topics are never completely discussed and are always interesting to study because they relate to the development or success and setbacks or failures of an organization. Research on various leadership styles has often been carried out by previous researchers, such as, transactional leadership, transformational leadership, authentic leadership, servant leadership, and other classical leadership. This study raises a topic that has not been studied much, namely coaching leadership. According to Berg & Karlsen (2016), the difference between coaching leadership and other leadership styles is that coaching leadership considers the uniqueness of each individual. In addition, coaching leadership can help motivate employees to improve attitudes and behavior towards a better direction in the organization (Yuan et al., 2019). In leadership development, coaching has been detected as a strategic intervention (Asobebe, 2021). Leadership that emphasizes coaching and mentoring employees can have an impact on organizational strategy updates by developing individual talents and strengths more effectively (Berg & Karlsen, 2016; Woo, 2017).

The coaching leadership style emphasizes being non-

judgmental, receptive, open, and increasing the level of team awareness (Zhang, 2020) and encourages knowledge sharing behavior (Mangion-Thornley, 2021). Coaching leadership as well has an essential aspect in improving employee well-being and employee innovative behavior. According to Zhang (2020), the capacity possessed by a leader that is relevant to coaching is the ability to inspire, guide and motivate subordinates better, stimulate potential development, and improve employee abilities and performance. Another capacity is that the leader gives subordinates more opportunity to grow through practice and experimentation, and provides feedback and guidance for the execution of work and the implementation of new ideas. These capacities possessed by coaching leaders can improve employee well-being and foster employee innovative behavior. In organizations, a leader can be a great decision maker, organizer, and planner, but without coaching for effective employee performance management, goals will be difficult to reach. Coaching can build partnerships between leaders and employees to assist employees obtain the work done. Coaching is not only used as an intervention to develop individual talents, but also as a strategic tool for organizational transformation (Mangion-Thornley, 2021).

Previous studies have successfully tested the effect of several classical leadership styles on knowledge sharing,

employee well-being, and employee innovative behavior, for example transformational and transactional effects on knowledge sharing behavior (Mishra & Pandey, 2019); the influence of servant leadership on innovative work behavior and employee knowledge sharing (Bou Reslan et al., 2021). Wang et al. (2021) have conducted research on workers in two countries namely UK and US, regarding the effect of employee well-being and self-efficacy in the relationship between coaching leadership and knowledge sharing intention. This research was conducted on employees of a large bank in Jakarta, Indonesia. The selection of this research location is based on considerations, there are still not many studies on this topic in various fields including banks. Coaching leadership has been practiced when the employee starts working at this bank. Coaching is also carried out by employees getting new assignments and when there are changes in the service system. Coaching from managers or directors that is carried out includes instructions on doing work and serving customers, giving positive feedback if employees ask questions, discussions to find solutions of problems that arise due to customer complaints, willingness of leaders to advise and assist managers who have just taken up their positions. Managers acknowledge that the practice of coaching leadership has worked well in the bank.

This bank won four prestigious awards at the national level at the 2022 annual GRC (Government, Risk, and Compliance) & Performance Excellence Award which was held by BusinessNews Indonesia Magazine in collaboration with the Indonesian Human Capital Forum (FHCI), Open Compliance & Ethics Group (OCEG), Grajosa Resources, Digital Transformation & Innovation Institute, Portege Cloud Technology, MB Solution, and others. The achievement provides evidence that this bank has strong and strategic leadership, implements good governance so that it can direct bank employees to work productively and innovatively, especially during the pandemic crisis and have managed to get through it better than other organizations in Indonesia.

Since there have not been many studies on the influence of coaching leadership on the proposed variables, especially in Indonesia and the banking industry, this research can enrich existing literature sources. Thus, this study aims to examine the effect of coaching leadership on employee well-being, knowledge sharing intention, knowledge sharing behavior, and employee innovative behavior.

## 2. Literature Review

### 2.1. Coaching Leadership (CL)

Coaching is a human and personal touch in a global organization, enabling the coachee to go back, reflect, and focus on personal development (Mangion-Thornley, 2021). Coaching refers to a leader's skill in analyzing employee performance using effective communication and interpersonal skills, such as respect, trust, objectivity, intimacy, asserting, and integrity (Khaola & Coldwell, 2019). Coaching becomes important when struggling with an unstable business environment. Effective coaching is not only about skills but also a leader's mindset. In this case, a leader uses his power to adopt new mindsets and retain old ones (Roshia, 2014; Lawrence, 2017). Coaching is needed by managers to connect with followers to push effective performance. Coaching behavior from leaders such as telling something to employees is considered better than listening or asking (Milner et al., 2018). Coaching has become an indispensable

tool for correcting behavior and learning in organizations and implementing changes in organizations (Cardoso et al., 2014).

Coaching for most organizations is focused on developing a new style of leadership that supports the implementation of new ideas. Therefore, it can be said that coaching is done for management, organization, change, and leadership development (Roshia, 2014). The employee's supervisor or direct manager is responsible for coaching by acting as a mentor, teaching new skills, or helping to overcome certain problems (Khaola & Coldwell, 2019). Coaching is defined as a process utilized to drive employees to take commitment for attaining and maintaining superior performance, by treating employees as partners towards achieving organizational effectiveness and goals (Khaola & Coldwell, 2019).

### 2.2. Employee Well-Being (EWB)

The idea of EWB is not rigid but very flexible and varies depending on generation age, social values, culture, region and country (Stankeviciene et al., 2021). Well-being refers to the harmonious satisfaction one experiences from goals and desires. Psychological well-being is a subjective sense of pleasure, when a person achieves satisfaction in life experiences and roles at work, achievement, and a greater sense of belonging (Singh et al., 2019). EWB is very important in a world full of competition and challenges and is related to organizational health. If the well-being of employees is good, the health of the organization will be good and vice versa (Singh & Jha, 2022). Sometimes well-being is recognized as a person's degree of living, as a result of a combination of several interrelated factors such as welfare, subjectivity of health condition, and life satisfaction (Singh et al., 2019).

### 2.3. Self Efficacy (SE)

Self-efficacy is an individual's feelings around her/himself, about his/her abilities or actions in doing work (Singh et al., 2019). According to Wulandari & Muafi (2021), SE is the belief that exists within a person about his/her abilities. Employees who have high SE have positive self-reflection and tend to be less involved in unhealthy things Darnen & Dam (2016). SE is related to adaptability, engagement, and life satisfaction. The higher the employee's SE, the higher the employee's ability to adapt to organizational changes, the more involved in activities in the organization and have high life satisfaction (Singh et al., 2019).

### 2.4. Knowledge Sharing Intention (KSI)

Knowledge is private property so that when interested and comfortable to share, employees are ready to pass on knowledge to co-workers or otherwise willing to receive knowledge from co-workers (Nguyen et al., 2019). Knowledge sharing is needed to turn abstract ideas and concepts into services and products. Knowledge sharing can encourage the creation of a positive work environment within the organization, which is very beneficial for increasing innovation, performance, continuous improvement, and organizational competitiveness (Wadhwa & Bali, 2016). The results of Han's study declared that organizational support, appreciation, awareness, and openness significantly affect the intention to knowledge sharing (Han, 2018). In addition, other factors that influence the intention to share knowing are corporate climate

and personality traits. The personality traits in question are extrovert, openness to experience, and agreeableness (van Greunen et al., 2019).

### 2.5. Knowledge Sharing Behavior (KSB)

KSB leads to increased performance. When leaders share knowledge with employees, employees will work more effectively and productively. KSB can also make it easier for employees to maintain the health of the organization's work (Javid et al., 2018). Knowledge sharing among employees can increase the enrichment of the organization's knowledge pool that leads to changes in employee beliefs and behavior (Yadav et al., 2019). Leaders need to facilitate the flow of knowledge culture, identify and resolve conflicts among employees (Yadav et al., 2019). Managers need to strive so that employees can share knowledge and discuss thoughts with colleagues, learn together, get new concepts, thereby expanding knowledge (Mohammed & Kamalanabhan, 2020). Awareness to turn tacit into explicit knowledge for companies that are in the vortex of global competition to increase and encourage knowledge sharing behavior. These activities will slowly but surely create a conducive environment for organizations to develop knowledge sharing and support companies to achieve various competitive advantages (Youssef et al., 2017).

### 2.6. Employee Innovative Behavior (EIB)

Innovative behavior is the ability of employees to find innovative solutions in solving a problem through updating processes and mindsets with more efforts to improve performance, establish excellence, and sustainable effectiveness (Javed et al., 2021). Employee behavior is very important for organizational innovation because employees can design and execute innovative problem solving for the organization (Purc & Lagun, 2019) especially when faced with the challenges of competition and globalization today. Companies need to have a competitive advantage, namely the company develops new products and services that are different from other companies. It will be realized if the company has employees who are able to think productively and act innovatively. Employee innovation and creativity are imperative elements for the development and sustainability of the company. Innovative workers assist organization reduce costs, streamline operational efficiency, and minimize effort. Therefore, employee innovative behavior needs to be pushed and promoted in sundry ways, including providing a conducive work environment and giving the necessary financial and non-financial incentives (Alshebami, 2021).

### 2.7. The Effect of CL on EWB

CL gives job guidance to workers, helps to achieve goals, provides needed resources, decreases pressure, and improves the quality of the work environment, thereby increasing well-being of employees (Wang et al., 2021). Leader behavior is a key element in determining the impact of leaders on well-being in the workplace (Kerns, 2018). CL is a new management style and way to establish and improve employee capabilities and competencies. CL has a unique advantage in improving employee welfare (Zhang, 2020). Leadership and EWB can be described as activities and interactions between leaders and subordinates that have a

positive or negative influence on EWB (Salmi et al., 2021).

H1 CL has a positive effect on EWB

### 2.8. The Effect of CL on KSI

Discretion in considering the possibility of lost organizational resources in the future, requires coaching leaders to invest resources by intensifying knowledge sharing activities (Wang et al., 2021). Youssef et al. (2017) confirmed that top leaders in organizations play an important role in growing and developing employee knowledge sharing intentions. According to Xu & Li (2022), KSI should be stimulated by increasing enthusiasm, support and self-control to encourage knowledge sharing behavior. CL significantly influences on KSI (Wang et al., 2021).

H2 CL has a positive effect on KSI

### 2.9. The Effect of CL on KSB

CL is a process used by managers or supervisors to give employees the opportunity to take responsibility for their performance, encourage employees to achieve and maintain superior performance, and treat employees as partners in working towards organizational goals (Khaola & Coldwell, 2019). Coaching and mentoring is a recognized way not only to bridge and support talented employees, but also to achieve the company's strategic targets. Coaching and mentoring interventions have been adopted by several organizations to explore and nurture employee capacities and abilities. The intervention was considered a success as a competitive driving factor for innovation and creativity in a volatile business environment (Woo, 2017). Wadhwa & Ball (2016) assert that organizations can use coaching as a tool to promote KSB so as to overcome vulnerabilities and conflicts that may emerge in the knowledge-sharing process among employees.

H3 CL has a positive effect on KSB

### 2.10. The Effect of CL on EIB

Improving and solving employee mental models is the key to innovation. The role of a coaching leader facilitates employees to find employees' true needs and set work targets by utilizing effective training methods such as inspiration, authorization, mentoring and encouragement, relate and communicate openly, provide resources and appropriate support in the process to achieve goals, improve mental model and stimulate the innovation potential of employees. At the implementation level of innovative thinking, the coaching leader will help employees to develop action plans that are fit for purpose, and help them acquire relevant skills and resources, thereby acquiring innovative ideas and complete innovative behavior (Zhang, 2020). Innovative behavior is related to several factors such as leadership, employee career stages, support for expected innovation, managerial roles and problem-solving styles. Employees who have good relationships with leaders who are characterized by high support, autonomy, and trust also provide information that the organization supports innovation and values a high supply of resources (Scott & Bruce, 1994). Zhang (2020) found that CL is a new and important way of management to develop employee capabilities, because coaching leadership has a

unique advantage in promoting employee innovation.

H4 CL has a positive effect on EIB

### 2.11. The Effect of EWB on KSB

One of the keys to ensuring that information sharing occurs in a healthy manner among employees in the organization is EWB (Alghamdi et al., 2021). According to Sulistiawan et al. (2022), employees tend to easily share simple knowledge but employees retain tacit knowledge as an important resource for themselves. To generate KSB, management strategies are needed to overcome employee reluctance to share complex knowledge, namely by increasing employee welfare. Alghamdi et al. (2021) concluded that an increase in EWB both physically and socially will guide to an enhance in KSB.

H5 EWB has a positive effect on KSB

### 2.12. EWB Mediates the Effect of CL on KSI and KSB

According to Salmi et al. (2021), leaders and employees can have a common experience of well-being and leadership. Shared experiences between leaders and employees are mostly emotion-based, followed by knowledge-based experiences. Coaching produces an atmosphere that simplifies the development of the company's innovative capabilities. The company's open innovation sets a chance to persuade stakeholders in expanding knowledge. Employees who receive coaching, participate in the evaluation of coaching interactions, not only experience changes in critical thinking and behavior, but employees also experience empowered, and thus the impact of coaching tends to be prolonged (Roshia & Lace, 2021).

Previous researchers have proven that CL has an effect on employee knowledge intention mediated by EWB. CL increases resources and nurtures EWB. To maintain well-being, employees will save and keep resources in the organization by sharing knowledge with others. Employee well-being can be a bridge that supports the leader's efforts to provide guidance, build high-quality relationships with followers, and provide the necessary work resources that can directly increase positive emotions and decrease stress and negative affects (Wang et al., 2021) thereby encouraging KSI and KSB.

H6 EWB mediates the effect of CL on KSI

H7 EWB mediates the effect of CL on KSB

### 2.13. The Effect of EWB on KSI Moderated by SE

According to Singh et al. (2019), employees who have high SE will be more motivated in positive things and easily adapt to organizational changes. There is a linear relationship between SE and engagement and life satisfaction. The higher the SE, the higher the involvement and life satisfaction. In addition, employees who have high SE will easily relate and

interact with colleagues and leaders at work (Wulandari & Muati, 2021). In college practice, Jolaei et al. (2014) proved that academic staff who have a high SE are easier to share knowledge. In other words, positive attitudes and reactions to knowledge sharing depend on the ability to contribute knowledge possessed by academic staff. The results of the study of Wang et al. (2021) confirmed that SE moderates the effect of EWB on KSI. When employee SE is high, the effect of EWB on the intention to share knowledge increases and vice versa.

H8 SE moderates the influence of EWB on KSI

### 2.14. The Effect of KSI on KSB

Everyone has knowledge based on the learning, experience, and practice of that person. Likewise, everyone has the intention or no intention to share their knowledge. Employees who have the intention to share knowledge will direct themselves to knowledge sharing behavior either temporarily or become a consistent behavior (Castaneda et al., 2016). A study by Xu & Li (2022) on university lecturers in Jiangxi Province in China showed that KSI should be increased first to increase KSB. The positive result of the motivation to share knowledge carried out by the organization will increase the intention to share knowledge. Employee KSI that arise in employees stimulate a strong tendency towards KSB. Castaneda et al. (2016) have proven that KSI has a strong influence on KSB.

H9 KSI has a positive effect on KSB

### 2.15. The Effect of KSB on EIB

According to Kmiecik (2020), knowledge sharing behavior affects employee innovative behavior, so if you want to improve employee innovative behavior, leaders need to create conducive conditions so that employees can share knowledge. Sharing what is known will create wider prospects for being more creative and innovative (Saripin & Kassim, 2018). Knowledge sharing will be very potent in boosting employee innovative behavior. Knowledge sharing activities are one of the effective ways to foster EIB. The exchange of information and knowledge among employees in the organization has a major contribution to improvement in innovative behavior (Aktharsha & Sengottuvel, 2016; Pratiwi, 2021). Sharing knowledge among individual employees will help facilitate their communication and interaction, which in turn can promote or implement innovative thinking and new ideas (Wang et al., 2017).

Knowledge sharing from exploratory innovation or knowledge sharing perspective is the current trend. The activity of sharing experiences and knowledge of employees who work in batik SMEs helps solve the problems they face. Likewise, through this sharing experience, batik entrepreneurs will gain more knowledge to improve work processes so as to increase effectiveness and efficiency (Laily & Ernawati, 2020). The study of Nguyen et al. (2019) revealed that willingness to contribute and collect knowledge enables individual employees to increase employee innovative behavior.

H10 KSB has a positive effect on EIB

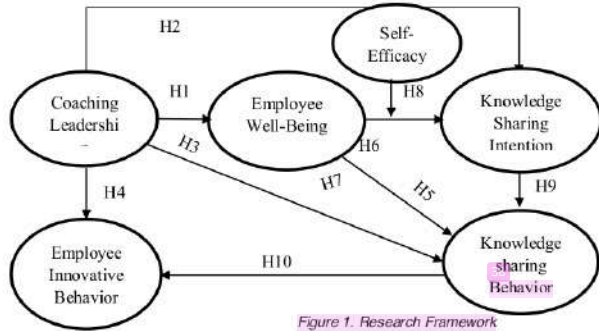


Figure 1. Research Framework

3. Research Methods

The research was conducted at a major bank in Jakarta, Indonesia. The population in this study were 400 employees. By using random sampling technique, 175 employees participated in the study. This number of samples has exceeded the standard recommended by Hair et al. (2019) which is five times the number of questionnaire items. The data that has been collected through google form, downloaded then processed and analyzed using Structural Equation Modeling (SEM) with SmartPLS software. SmartPLS was chosen because it is considered superior especially when dealing with models with multiple direct, indirect associations, mediation, and moderation.

The measurement of coaching leadership uses an instrument adopted from by Farh and Chen (2018) used by Wang et al. (2021), consists of 4 items. To measure the innovative behavior of employees using 6 items adapted from the study of Scott & Bruce (1994). Measurement of employee

well-being uses 4 items, 3 items self-efficacy, and knowledge sharing intention uses 3 items, each of which is adapted from Wang et al. (2021). Knowledge sharing behavior using 10 item questionnaires used by Mafabi et al. (2017). The questionnaire uses five Likert scales, namely 1 strongly disagree to 5 strongly agree. To ensure the feasibility of the instrument, the researchers tested the validity and reliability of each item of the questionnaires. The variables used to measure the respondent's profile are gender, age, educational background, and length of service at the bank.

4. Results and Discussions

Respondents who participated in this study were 175 bank employees. The majority of the respondents were male, namely 53.1%, 45.7% had ages ranging from 26 – 35 years, 72.6% had a bachelor's degree in education and 44% had worked in a bank for 4 – 10 years (table 1).

Demographic Variable	Statistics
Gender	53.1% male, 46.9% female
Age (years)	<25 =12%, 26-35= 45.7%, 36-45= 30,3 %, 46-55= 10,9%, >56= 1,1%
Education Background	No degree= 6.3%, Bachelor degree= 72.6%, Post Graduate= 21.1%
Tenure (years)	< 3= 20%, 4-10= 44%, 11-16= 18.9%, 17-24= 13.1 %, > 25= 4 %

Table 1. Characteristics of Demographic  
Source: Data processed

The average score for coaching leadership is 4.383. It means that bank employees in Jakarta, Indonesia experience that their leaders do coaching by giving instructions and feedback, updating the situation for the purpose of assignments, teams, environments, work progress; understand unexpected activities, and discuss their significances for the team; and provide clarifications and discussions of workings, diagnoses, tools, and equipment.

Employee well-being has an average value of 4,081, meaning that bank employees in Jakarta, Indonesia feel that by working, important goals in life can be achieved, there is sufficient time to reflect on what is being done at work; quite satisfied with the work; and feel fullness in what is done. Similarly, the average value for knowledge sharing intention is 4,569, which means that bank employees in Jakarta, Indonesia have strong intentions and will try to share

knowledge and skills with colleagues.

The average value for knowledge sharing behavior is 4.387, meaning that bank employees in Jakarta, Indonesia have the behavior of sharing knowledge, skills, and expertise with their colleagues. They learn from each other, actively participate in meetings so that they gain new knowledge to share with colleagues. In addition, they actively learn new things to share with colleagues.

The average value for self-efficacy is 4.482, which means that bank employees in Jakarta, Indonesia are confident and confident that they have adequate abilities, capabilities and skills to carry out the assigned tasks. Finally, the average score for employee innovative behavior is 4.184, meaning that

bank employees in Jakarta are included in the innovative category, where they actively generate and implement creative ideas.

The validity test was carried out on all indicators of the research instrument, the results showed that the loading factor value > 0.5 for all indicators of the instrument, as well as the Extracted Variance Average (AVE) > 0.5 also for all variables. Therefore, the instrument is said to be valid according to the standard proposed by Hair et al. (2019). The results of the reliability test show the Cronbach's Alpha value > 0.60 so the instrument is said to be reliable to use. All questionnaire items have met the elements of validity and reliability which prove the accuracy of this research measuring instrument.

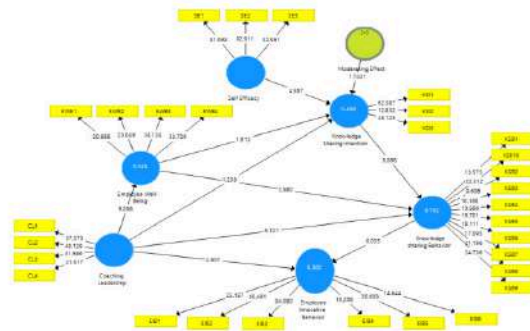
Variable	Indicator	Convergent Validity		Cronbach's Alpha	Results
		Loading Factor	AVE		
Coaching Leadership	CL1	0.870	0.754	0.925	Valid and Reliable
	CL2	0.910			
	CL3	0.868			
	CL4	0.824			
Employee Innovative Behavior	EIB1	0.837	0.717	0.938	Valid and Reliable
	EIB2	0.900			
	EIB3	0.879			
	EIB4	0.805			
	EIB5	0.888			
	EIB6	0.763			
Employee Well-Being	EWB1	0.812	0.714	0.909	Valid and Reliable
	EWB2	0.814			
	EWB3	0.875			
	EWB4	0.877			
Knowledge Sharing Behavior	KSB1	0.765	0.630	0.944	Valid and Reliable
	KSB2	0.655			
	KSB3	0.766			
	KSB4	0.792			
	KSB5	0.811			
	KSB6	0.803			
	KSB7	0.808			
	KSB8	0.849			
	KSB9	0.831			
	KSB10	0.839			
Knowledge Sharing Intention	KSI1	0.937	0.825	0.934	Valid and Reliable
	KSI2	0.857			
	KSI3	0.928			
Self-Efficacy	SE1	0.954	0.892	0.961	Valid and Reliable
	SE2	0.962			
	SE3	0.917			

Table 2. Validity and Reliability  
Source: Data processed

The results of testing the value of R Square for the construct of EIB is 0.560 meaning that CL and KSB is able to explain the variance of EIB by 56%. The R value is also found

in EWB which is influenced by CL, which is 0.338 and KSI is influenced by CL, EWB is 0.456 and KSB is influenced by CL, EWB, KSI, EIB that is equal to 0.702.

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Among the ten proposed hypotheses, three of them are not supported, while seven are supported. (table 3). There is a positive influence of CL on EWB with a coefficient value of 0.582 and p-values 0.000. Thus, H1 is supported. The coefficient value of the influence of CL on KSI is 0.105 and p-values 0.216, so H2 is not supported. There is a positive influence of CL on KSB with coefficient values of 0.280 and p-values of 0.000; then H3 is supported. CL has a positive impact on EIB because the coefficient value shows the number 0.215 and p-values 0.009. Therefore, H4 is supported. There is a positive influence of EWB on KSB with coefficient values of 0.147 and p-values of 0.010. Then H5 is supported. There is an impact of CL on KSI mediated by EWB with a coefficient of 0.081 and p-values of 0.066 > 0.05. Thus H6 is not supported. EWB also mediates the influence of CL on KSB with a coefficient of 0.086 and p-values of 0.022. H7 is supported. EWB has an influence on KSI moderated by SE with coefficient values of 0.150 and p-values of 0.082 > 0.05. Then, H8 is not supported. There is an influence of KSI on

KSB with a coefficient of 0.580 and p-values 0.000, then H9 is supported. Finally, there is the effect of KSB on EIB with a coefficient of 0.593 and p-values 0.000. H10 is supported.

CL has an important role for the success of organizational development because CL has a direct and indirect effect on EWB, KSB and EIB. The research findings show that CL has an effect on EWB, meaning that the higher the practice of CL, the higher the EWB. If the leader shows the attitude and behavior as a coach, namely inspiring, motivating, guiding, and empowering employees, employees will feel satisfaction in the work they are doing. In addition, employees will feel fulfillment of the important goals of their lives. The results of this study confirmed Wang et al. (2021) that coaching leadership offers work instruction to employees, assists reach goals, provides resources, decreases tension, and drives a high-quality work atmosphere, thereby enhancing employee well-being. According to Zhang (2020), coaching leadership has a unique advantage in enhancing employee welfare.

Hypothesis	Coefficient	p- Values	Result
CL → EWB	0.582	0.000	H1 Supported
CL → KSI	0.105	0.216	H2 Not supported
CL → KSB	0.280	0.000	H3 Supported
CL → EIB	0.215	0.009	H4 Supported
EWB → KSB	0.147	0.010	H5 Supported
CL → EWB → KSI	0.081	0.066	H6 Not Supported
CL → EWB → KSB	0.086	0.022	H7 Supported
EWB → Moderating Effect (SE) → KSI	0.150	0.082	H8 Not Supported
KSI → KSB	0.580	0.000	H9 Supported
KSB → EIB	0.593	0.000	H10 Supported

Table 3. Hypothesis Testing  
Source: Results of SEM data processing with SmartPLS

Statistically, CL has no significant effect on KSI. It contradicts Wang et al. (2021) who found that CL significantly influences KSI. When viewed from the characteristics, most of the respondents are 26-35 years old. Bank employees in this age range are in an effort to adjust to their newly acquired job

and/or position so that most of the time employees are focused on themselves and mastery of work. According to Israiidis et al. (2020), employees cannot share knowledge because of the time pressure that employees often experience to complete daily tasks effectively in a limited time. The age

range of respondents from 26-35 years are millennials who have narcissistic tendencies, are obsessed with selfies, and promote themselves. In addition, intention is something that comes from within the employee that may not be intervened by external factors such as leadership. According to Han (2018), KSI is closely related to individual willingness, namely consciousness and openness. An individual who has clear goals, likes to work hard, is strong-willed and ambitious in carrying out any work, tends to share knowledge with others. Similarly, individuals who are open to accepting and listening to the opinions of others are better able to share knowledge with others. Furthermore, according to van Greenen et al. (2019), personality traits such as extroversion, openness to experience and agreeableness significantly affect KSI. The study of Harb et al. (2021) found that doctors who have an extroverted personality, are more sociable, and have high levels of self-confidence have a high tendency to share knowledge with others.

CL has a positive effect on KSB, so if the leader shows attitudes and behaviors as coaching, namely listening, motivating, inspiring, and empowering employees, it will generate employees' enthusiasm to share information, knowledge and expertise with coworkers. According to Castaneda et al. (2016); Anand & Dalmasso (2020), knowledge sharing is a core behavior to achieve organizational goals. Positive behavior from leaders can promote and influence employee voluntary behavior in sharing knowledge.

There is a direct positive influence of CL on EIB, which means that the higher the practice of CL, the higher EIB. According to Zhang (2020), coaching leaders will assist employees create activity plans that are in line with objectives, and aid them to have the relevant qualifications, so as to reach innovative concepts and integrate innovative behavior. EWB has a positive effect on KSB, meaning that an increase in EWB will also increase KSB. The results of this study reaffirm the study of Aighandi et al. (2021) which concludes that an increase in employee well-being both physically and socially will drive to an upgrade in KSB.

Employee well-being successfully mediates the influence of coaching leadership on knowledge sharing behavior but not on knowledge sharing intention. This implies that the well-being of employees needs attention from leaders so that coaching efforts practiced within the organization can effectively encourage employees' knowledge sharing behavior. This finding contradicts Wang et al. (2021) found that EWB as an intervening variable for the influence of CL on KSI. According to Yuan et al. (2019), coaching leadership can help motivate employees to improve attitudes and behavior towards a better direction in the organization. This finding suggests that employee well-being serves as the pathway through which this leadership style influences knowledge sharing behavior. Employees who feel supported and valued by their leaders tend to feel more satisfied and motivated, thereby encouraging them to be more active in sharing knowledge with colleagues.

This research finding indicates that self efficacy is unable to moderate the influence of employee well-being on knowledge sharing intention. This result contradicts Wang et al. (2021), who found that self efficacy moderates the influence of EWB on KSI. Contextual factors in the workplace environment in banks, such as hierarchy structure, or management practices, may play a role in these results. Additionally, there may be other psychological factors that are more dominant in influencing the intention to share

knowledge, such as the need for social affiliation or intrinsic motivation.

KSI has a positive effect on KSB. KSB is driven by the intention to share attention. If an employee has an intention in his heart and or mind, then the employee will do it in practice. These results confirm Castaneda et al. (2016) that KSI has a strong influence on KSB. There is a positive influence of KSB on EIB. According to Pratiwi (2021), knowledge sharing is a time when there is an exchange of information and knowledge among individuals that contributes to improvements in innovative behavior. These findings strengthen the study of Nguyen et al. (2019) that the willingness to contribute and collect knowledge enables individual employees to increase EIB.

## 5. Conclusion

The research findings confirm that CL has a positive effect on EWB, KSB, and EIB both directly and indirectly. Research findings also reveal that EWB has a positive effect on KSI. Likewise, KSI has a positive effect on KSB and KSB has an effect on EIB. Therefore, organizations need to develop CL by hiring or employing leaders who tend to listen, help, support development, and empower employees and the organization rather than pursue power (Wang et al., 2021).

The important implication of this finding is that the role of leaders and leadership styles will determine employees' positive behaviors, which ultimately determine organizational productivity. The human touch of leaders towards individual employees and their needs encourages employees to behave in line with organizational expectations. Coaching is not just a leadership style but also a much-needed leadership skill in today's fast-changing world and intense competition across various fields. In the face of fierce competition and rapidly changing situations, a coaching leader will motivate and assist employees in transitioning and leaping by adopting new mindsets and ways of working, leaving behind old mindsets and ways of working to achieve organizational goals.

This finding contributes to knowledge and research in the fields of leadership, knowledge sharing, well-being, and individual innovation, especially regarding the influence of coaching leadership on IEB, which is a novelty. Additionally, CL does not directly or indirectly influence KSI, and SE is not successful in mediating the influence of EWB on KSI. Results that are inconsistent with Wang et al. (2021) open opportunities for further research in various countries with different cultures. This research can also be conducted in other fields to enrich the literature.

This study also has several limitations, first, the potential for bias to occur in the research results because all research data is only based on individual reports on exogenous and endogenous variables. Second, future research can use knowledge sharing behavior as a mediating variable to examine the effect of coaching leadership on employee innovative behavior. Third, considering that coaching leadership has not been widely studied, further study can be conducted to examine the effect of coaching leadership with other variables such as performance and job satisfaction.

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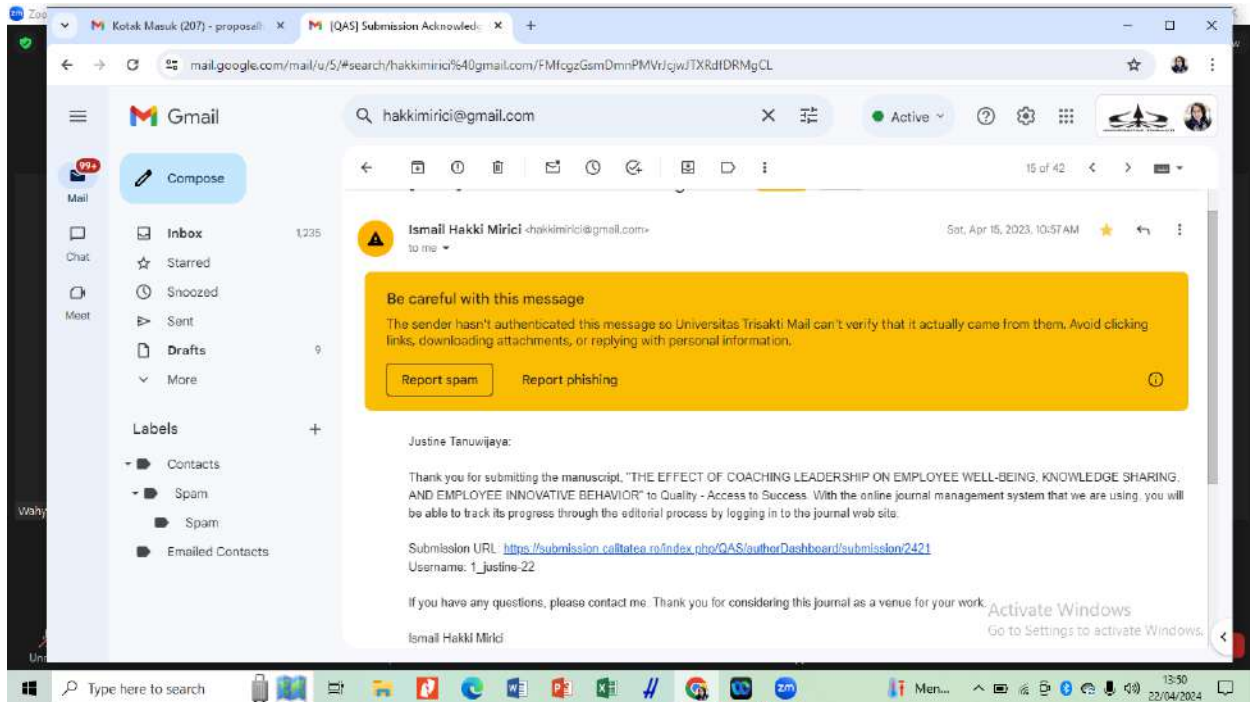
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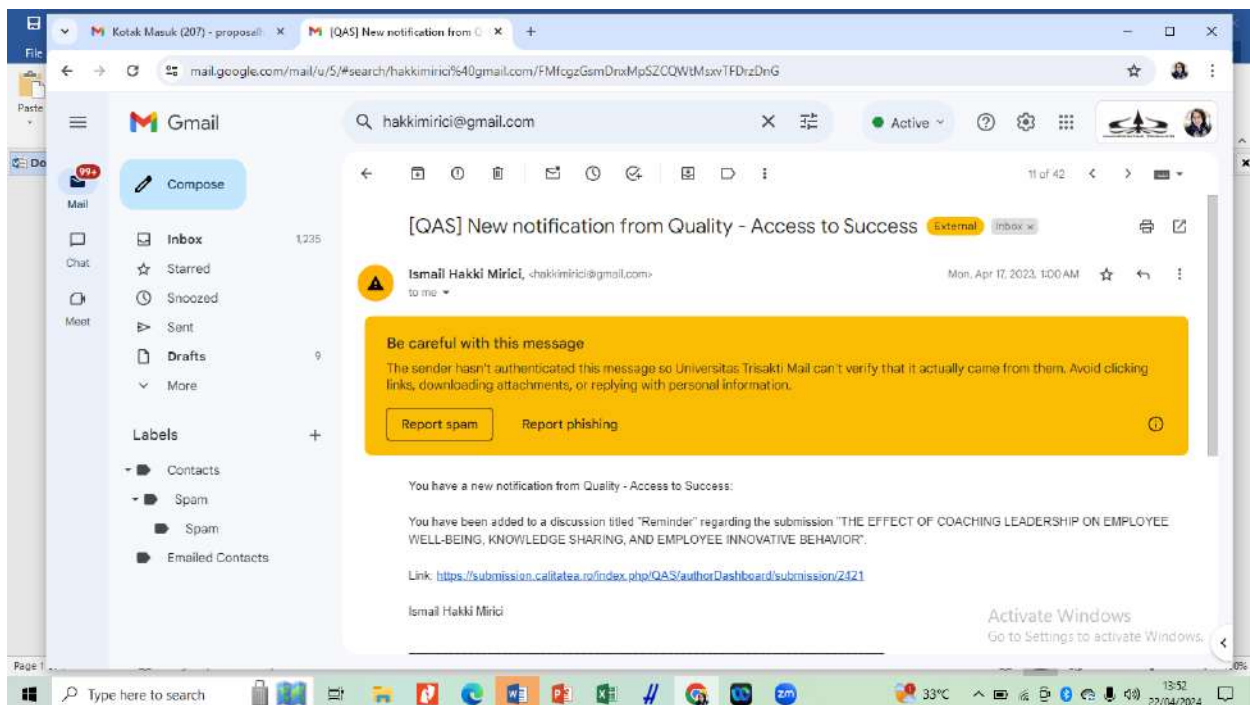
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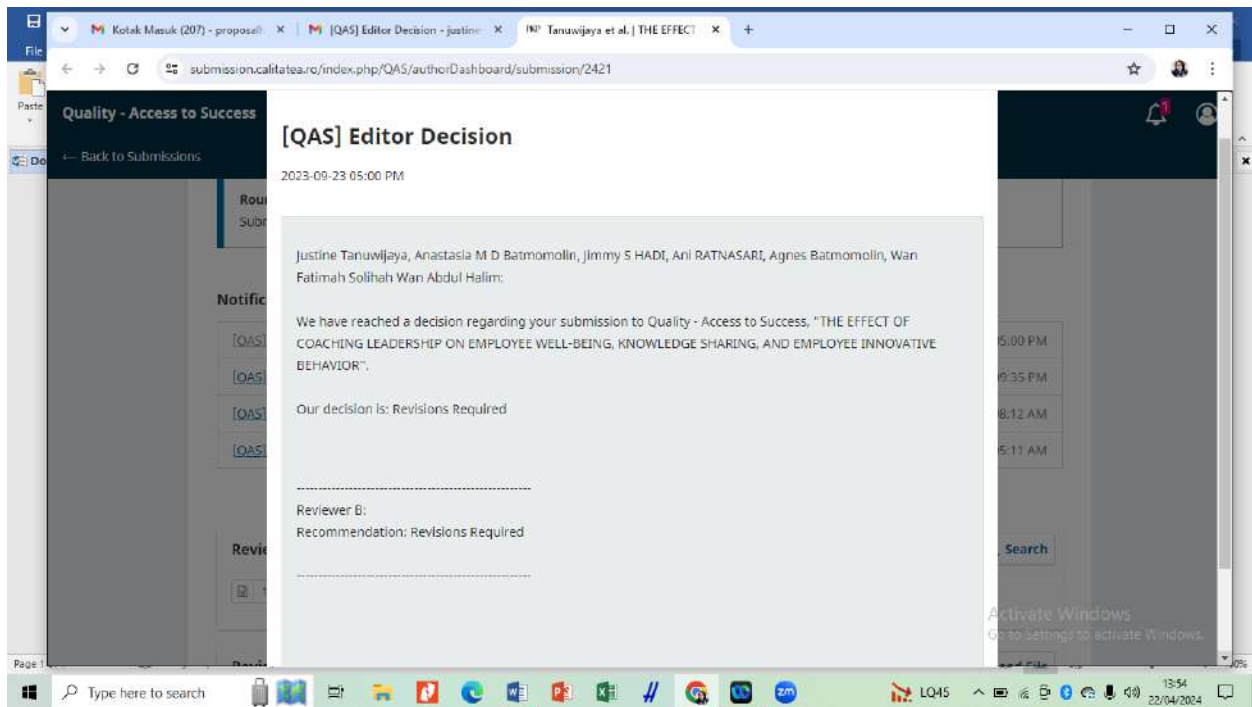
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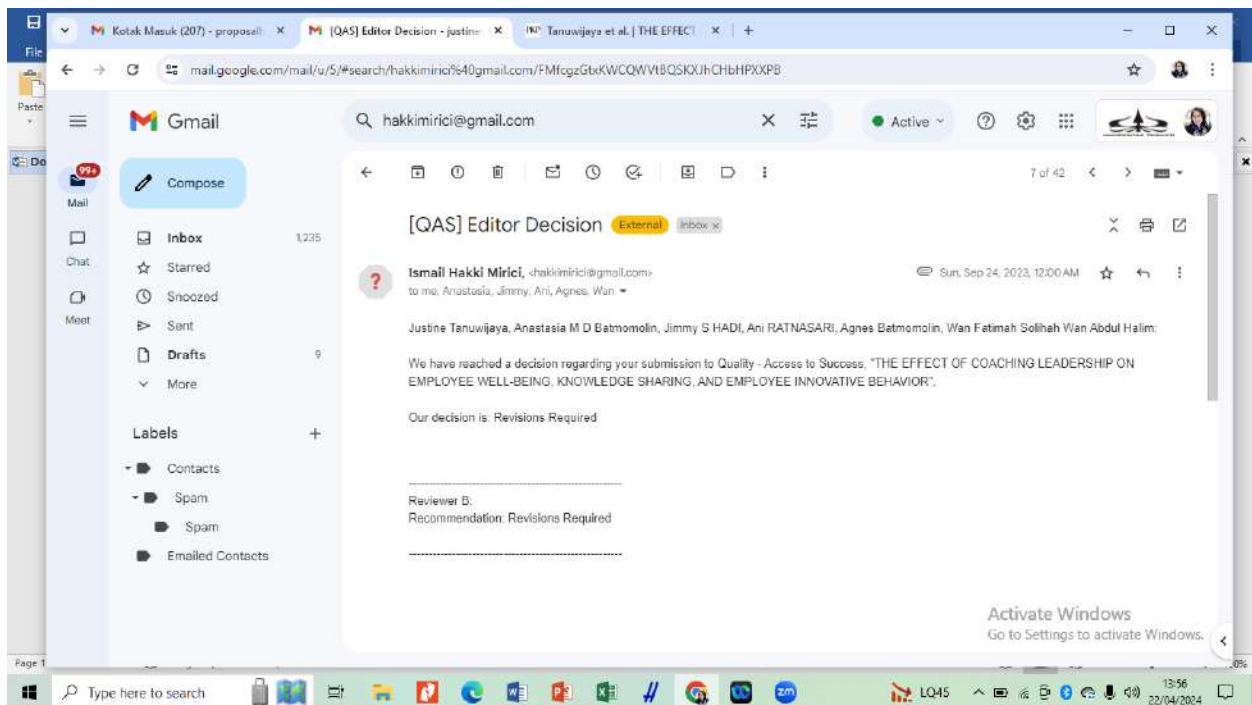
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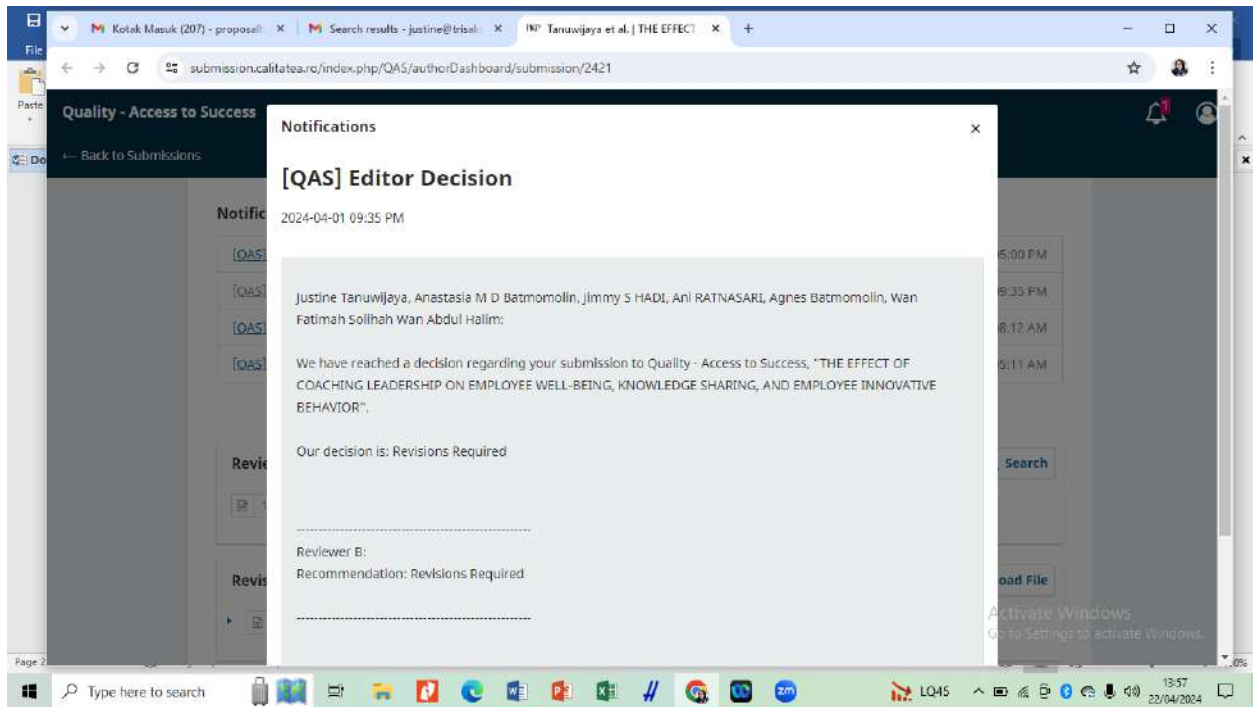
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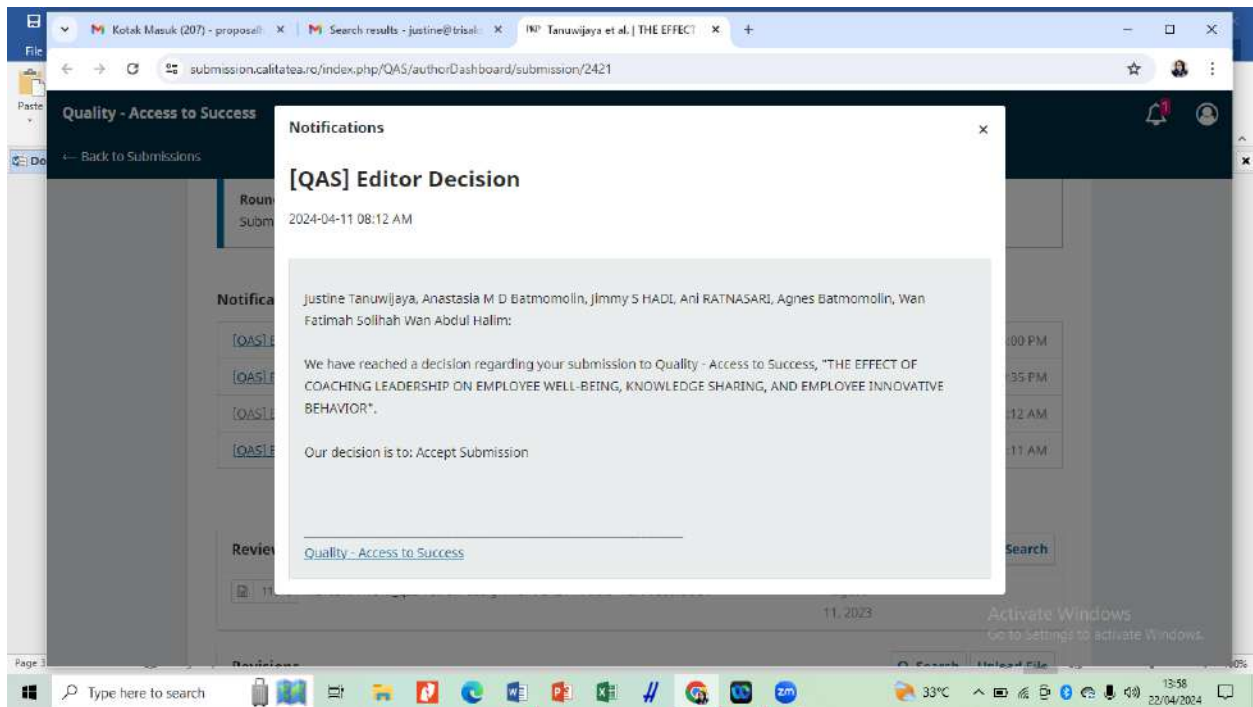
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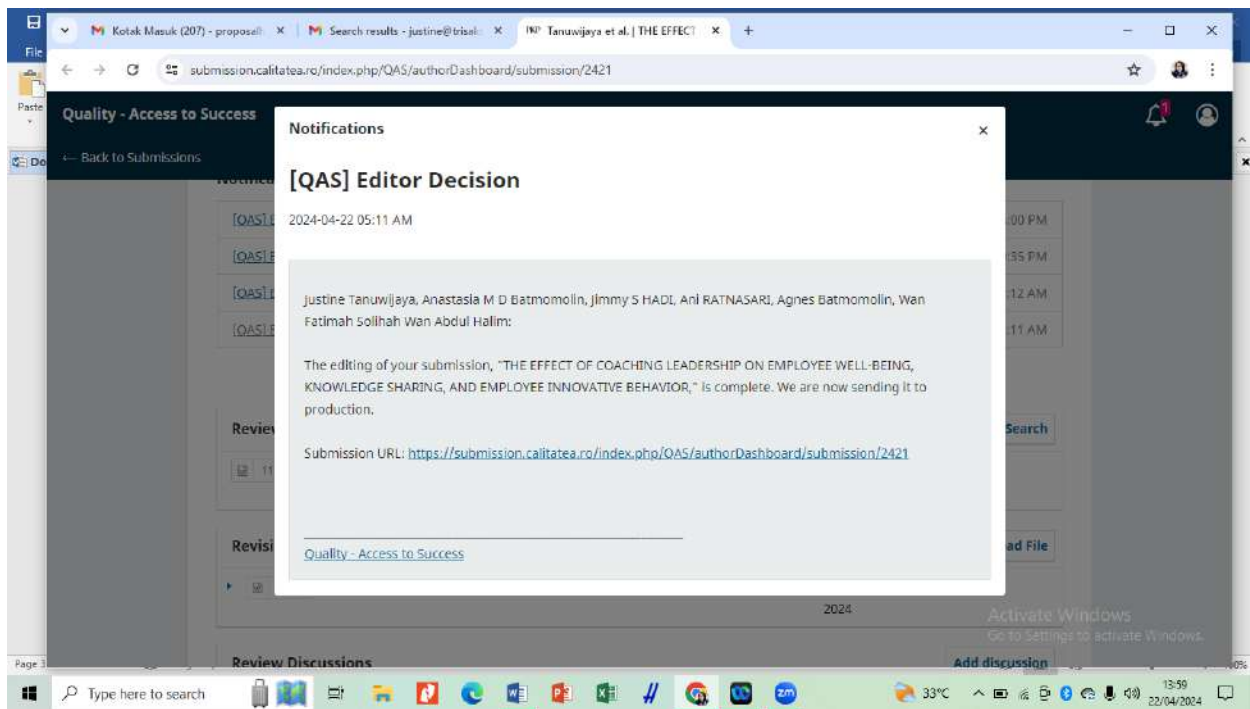
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