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**To cite this article:** Justine Tanuwijaya, Anastasia M. D. Batmomolin & Jimmy S. Hadi (2025) Empowering innovation: how coaching leadership shapes employee behavior through well-being, Cogent Business & Management, 12:1, 2566444, DOI: [10.1080/23311975.2025.2566444](https://doi.org/10.1080/23311975.2025.2566444)

**To link to this article:** <https://doi.org/10.1080/23311975.2025.2566444>



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Published online: 04 Oct 2025.



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# Empowering innovation: how coaching leadership shapes employee behavior through well-being

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## ABSTRACT

In the era of globalization and increasing competition, organizations are required to continuously innovate and create a work environment that supports collaboration and knowledge sharing. Effective leadership plays a crucial role in fostering an organizational culture that encourages knowledge sharing and innovative behavior among employees. This quantitative study aims to examine the influence of coaching leadership (CL) on employees' knowledge sharing behavior (KSB) and innovative behavior, mediated by employee well-being (EWB). A total of 181 employees from private banks in Indonesia participated in this study. The results showed that CL has a significant positive impact on EWB, which in turn positively affects KSB. Furthermore, EWB was found to have a strong mediating role in the influence of CL on both innovative behavior and KSB among employees. This indicates that enhancing EWB through CL not only improves the quality of employees' lives but also encourages them to be more innovative and collaborative. The practical implications of this study highlight the importance of organizations adopting a CL approach to improve EWB, which in turn strengthens the culture of innovation and knowledge sharing in the workplace.

## ARTICLE HISTORY

Received 8 January 2025  
Revised 12 September 2025  
Accepted 19 September 2025

## KEYWORDS

Coaching leadership;  
employee well-being;  
innovative behavior;  
knowledge sharing  
behavior; bank

## SUBJECTS

Business, Management  
and Accounting;  
Economics; Work &  
Organizational Psychology

## 1. Introduction

Employees are often considered one of the most valuable assets of any organization, playing a pivotal role in its advancement and success. Therefore, it is crucial for organizations to prioritize continuous development in various aspects of their employees' lives, including their skills, knowledge, well-being and behavior. According to Salas-Vallina et al. (2020), organizations that place a strong emphasis on employee well-being (EWB) are likely to see increased employee enthusiasm, which in turn leads to longer tenure with the organization. This focus on well-being not only benefits employees but also serves as an indicator of the overall health and success of the organization (Nimmi et al., 2023).

The role of leaders and managers extends beyond merely overseeing work processes and outcomes; it includes the essential function of guiding, developing and directing employees to align with organizational goals. Effective leaders are not only concerned with achieving results but also with fostering an environment where employees can thrive. This involves nurturing knowledge sharing behavior (KSB) and promoting innovative practices among employees. Knowledge sharing is a critical component that can significantly enhance performance (Javaid et al., 2018) and stimulate innovative behavior (Kmieciak, 2021). Ansong et al. (2023) suggest that knowledge sharing provides employees with new insights and ideas, which can lead to improved work practices. This process of knowledge sharing not only encourages creativity but also increases employee confidence and performance. Furthermore, it promotes a learning culture that equips employees with new skills necessary for innovation (Vandavasi et al., 2020).

In the highly competitive banking sector, the rapid evolution of market dynamics, changing customer demands and shifting lifestyles compel banks to continually innovate. Innovation is recognized as a

critical element for adding value and achieving organizational excellence (Dede & Zazkaya, 2018). Banks with a large customer base and significant profits tend to excel in innovation, often developing superior products compared to their competitors (Q. Wang et al., 2020).

Employee behavior plays a crucial role in fostering innovation, as employees are responsible for creating and implementing new solutions that address organizational challenges (Purc & Lagun, 2019). To remain competitive, companies must offer new products and services that stand out from those of their competitors. Achieving this requires employees who are capable of thinking creatively and acting innovatively. Employee innovation and creativity are vital for the sustainability and growth of the organization (Alshebami, 2021). The innovation process within companies involves employees at every stage, from idea generation and program planning to implementation and feedback (G. Zhang & Wang, 2022). Innovative employees help reduce operational costs and address business challenges. Employee innovative behavior (EIB) encompasses a series of internal processes where employees generate ideas and endeavor to implement them into practical innovations (Ye et al., 2021). Innovative employees contribute to reducing operational costs and addressing business challenges, highlighting the need for organizations to support and encourage innovative behaviors through a supportive workplace and appropriate incentives (Alshebami, 2021).

One effective approach to facilitating employee development and knowledge transfer is coaching. Coaching is a technique that helps employees overcome weaknesses and enhances their skills through targeted guidance. Leaders who provide coaching for individual employees can address specific areas of improvement, while group coaching can facilitate the sharing of skills and knowledge among employees, leading to the development of new banking products and services (El Achi, 2017). Berg and Karlsen (2016) emphasize that coaching leadership (CL) is distinct from other leadership styles because it recognizes and values the uniqueness of each individual. This personalized approach to leadership can motivate employees to enhance their attitudes and behaviors within the organization (Yuan et al., 2019). Coaching has been proven to be an effective strategy for leadership development, contributing to the renewal of organizational strategies by more effectively developing individual talents and strengths (Asobee, 2021; Berg & Karlsen, 2016; Woo, 2017).

The banking industry in Asia faces significant challenges in maintaining competitiveness amid market changes, digitalization and rising customer expectations. To address these challenges, banks must optimize human resource management by ensuring EWB while simultaneously fostering workplace innovation. Although numerous studies have explored various leadership styles and their impact on employee behavior, there remains a gap in understanding how CL influences KSB and innovative behavior in the Asian banking sector.

This study focuses on EWB as a mediator in the influence of CL on KSB and innovative behavior, an aspect that has been rarely examined in the banking industry in Asia. By understanding the role of EWB in this mechanism, this research aims to provide strategic insights for banks in designing more effective leadership models. By implementing CL that prioritizes EWB, banks can create a more supportive work environment, enhance productivity, strengthen a culture of innovation and collaboration and accelerate adaptation to the increasingly competitive industry dynamics.

## 2. Literature review and hypothesis development

### 2.1. Social exchange theory

Social exchange theory is one of the most influential conceptual approaches in analyzing workplace behavior. This theory highlights that interdependent relationships can foster high-quality interactions (Cropanzano & Mitchell, 2005). The core principles of this theory are reciprocity and mutual dependence, which help explain various forms of social interactions and relationships (Kim, 2016). Blau (1964) explains that exchange relationships are causal in nature, where the characteristics of a relationship influence the dynamics of social exchange. When exchanges are successful, they strengthen commitment within the relationship. Social exchange consists of a series of actions that depend on positive responses from others, ultimately leading to mutually beneficial transactions and relationships. In the context of CL, this theory illustrates how leaders who provide guidance and support to employees can establish positive

social exchange relationships. When employees experience benefits from CL, such as improved psychological well-being (*EWB*), they are more likely to engage in knowledge sharing and innovation as a form of reciprocity for the support provided by their leaders. Thus, CL plays a crucial role in fostering constructive social relationships within organizations, ultimately promoting KSB and employee innovation.

## 2.2. CL

Coaching provides a human and personal touch in global organizations, giving coachees space to reflect and develop themselves (Mangion-Thornley, 2021). Coaching success depends on the leader's skills in communicating and building effective interpersonal relationships, such as affirming, showing respect, intimacy, building trust, objectivity and integrity (Khaola & Coldwell, 2019). In performance management, coaching is considered to have a positive side in problem solving. In the midst of business uncertainty, coaching plays a highly strategic role. Its effectiveness is not solely determined by technical skills but also by the leader's mindset. An effective leader is one who remains open to adopting new perspectives while preserving relevant existing ones, thereby creating a balance between innovation and continuity within the organization (Lawrence, 2017). When leaders engage in coaching by conveying information to employees, it is regarded as more beneficial than simply listening or posing questions (Milner et al., 2018).

In many organizations, coaching is emphasized as a means of shaping leadership approaches that foster the adoption and implementation of innovative ideas. The employee's direct supervisor or manager is responsible for coaching by acting as a mentor who teaches new skills or helps overcome certain problems (Khaola & Coldwell, 2019). Coaching is also defined as a process used to boost employees to take responsibility for achieving performance, maintain superior performance and foster a partnership approach to achieve common goals and effectiveness (Khaola & Coldwell, 2019).

CL is a style of leadership that allows employees to be guided, inspired and encouraged with the aim of increasing work performance. CL has bottom-up leadership characteristics, namely regular interactions to optimize employee potential and encourage employees to be brave in facing new challenges and learning from mistakes (Cui et al., 2022).

According to Berg and Karlsen (2016), CL is superior to transformational leadership and servant leadership in optimizing employees' individual potential. CL focuses on individual growth and development through continuous guidance and feedback. Transformational leadership emphasizes inspiration and motivation to align followers with the organization's larger vision and prepare them for change. Meanwhile, servant leadership prioritizes meeting team needs and ensuring their well-being while fostering collaboration and trust. Therefore, CL is more effective in building employee independence, confidence and readiness to face challenges, creating an adaptive and productive work environment.

## 2.3. EWB

The notion of *EWB* is versatile and shows considerable variation across different generations, regions, countries, social values and customs (Stankevičienė et al., 2021). It is a measure of quality based on individual feelings and experiences while performing their roles and responsibilities as employees (Xerri et al., 2023). *EWB* can be described as the harmonious satisfaction of one's needs, goals and overall life balance (S. K. Singh et al., 2019). This comprehensive view highlights the importance of addressing diverse aspects of well-being to ensure a supportive and effective work environment.

The well-being of employees in a highly competitive and challenging environment is closely linked to the overall health of the organization. If employee welfare is well maintained, the organization's health will also improve, and poor welfare is likely to weaken it (Pawar, 2016; A. Singh & Jha, 2022). A person's quality of life, understood as an accumulation of various interrelated factors such as life satisfaction, can also be viewed as well-being (S. K. Singh et al., 2019). The well-being of employees can also impact their level of productivity which is another characteristic of a healthy business. *EWB* is not only manifested in employees' thoughts and feelings about job and vitality but also in psychological experiences and expressions of satisfaction shown in professional and personal lives of employees (Nimmi et al., 2023).

## 2.4. KSB

Knowledge sharing is a crucial factor in an increasingly competitive business environment (Chen et al., 2024). Knowledge sharing is done by disseminating, transferring and exchanging news, knowledge or experience and skills from one employee to another within the organization. KSB influences performance improvement. By sharing knowledge with their teams, leaders enable them to work more effectively, productively and in a healthier manner (Javaid et al., 2018). Sharing of insights within the workplace can strengthen the organizational knowledge base, which in turn may influence attitudes and behavioral patterns (Yadav et al., 2019) so leaders need to facilitate the flow of cultural knowledge, identify and resolve conflicts among employees (Yadav et al., 2019). Knowledge sharing among employees can increase organizational knowledge and benefits through increasing innovation in employees and the organization as a whole (Kmieciak, 2021).

Leaders need to drive employees to share knowledge and discuss ideas with others and learn from each other in order to acquire new insights and expand knowledge (Mohammed & Kamalanabhan, 2019). Experience of foreign employees and knowledge sharing can help them to understand and adapt conditions and policies according to local conditions of work (Chen et al., 2024). Enterprises that compete globally realize that transforming tacit knowledge into explicit knowledge is a critical factor to encourage and promote KSB. Such activities foster the synergy of KSB within the organizational environment and contribute to sustaining a competitive edge (Youssef et al., 2017).

## 2.5. EIB

A range of actions focused on generating, promoting and applying new ideas is commonly referred to as innovative behavior (Yang et al., 2021). Innovative behavior entails employees' capacity to engage in novel thinking processes to solve work-related problems, aiming to achieve excellence, enhance performance and foster long-term development (Javed et al., 2021). This behavior applies when employees take the initiative to generate and execute new ideas in order to be able to conform quickly to work and get benefits as expected (G. Zhang & Wang, 2022). Innovative behavior directly supports to organizational productivity and effectiveness, leading to sustainable growth. Organizations must utilize effective human resource management (HRM) practices to develop employees' knowledge in order to increase innovative behavior in achieving competitive advantage continuously (Shafaei & Nejati, 2024). Innovative behavior is a key factor so that companies can survive and successful in facing increased tough and complex business competition (Iqbal et al., 2023). Employees must devote time and energy and dare to face the risk of failure when innovating (Yang et al., 2021).

## 2.6. CL and EWB

CL offers guidance, prepares resources, relieves pressure, promotes a high-quality work environment and helps employees achieve goals thereby enhancing EWB (W. Wang et al., 2021). Leaders' conduct plays a decisive role in how their presence affects well-being within the work environment (Kerns, 2018). CL, as a contemporary leadership approach and an effective means of enhancing employee capabilities, plays an important role in promoting well-being (X. Zhang, 2020). Employee welfare and leadership may be understood through the interactions and behaviors that occur between leaders and their teams, which can influence well-being both positively and negatively (Salmi et al., 2020). CL serves as a bridge between the utilization of individual and team strengths in the workplace, contributing to improved EWB and team effectiveness (Mäkelä et al., 2024).

**H1:** Coaching leadership has a positive effect on employee well-being.

## 2.7. CL and KSB

Through CL, leaders guide team members to be more diligent and accountable, enabling the attainment and maintenance of excellent performance. The principle of equal treatment, employees are treated as partners (Khaola & Coldwell, 2019). Coaching is a recognized way not only to simplify and support

talented workers, but also to accomplish the company's strategic goals. Several organizations have adopted coaching interventions to discover and develop potential employee capabilities. This practice is considered to be able to encourage company creativity and innovation in an increasingly competitive business environment (Woo, 2017). Organizations can use coaching as an instrument to drive KSB. Coaching can also be utilized to overcome conflicts that may appear in the process of sharing knowledge among employees (Wadhwa & Bali, 2016).

**H2:** Coaching leadership has a positive effect on knowledge sharing behavior.

### **2.8. CL and EIB**

Coaching leaders assist workers to explore their deepest demands and set job objectives using effective coaching manners such as guidance, encouragement and inspiration. Coaching leaders engage in open interaction and communication with their teams, providing the necessary resources and support to encourage innovative thinking. They also guide individuals in developing action plans and acquiring relevant skills and resources needed to transform ideas into innovative behaviors (X. Zhang, 2020). CL tolerates mistakes and empowers employees (Li et al., 2022). When employees feel empowered, their level of innovative attitude will develop (Dede & Zazkaya, 2018). Individual innovative behavior is strongly linked to leadership, anticipated managerial traits, career progression, innovation support and systematic approaches to problem solving (Scott & Bruce, 1994). According to Yang et al. (2021), company leaders must provide strong support so that innovative behavior can be continued to develop.

**H3:** Coaching leadership has a positive effect on employee innovative behavior.

### **2.9. EWB and KSB**

One essential factor in promoting healthy information sharing among employees within an organization is ensuring their well-being (Alghamdi et al., 2021). While explicit knowledge is often shared with ease, tacit knowledge is typically retained as a valuable personal resource. Encouraging KSB therefore requires strategic efforts to address the reluctance to share more complex insights, which can be facilitated by enhancing overall well-being in the workplace (Sulistiawan et al., 2022). The studies of Alghamdi et al. (2021) and Latif et al. (2022) concluded that better physical and social well-being among employees promotes greater KSB.

**H4:** Employee well-being has a positive effect on knowledge sharing behavior.

### **2.10. EWB and EIB**

The physical and social well-being of employees plays an integral role in the relationship between their perceptions of skill usage and the human resource practices designed to enhance opportunities and role performance. Psychological well-being, in particular, serves as a critical link between perceived HR practices and the motivation and performance needed for innovation (Khoreva & Wechtler, 2018). According to a study by Koroglu and Ozmen (2022), psychological well-being has a significant influence on employees' innovative behavior. When employees are provided with freedom of expression, flexibility, support for their ideas and a workplace environment characterized by trust and minimal conflict, creativity and innovation are more likely to flourish (Jain, 2022).

**H5:** Employee well-being has a positive effect on employee innovative behavior.

### **2.11. KSB and EIB**

According to Kmiecik (2021), EIB is influenced by the extent to which knowledge sharing is encouraged among them. To encourage innovation, leaders must establish an environment that supports knowledge sharing among employees. The exchange of knowledge expands opportunities for greater creativity and

innovation (Saripin & Kassim, 2019). Shared knowledge enriches fellow employees, raises awareness and stimulates innovative behavior. Knowledge sharing serves as a mechanism for employees to exchange insights and contribute to enhancing innovative behavior (Aktharsha & Sengottuvel, 2016; Pratiwi, 2022), like as the case in small and medium enterprises of batik in Indonesia. Knowledge sharing activities include sharing experiences and knowledge, helping batik small and medium enterprises (SMEs) in solving problems faced together. When sharing, batik entrepreneurs gain more knowledge to increase the effectiveness and efficiency of the work process (Laily & Ernawati, 2020). Knowledge sharing between individuals will promote individual interaction and communication, can increase the promotion or implement creative ideas and innovative thinking (J. Wang et al., 2017). Nguyen et al. (2019) demonstrated that employees' readiness to both exchange and absorb knowledge fosters the development of innovative behavior.

**H6:** Knowledge sharing behavior has a positive effect on employee innovative behavior.

## 2.12. *EWB as mediator*

Salmi et al. (2020) highlighted that leaders and employees may experience well-being and leadership in similar ways. These common experiences are predominantly emotional in nature, complemented by those grounded in knowledge. By applying coaching, organizations can cultivate an atmosphere that enhances the development of their innovative potential. The openness of corporate innovation provides an opportunity for stakeholders to be involved in expanding knowledge. Coaching enables employees to enhance critical thinking and modify behavior, while simultaneously fostering a perception of empowerment provided by the leader (Rosha & Lace, 2021). Knowledge sharing is reciprocal. It starts from one individual to another then the other party is willing to share useful information. Managers need to reward employees who contribute in sharing knowledge and support employees who voluntarily share their innovative ideas, so that mutual trust will be created (Ye et al., 2021).

Leadership that applies a coaching style can enhance EWB, which in turn encourages them to be more active in knowledge sharing in the workplace (W. Wang et al., 2021). Organizations with adequate leadership and better EWB lead to a safe working environment for employee (Awais-E-Yazdan et al., 2023). Well-being employees are more motivated, feel secure and have positive work relationships. In such an environment, they are more open to sharing knowledge without fear of competition or criticism. Therefore, this study proposes:

**H7:** Employee well-being functions as a mediator of the effect of coaching leadership on knowledge sharing behavior.

Employees consider themselves or their work meaningful in an organization if they regularly receive feedback from leaders. For example, when a leader visits employee regularly, the employees feel that the leader is care to them and their work causing positive emotions. In addition, feedback offers employees the opportunity to learn something new and develop themselves. Employees tend to value support that is more psychological than practical (Salmi et al., 2020). Coaching leaders interact personally with employees and help employees realize their creative and innovative potential (X. Zhang, 2020). Employee well-being contributes positively to the positive behavior of employees. Social welfare increases innovative roles and performance, psychological well-being of employees is positively contributed to innovative performance and physical well-being is positively connected to role performance. Therefore, employees who are fit and experience high levels of social welfare tend to experience a sense of vitality which allows them to successfully achieve performance in their innovative and roles (Khoreva & Wechtler, 2018). In this study, CL enhances EWB through support, feedback and empowerment. Employees with higher well-being tend to be more motivated, feel secure and be more open to innovation. Thus, EWB acts as a mediator in the relationship between CL and employees' innovative behavior, as good well-being fosters creativity and the confidence to express new ideas. Therefore, the proposed hypothesis is:

**H8:** Employee well-being functions as a mediator of the effect of coaching leadership on employee innovative behavior.

The research framework is shown in [Figure 1](#).

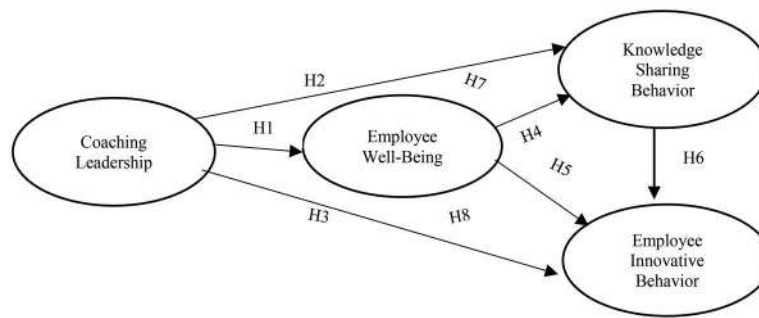


Figure 1. Research model.

### 3. Method

#### 3.1. Data and samples

This research is a quantitative descriptive study conducted at two branch offices of large private banks located in Jakarta, Indonesia. The choice of these research objects was grounded in the remarkable accomplishments of the two private banks. In recent years, particularly in 2023, these two banks have successfully positioned themselves as leading banks in the Indonesian banking industry, surpassing other banks and institutions in the competition for the 2023 Indonesia Human Resources Award.

These two banks have demonstrated remarkable performance in human resource management. One of these banks was awarded the title of 'Best HR Management for Outstanding Digitalization of HR Recruitment and Development to Create a Sustainable and Agile Banking Business Environment'. This award highlights that the bank has implemented highly effective strategies in digitizing the recruitment and employee development processes, ultimately creating a dynamic work environment that is capable of adapting to change.

The other bank received the same award, showcasing their strong commitment to innovation in HR management. This achievement proves that both banks have strong leadership that can influence employee behavior to achieve excellence. This effective leadership not only motivates employees to perform better but also contributes to the overall success of the banks in facing the challenges of an ever-evolving banking industry.

Although only two banks are involved, these two have very representative characteristics that illustrate best practices and industry standards in the private banking sector. As large banks with significant market share and adequate resources, they can represent the practices and policies applied by many other large banks in Indonesia. These two banks also offer a wide range of services and serve a broad market segment, operating in a highly competitive environment, which allows the results of this research to provide relevant insights that can be applied to other large banks with similar characteristics.

Questionnaires were distributed online using the Google form to bank employees, either directly or through managers. The target population of the two bank branch offices is 540 people. Sampling was handled by convenience, namely based on the readiness of the respondents to give feedback voluntarily, so 181 employees filled out the online questionnaire that was distributed. According to Hair et al. (2019), an adequate sample size for the covariance-based structural equation modeling (CB-SEM) approach, particularly for models with 20–30 indicators, ranges from 150 to 200 respondents to ensure stable and reliable parameter estimates. Memon et al. (2020) also suggest that a sample size between 160 and 300 observations is considered appropriate for use in multivariate statistical analysis techniques. This study involved 24 reflective indicators measuring four latent constructs, with a total of 181 respondents. Therefore, the sample size in this study meets the recommended minimum criteria and can be considered sufficient for CB-SEM analysis. The data gathered from the Google form is systematically processed and analyzed using the advanced tools of AMOS version 22.0.

This research has received a feasibility assessment from the Ethics Committee of the Faculty of Economics and Business, Universitas Trisakti (No. 002/A.S3/IK/USAKTI/II/2023, date: 4 February 2023). The research participants were provided with explanations about the procedures, confidentiality and other

important details before their participation. Only participants who gave informed consent took part in the study. Participants' consent was given verbally because they trusted the researchers, supported by an official letter from the University.

### 3.2. Measurements

The instrument for measuring CL was adopted from Farh and Chen (2018) and comprises four items. EIB was assessed using six items adapted from Scott and Bruce (1994). EWB was measured with four items, also adapted from W. Wang et al. (2021). KSB was evaluated using 10 items developed by Mafabi et al. (2017). All questionnaire items utilized a 5-point Likert scale, with response options ranging from 1 (strongly disagree) to 5 (strongly agree). This standardized approach ensures consistent measurement of the variables and facilitates the comparison of responses across different dimensions.

Testing the feasibility of the research instrument was carried out by testing the validity and reliability of each questionnaire item. The validity of the questionnaire was seen from the value of the factor loading (Table 1), for CL, EWB, KSB and EIB showing a number  $>0.6$ . The results of the reliability test of the instrument showed the value of Cronbach's alpha  $>0.8$ . Thus, the research instrument is valid and reliable according to Hair et al. (2019).

The feasibility test results for the research model were promising. The root mean square error of approximation (RMSEA) was 0.072, the root mean square residual (RMR) was 0.039, the comparative fit index (CFI) was 0.916, the incremental fit index (IFI) was 0.917 and the Chi-square normed index was 3.801. The results of this calculation show a good model according to Hair et al. (2019). The RMSEA value of 0.072 falls within the acceptable range (between 0.05 and 0.08). The CFI and IFI values of 0.916 and 0.917, respectively, indicate that the model is quite fit, as both values are above 0.90. Additionally, the normed Chi-Square index value of 3.801 is below 5, which is still acceptable.

To identify potential common method bias (CMB), this study employed three testing methods. Firstly, Harman's single-factor test was conducted, revealing that the largest single factor accounted for 49.4% of the total variance, slightly below the common 50% threshold (Podsakoff et al., 2003), indicating no dominance of a single factor (Usmanova et al., 2021). Secondly, the common latent factor (CLF) approach was applied using AMOS, and the results showed that many items had standardized loading differences exceeding 0.20 between models with and without the CLF, suggesting potential bias. Thirdly, the marker variable technique was implemented using gender as the marker variable. The results indicated minimal changes in correlation values ( $r$ ), ranging from 0.000 to 0.005. Therefore, including gender did not

**Table 1.** Confirmatory factor analysis.

Variable	Indicator	Factor loading	Cronbach's alpha	Results
Coaching leadership	CL1	0.872	0.894	Valid and reliable
	CL2	0.915		
	CL3	0.868		
	CL4	0.830		
Employee well-being	EWB1	0.797	0.869	Valid and reliable
	EWB2	0.819		
	EWB3	0.890		
	EWB4	0.886		
Knowledge sharing behavior	KSB1	0.762	0.934	Valid and reliable
	KSB2	0.665		
	KSB3	0.775		
	KSB4	0.801		
	KSB5	0.817		
	KSB6	0.808		
	KSB7	0.810		
	KSB8	0.851		
	KSB9	0.835		
	KSB10	0.839		
Employee innovative behavior	EIB1	0.838	0.918	Valid and reliable
	EIB2	0.901		
	EIB3	0.882		
	EIB4	0.813		
	EIB5	0.892		
	EIB6	0.764		

Source: Data processing.

significantly reduce correlations among the main constructs (Lindell & Whitney, 2001) suggesting that CMB does not pose a significant threat to the validity of the study's findings.

## 4. Results

### 4.1. Descriptive statistics

The majority of bank employees participating in this study consisted of 52.5% male and 47.5% female, 46.4% aged 24–34 years, 72.9% had a bachelor's degree and 44.8% had worked for 4–10 years (Table 2).

The average respondent's answer to the CL variable is 4.39 (SD = 0.602). It means bank employees experience that their leaders provide guidance, conduct coaching and provide feedback on questions raised by employees. Leaders are also able to analyze the situation that occurs and can take appropriate action. The average EWB is 4.10 (SD = 0.685), which means that bank employees feel quite satisfied with their work because they can reflect on what is done at work and through work, the life goals of employees can be fulfilled. The average KSB is 4.39 (SD = 0.532), meaning that there is a good exchange of information among bank employees. An employee easily shares his knowledge and skills with other employees. The average EIB is 4.20 (SD = 0.643), meaning there is an innovative climate at these two banks. Employees have creative ideas that can be promoted to others. In addition, employees actively seek new techniques or ways to carry out work. Descriptive statistics for the constructs, including mean, standard deviation, minimum and maximum values, are presented in Table 3.

### 4.2. Hypothesis testing

The results of hypothesis testing with a 95% confidence level show that out of the eight proposed hypotheses, seven are supported, while one is not supported (Table 4). A hypothesis is considered supported if the  $p$ -value  $\leq 0.05$  and not supported if the  $p$ -value  $> 0.05$ . The coefficient for the effect of CL on EWB is 0.464 with a  $p$ -value of 0.000, so H1 is supported. The effect of CL on KSB results in a coefficient of 0.836 with a  $p$ -value of 0.000, thus supporting H2. The coefficient on the effect of CL on EIB is 0.117 while the  $p$ -value is 0.212, indicating that there is no support for hypothesis H3. The coefficient for the influence of EWB on KSB is 0.144, and the associated  $p$ -value is 0.007, confirming the support for hypothesis H4. The coefficient on the effect of WBE on EIB is 0.189 with a  $p$ -value of 0.002, the H5 is supported. Furthermore, the coefficient of KSB on EIB is 0.742 with a  $p$ -value of 0.000, thus H6 is supported. For testing the indirect effect, the coefficient of EWB mediating the effect of CL on KSB and EIB is 0.592 and 0.120, respectively and with  $p$ -value is 0.010 and 0.004. Thus, H7 and H8 are supported.

**Table 2.** Characteristics of respondents.

Variable	Frequency	Percent
Gender		
Female	86	47.5
Male	95	52.5
Age (years old)		
<24	24	13.3
24–34	84	46.4
35–44	53	29.3
45–54	18	9.9
$\geq 55$	2	1.1
Education		
Undergraduate	12	6.6
Bachelor	132	72.9
Master	37	20.4
Length of work (years)		
<3	37	20.4
4–10	81	44.8
11–17	33	18.2
18–24	23	12.7
>25	7	3.9

Source: Data processing.

**Table 3.** Descriptive statistics ( $n = 181$ ).

Variable/item	Minimum	Maximum	Mean	Std. deviation
Coaching leadership				
CoL1	2	5	4.40	0.656
CoL2	2	5	4.36	0.707
CoL3	2	5	4.41	0.699
CoL4	2	5	4.40	0.705
CoL	2	5	4.39	0.602
Employee well-being				
EWB1	1	5	4.27	0.712
EWB2	1	5	4.05	0.884
EWB3	1	5	4.01	0.830
EWB4	1	5	4.08	0.802
EWB	1.5	5	4.10	0.685
Knowledge sharing behavior				
KSB1	1	5	4.46	0.628
KSB2	1	5	4.21	0.753
KSB3	1	5	4.43	0.701
KSB4	1	5	4.44	0.709
KSB5	1	5	4.29	0.734
KSB6	1	5	4.29	0.713
KSB7	1	5	4.45	0.627
KSB8	1	5	4.41	0.596
KSB9	1	5	4.43	0.668
KSB10	1	5	4.55	0.571
KSB	1.1	5	4.39	0.532
Employee innovative behavior				
EIB1	1	5	4.32	0.728
EIB2	1	5	4.25	0.747
EIB3	1	5	4.20	0.705
EIB4	1	5	4.06	0.883
EIB5	1	5	4.23	0.690
EIB6	1	5	4.14	0.815
EIB	1	5	4.20	0.643

Source: Data processing.

**Table 4.** The outcome of hypothesis testing.

Hypothesis	Coefficient	$p$ -Value	Decision
H1: CL has a positive effect on EWB	0.464	0.000	Supported
H2: CL has a positive effect on KSB	0.836	0.000	Supported
H3: CL has a positive effect on EIB	0.117	0.212	Not supported
H4: EWB has a positive effect on KSB	0.144	0.007	Supported
H5: EWB has a positive effect on EIB	0.189	0.002	Supported
H6: KSB has a positive effect on EIB	0.742	0.000	Supported
H7: EWB mediates the effect of CL on KSB	0.592	0.010	Supported
H8: EWB mediates the effect of CL on EIB	0.120	0.004	Supported

Source: Data processed with AMOS.

## 5. Discussion

Our research contributes to existing body knowledge by filling in the following gaps. Statistical analyses indicate that CL has a beneficial effect on the well-being of employees. The well-being of bank employees is greatly influenced by the leadership style. Leaders who can direct, foster and accompany employees to be better in their behavior and performance will make employees experience prosperity, namely a sense of satisfaction that arises from harmonization between desires and results achieved (S. K. Singh et al., 2019). According to Salmi et al. (2020), leadership and EWB are two interrelated activities. The interaction between a leader and employees will affect employee welfare either positively or negatively. CL is one of the human capital practices that can elevate the physical and social well-being of employees (Khoreva & Wechtler, 2018). Bank leaders or managers who implement CL focusing on mentoring, providing feedback and developing employees' skills can enhance their well-being. When they support professional growth, offer guidance and foster positive workplace relationships, employees will feel more valued, motivated and satisfied with their work.

CL significantly influences the KSB of bank employees. Leaders and managers who build strong, supportive relationships with their employees, treating them as partners, foster a sense of value and trust. This, in turn, encourages employees to openly share their knowledge and skills with colleagues.

These findings are consistent with Wadhwa and Bali (2016), who highlighted coaching as an effective tool for promoting KSB among employees. Furthermore, Roshia and Lace (2021) confirmed that coaching creates an environment that enhances a company's innovative capabilities. By fostering a culture of open innovation, organizations can effectively involve stakeholders in the expansion of knowledge. This collaborative approach not only drives innovation but also enriches the overall knowledge base within the company, leading to sustained competitive advantage and growth.

CL, while influential in various aspects of employee development, does not exhibit a direct impact on the fostering of innovative behavior among employees. This means that even though the leader has tried to foster, assist and direct and even tolerate employee mistakes, it has not yet developed EIB. These results contradict the studies of X. Zhang (2020) and Tanuwijaya et al. (2025), which demonstrated that CL contributes positively to EIB. Environmental factors, in this case the role of the leader cannot foster innovative behavior of bank employees. The tendency for innovative behavior should emerge from within employees as revealed by Dede and Zazkaya (2018), innovation necessitates internal creativity, a strong sense of autonomy, a readiness to embrace uncertainties and the drive to discover and generate novel ideas, products and methodologies. Considering their characteristics, the majority of respondents (46.4%) are aged 24–34 years, known as generation Y or millennials. This generation can develop themselves and innovate without any assistance from leaders. According to Rony (2019), the millennial generation has grown up in a digital era, leveraging instant communication technologies like email, text message, instant messaging and social media platforms such as Facebook, Twitter and Instagram. This technological sophistication enables Gen-Y to foster a work environment focused on continuous improvement and innovation. They contribute to transforming methods, processes and work practices to become more effective and efficient through the use of technology. In the context of Indonesia's collectivist culture and hierarchical organizational structure, CL may not directly encourage employees' innovative behavior. In a work culture that prioritizes harmony and compliance with superiors, employees tend to be more cautious when expressing new ideas, especially if those ideas challenge existing norms. The banking industry itself is a highly regulated sector, with strict procedures that limit employees' flexibility to innovate. In such an environment, adherence to rules and standards is prioritized over the exploration of new ideas.

EWB positively influences their propensity to share knowledge. When employees feel that their needs at work are met, they experience a deep sense of fulfillment and satisfaction. This inner satisfaction motivates them to share their experiences, knowledge and skills with colleagues. Knowledge sharing is rewarding not only for those who receive the information but also for those who provide it, fostering a culture of mutual benefit and collaboration. Such behavior contributes to a supportive work environment where collective growth is encouraged. These findings support Alghamdi et al. (2021) and Latif et al. (2022), who demonstrate that enhancements in both physical and social well-being are likely to boost employees' KSB, thereby benefiting the organization as a whole.

EWB acts as a driving force behind the cultivation of innovative behavior within the workforce, meaning that bank employees who experience that their needs and expectations have been met will show innovative behavior. It concluded that innovative behavior is determined by the compensation and positive treatment provided by the bank to employees. These results are consistent with Koroglu and Ozmen (2022). An individual's subjective well-being, which is their personal evaluation of life satisfaction, plays a pivotal role in influencing both innovation and organizational performance. In addition, we can expect employees to work more creatively when their level of well-being increases. At the same time, employees also feel that their innovative behavior is recognized and valued (Elsamani et al., 2023). According to Khoreva and Wechtler (2018), psychological well-being urges employees to be diligent when facing the challenges inherent in creative and innovative work and thereby enhance their innovative performance.

KSB contributes positively to fostering innovative behavior among employees. The results of this study are in accordance with many previous studies (Aktharsha & Sengottuvel, 2016; Batmomolin et al., 2024; Kmiecik, 2021; Nguyen et al., 2019; Pratiwi, 2022; Saripin & Kassim, 2019; J. Wang et al., 2017). To be innovative, employees need flexibility to generate initiative, trust and learning within the organization. Organizational authority regulates that justice occurs in the distribution of resources and information, enabling employees to be involved in decision making (Dede & Zazkaya, 2018). According to Vandavasi et al. (2020), having knowledge is a crucial element that promotes innovative behavior. The higher employees share knowledge, the higher the level of their innovative behavior. KSB can accelerate the

flow of knowledge and skills transfer among employees causing employee knowledge to become more complete, systematic and structured so that it can create quality innovations (Ye et al., 2021).

EWB serves as an intermediary between CL and both KSB and EIB. This suggests that EWB assumes a critical role, notably in the manner by which CL influences EIB. Employees who are satisfied with the place where they work, the job and the results obtained from work will be able to play an active role in facilitating the coaching approach taken by the leader in order to enable employees to share knowledge and generate innovative behavior. This result reinforces the perspective of Khoreva and Wechtler (2018), who argue that HR practices fostering skills and opportunities help reduce work-related stress while improving employees' quality of work life. Physical well-being strengthens the perceived influence of using HR practices that enhance skills and opportunities and role performance. The outcomes of this study further support W. Wang et al. (2021) in stating that employee welfare can facilitate coaching support by leaders on positive emotions of employees in the form of knowledge sharing and innovative behavior.

## 6. Theoretical implications and managerial practice

The theoretical implications of this study indicate that CL plays a crucial role in influencing KSB and employees' innovative behavior. However, its impact can be mediated by employees' well-being. These findings emphasize the importance of well-being in the context of human resource management, as it can be a determining factor in the processes of knowledge sharing and innovation within organizations.

This study contributes to enriching leadership theory, particularly in the context of CL, which not only focuses on achieving work outcomes but also on fostering EWB as an integral part of performance. Thus, effective CL should not only consider its direct influence on employee behavior but also take into account their well-being as a mediator in this relationship. Furthermore, the findings provide new insights that, while CL enhances KSB, the same effect does not directly apply to employees' innovative behavior.

This study also has several practical managerial implications. Bank leaders and managers should develop and enhance their coaching skills. To support this, it is recommended that banks implement coaching training programs for managers at various levels.

Organizations should prioritize integrating coaching as a fundamental component of their leadership methodology. This can be achieved by incorporating coaching competencies into selection criteria, developmental programs and performance assessment frameworks. During the hiring process, organizations can use coaching tools to identify managers who have the potential to mentor and develop future coaches. For developmental purposes, structured training sessions can be offered to help managers refine their coaching skills for maximum effectiveness. In terms of performance evaluation, organizations should integrate CL principles into supervisors' key performance indicators (KPIs) and utilize 360-degree feedback mechanisms to comprehensively assess their productivity (Cui et al., 2022).

Additionally, EWB must be a focus for policymakers, as it directly impacts positive employee behavior and can mediate the effects of CL on employee behavior, particularly regarding knowledge sharing and innovation. Bank managers should prioritize EWB by addressing both physical and psychological needs. This could include offering competitive salaries, benefits, additional time off, transportation, housing and other essential facilities that employees need.

Knowledge sharing fosters innovative behavior among employees. To gain a competitive edge, organizations need to build and enhance a culture of knowledge sharing. Employees should be assigned meaningful and stimulating tasks to encourage innovation. It is recommended that companies recognize and reward employees who exhibit innovative behavior and generously share their knowledge, experience and skills. By valuing and appreciating employees' innovation and willingness to share, companies can cultivate a more motivated and productive workforce.

## 7. Limitations and future research directions

This research was conducted at two large banks in Jakarta, Indonesia, with a total of 181 respondents. While this study provides valuable insights into the impact of CL on employees' innovative and KSB within the banking sector in Indonesia, there are several limitations that must be considered. One primary limitation is the relatively small sample size and the focus on only two banks located in a specific

geographic area. The limited sample and focus on specific institutions may not fully capture the diversity present across the banking industry or other sectors within Indonesia, potentially affecting the generalizability of the findings. Using convenience sampling may introduce selection bias because respondents are chosen based on their voluntary willingness to complete the questionnaire. Consequently, the sample tends to overrepresent individuals who are more open or interested in the research topic, while the perspectives of less interested groups or those with limited time may be overlooked. This can compromise external validity and reduce the representativeness of the sample for the broader population.

In addition, this study has limitations due to the Harman's single-factor test value being relatively close to the 50% threshold (49.4%) and the CLF test results showing standardized loading differences exceeding 0.20 on several items. This condition is likely caused by the use of the same self-report method for all variables, cross-sectional data collection and uniform instrument formats, which may potentially lead to respondent perception bias. Nevertheless, the marker variable test using gender as the indicator variable showed no significant decrease in correlations among constructs, indicating that the potential CMB does not threaten the validity of the findings. Future research is recommended to combine diverse data collection methods or use multiple data sources to minimize this potential bias.

Future research should adopt a more structured methodology to enhance sample representativeness and encourage broader employee participation. Additionally, future studies should include a larger and more diverse sample by involving respondents from various banks, both public and private, as well as other industries to obtain more comprehensive findings that can be better generalized. Similar research should also be conducted in different countries or regions across Asia to provide deeper insights into how CL is perceived and implemented in various cultural and organizational contexts.

Another limitation is the contextual focus on Indonesian culture. Although the study offers valuable insights, the findings may not be fully generalizable to other cultural or organizational settings that may have different norms, values and practices. To enhance the understanding of the universality of these findings, future research should be conducted across a variety of organizational contexts or industries in different cultural settings. This would help determine whether the effects of CL on employee behavior are consistent or vary depending on cultural context.

Furthermore, while this research contributes to the understanding of CL, it is still relatively underexplored compared to other leadership styles, particularly in the Asian region. Future studies should broaden their scope to examine how CL impacts various aspects of employee behavior, such as job satisfaction, commitment and engagement. Assessing the relationship between CL and these different dimensions of employee behavior will provide a more comprehensive view of how this leadership style influences overall EWB and performance.

In conclusion, future research should adopt a more holistic and varied approach to exploring the effects of CL. This includes involving larger and more representative samples, examining different cultural contexts and evaluating the impact of CL on a wider range of employee behaviors and attitudes. Such efforts will not only enhance the understanding of the effectiveness of CL but also contribute to the development of more effective and sustainable leadership strategies across various organizations and sectors.

## Acknowledgments

J.T. and A.M.D.B.: performed conceptualization, primary writing, data analysis, text writing, final review. J.S.H.: literature review, data collection, validation of analysis. All authors have reviewed and approved the final version of the manuscript for publication.

## Author contributions

CRedit: **Justine Tanuwijaya**: Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Project administration, Resources, Software, Supervision, Validation, Visualization, Writing – original draft, Writing – review & editing; **Anastasia M. D. Batmomolin**: Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Project administration, Resources, Software, Supervision, Validation, Visualization, Writing – original draft, Writing – review & editing; **Jimmy S. Hadi**: Conceptualization, Data curation, Formal analysis, Methodology, Project administration, Resources, Validation, Visualization.

## Disclosure statement

The authors reported no potential conflicts of interest.

## Funding

The authors did not receive any internal research grants or external funding for this study.

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## Data availability statement

The study's data and materials are available for non-commercial use upon request, subject to ethical review. The corresponding author can be contacted for access by email.

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Empowering innovation: how coaching leadership shapes employee behavior through well-being

## Cover Journal



The screenshot displays the journal's website interface. At the top, the journal title "Cogent Business & Management, Volume 12, Issue 1 (2025)" is prominent. Below the title, there are navigation options like "Volume 12, 2025" and "See all volumes and issues". A sidebar on the left offers a "Browse this journal" menu with links to the homepage, current issue, list of issues, collections, most read/cited articles, and sections. The main content area shows a list of articles, with the first one being the featured article: "The impacts of corporate social responsibility on internal organizational processes to create shared value". The article's authors, publication date (11 Dec 2024), and article ID (2418420) are listed. On the right side of the article, statistics show 3682 views and 2 CrossRef citations. The bottom of the page features a Windows taskbar with various application icons and system tray information.

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Browser tabs: (120) WhatsApp, Cogent Business & Management, Full article: Empowering innovat..., Cogent Business and Managem...

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Business, Management and Accounting (miscellaneous)  
Marketing  
Organizational Behavior and Human Resource Management  
Strategy and Management  
Decision Sciences  
Management Science and Operations Research

SJR 2024: **0.596**      Q2      H-Index: **56**

Publication type, ISSN, Coverage

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248706446.R1 (Cogent Business & Management) A revise decision has been made on your submission

**Cogent Business & Management** <onbehalf@manuscriptcentral.com>

Jul 15, 2025,  
6:24 PM

to marianaitab, me, 221022117006

15-Jul-2025

Ms. No. 248706446.R1

Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Cogent Business & Management

Dear Dr Anastasia MD Batmomolin:

Your manuscript, "Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being" submitted to Cogent Business & Management, has now been reviewed.

The reviewer comments suggest that if you complete minor revisions, your manuscript could be accepted for publication.

For your reference, any additional reviewer comments have been shared at the end of this email.

Your revision is due by 29-Jul-2025.

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Thank you for submitting your manuscript to Cogent Business & Management. I look forward to receiving your revision.

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Academic Editor, Cogent Business & Management

Editor Comments:

Deputy Academic Editor: 1  
DAE Comments to Author:  
Dear Authors,

Please revise your manuscript as per comments by reviewers.

Reviewers' recommendations and comments:  
Reviewer: 1

Recommendation: Minor Revision

Comments:  
Please use the following papers in your LR section:

- 1) Unlocking the secrets of expat employees: the role of diversity leadership, work adjustment and self-esteem in inhibiting psychological withdrawal behaviour.
- 2) Passive leadership and hospitality frontline employees' creative performance in the UAE: The moderating role of job tenure and coworker help and support.

3) Eco-innovation and customer satisfaction in the hospitality industry in Dubai: the role of green leadership.

4) How job stress influences employee problem-solving behaviour in hospitality setting: Exploring the critical roles of performance difficulty and empathetic leadership.

5) Knowledge-oriented leadership and project employee performance: the roles of organisational learning capabilities and absorptive capacity.

Also, please do a final proofread for the entire paper.

Reviewer: 2

Recommendation: Major Revision

This study investigates the impact of coaching leadership on employee knowledge sharing and innovative behavior, with employee well-being acting as a mediating variable. Data were collected from 181 employees at two private banks in Indonesia. The findings show that coaching leadership enhances both employee well-being and knowledge sharing, and that well-being positively influences innovative behavior. The study topic is interesting; however, there are several methodological issues that must be addressed. Firstly, the study relied on a sample from only two banks and this was obtained using convenience sampling. The data from only two banks limits the generalizability of the results and introduces potential selection bias. Secondly, the reported scores for key constructs are unusually high (above 4 on a 5-point scale), suggesting a risk of common method bias (CMB). Rather than merely acknowledging the possibility, the author should formally test for CMB. Appropriate techniques for this check include Harman's single-factor test, the common latent factor approach, and the marker variable method. The author should use tests and prove that the results are not biased. Thirdly, the manuscript does not report item-level descriptive statistics, and this is essential for evaluating response patterns. The author should include a descriptive statistics table for all constructs and report mean, standard deviation, minimum, and maximum values.

Deputy Academic Editor: 2

Comments to Author::

(There are no comments.)

Comments from the Reviewers:

Reviewer: 1

Comments to the Author

Please use the following papers in your LR section:

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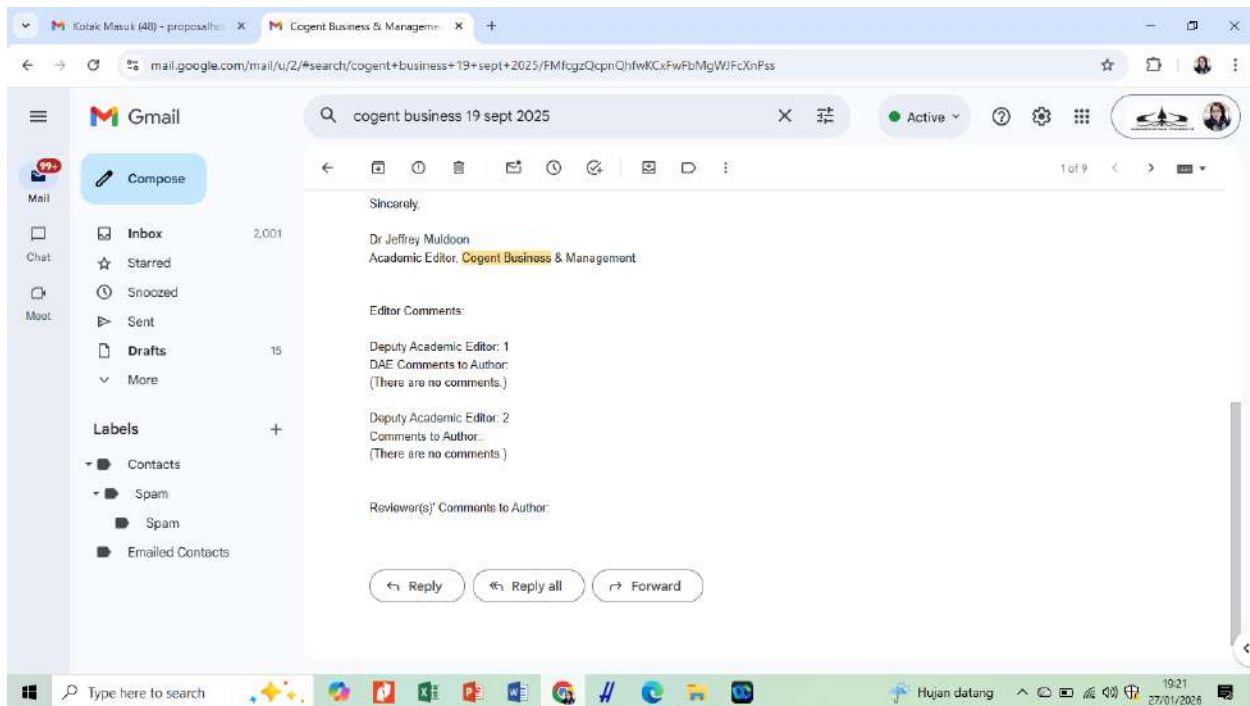
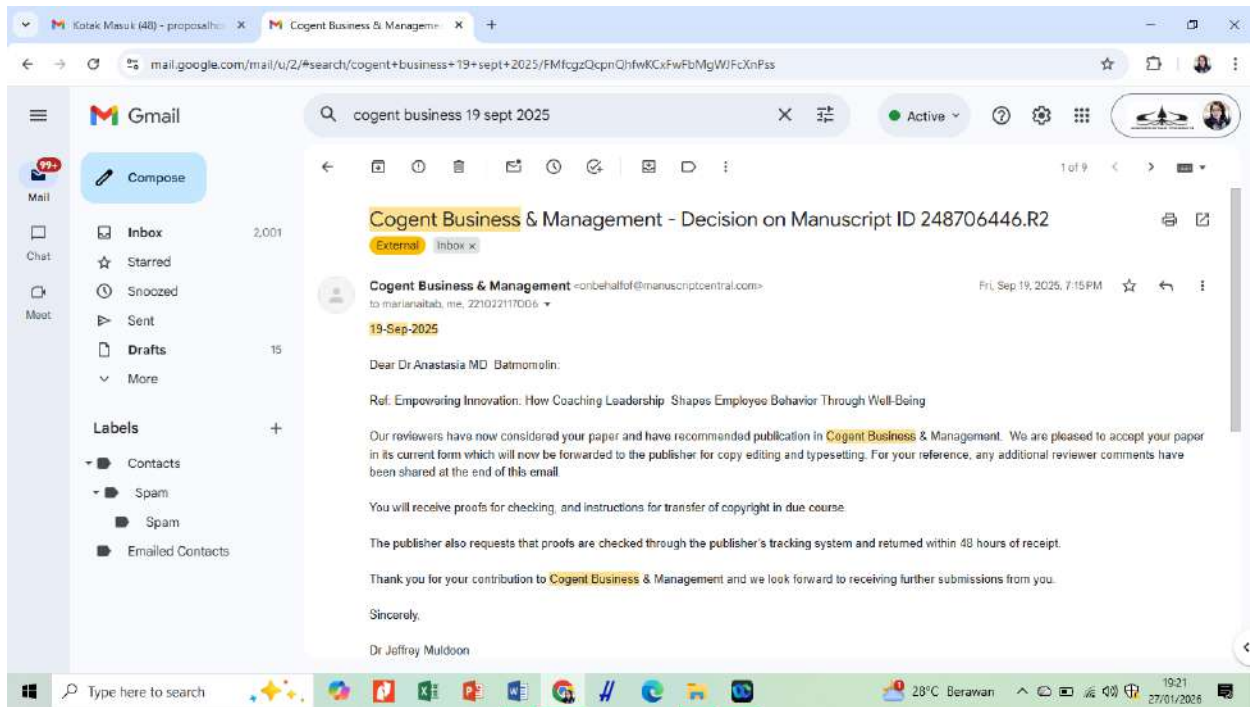
Also, please do a final proofread for the entire paper.

Reviewer: 2

#### Comments to the Author

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19 Sept 2025



## Cogent Business & Management - Decision on Manuscript ID 248706446.R2

**Cogent Business & Management** <onbehalf@manuscriptcentral.com>, 19-Sep-2025, 7:15 PM  
to marianaitab, me, 221022117006

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Editor Comments:

Deputy Academic Editor: 1  
DAE Comments to Author:  
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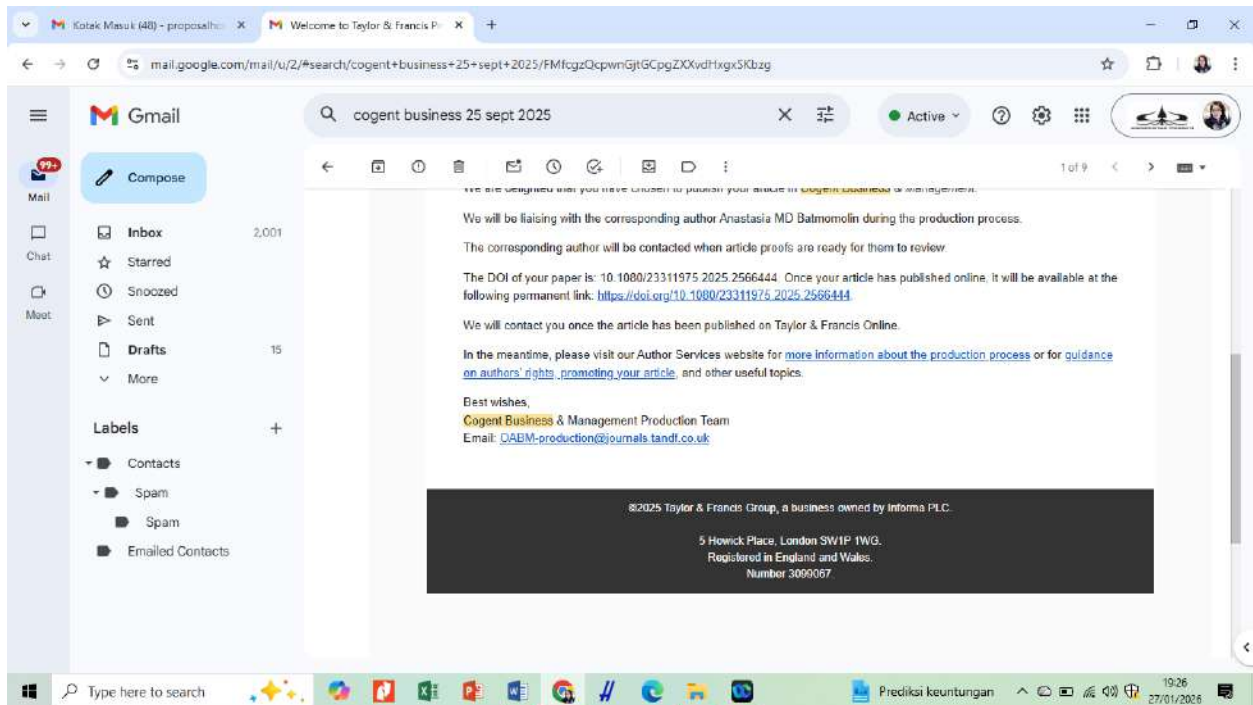
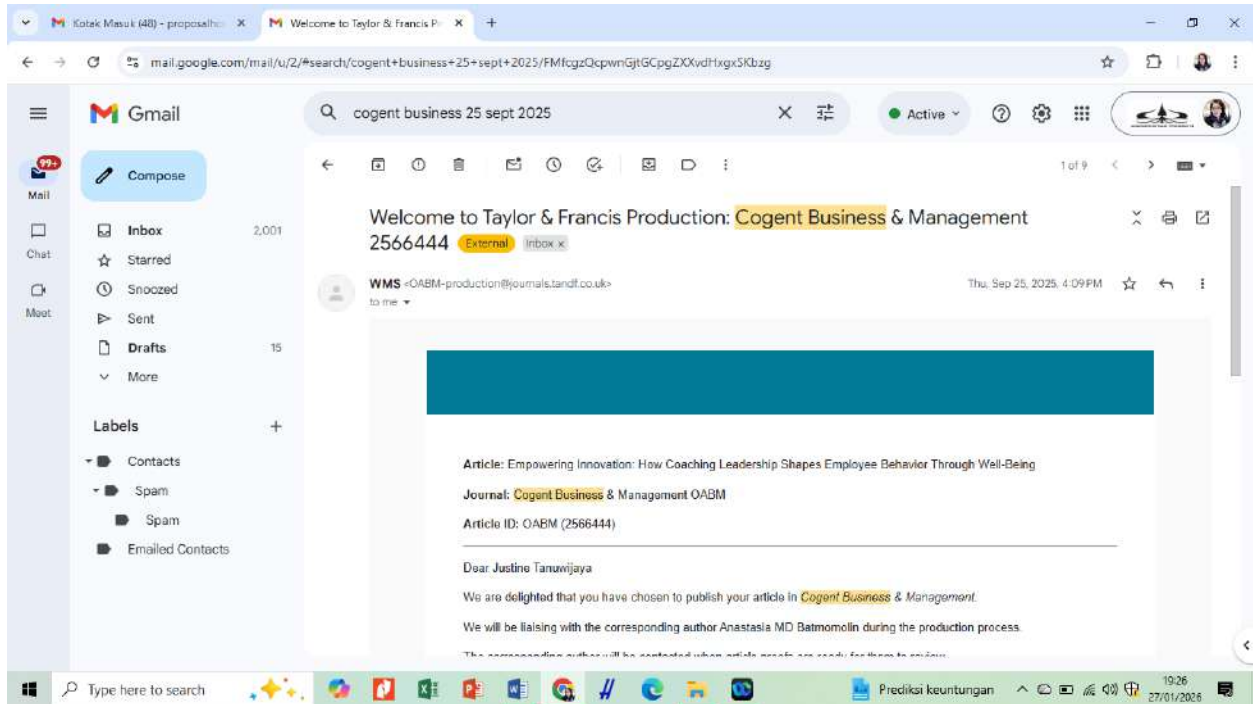
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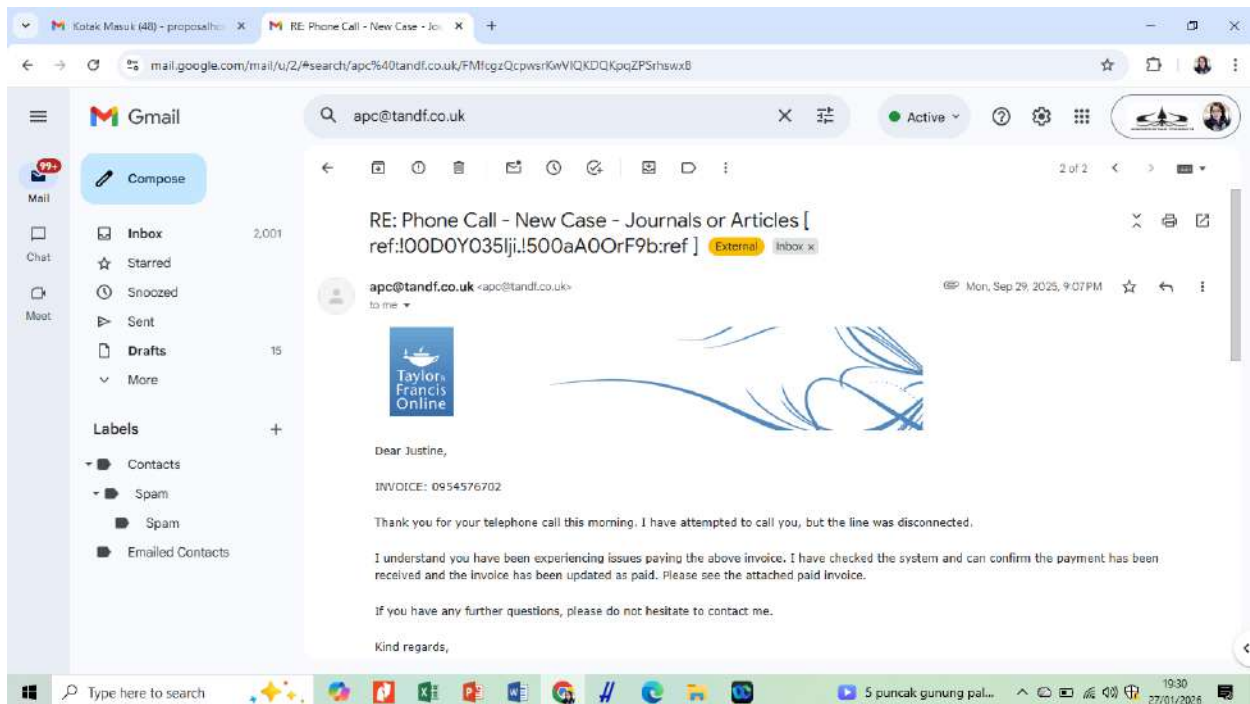
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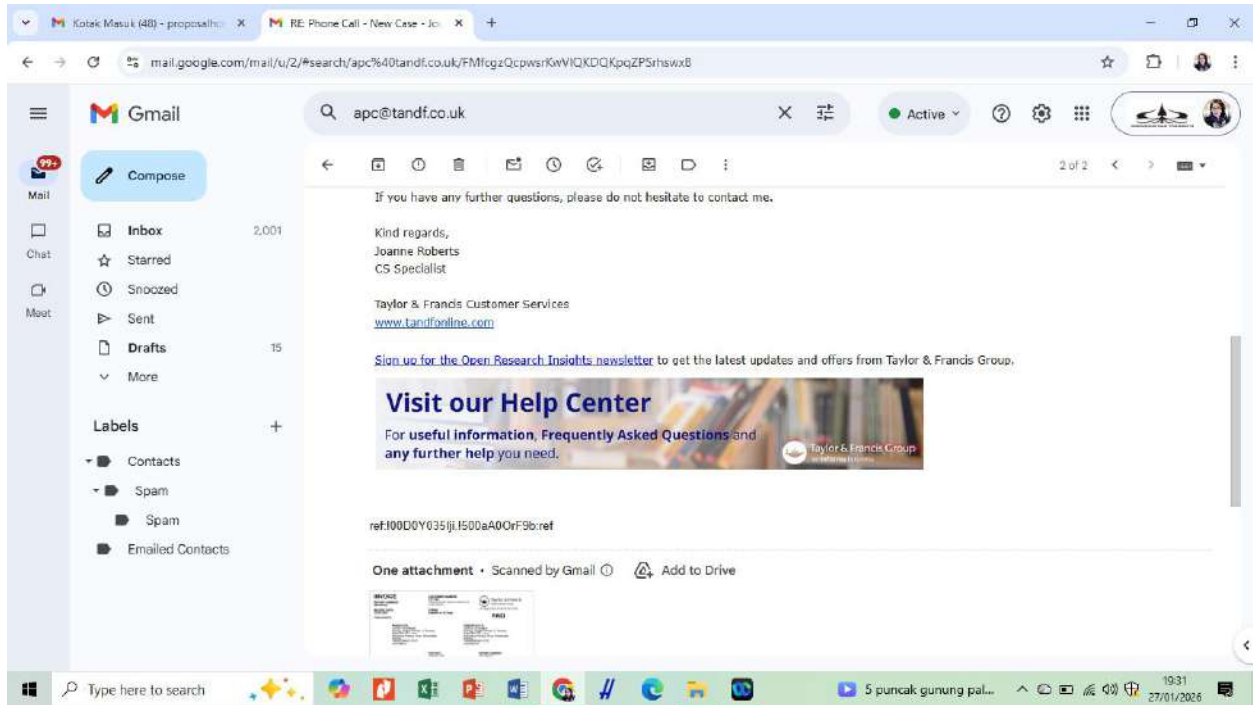
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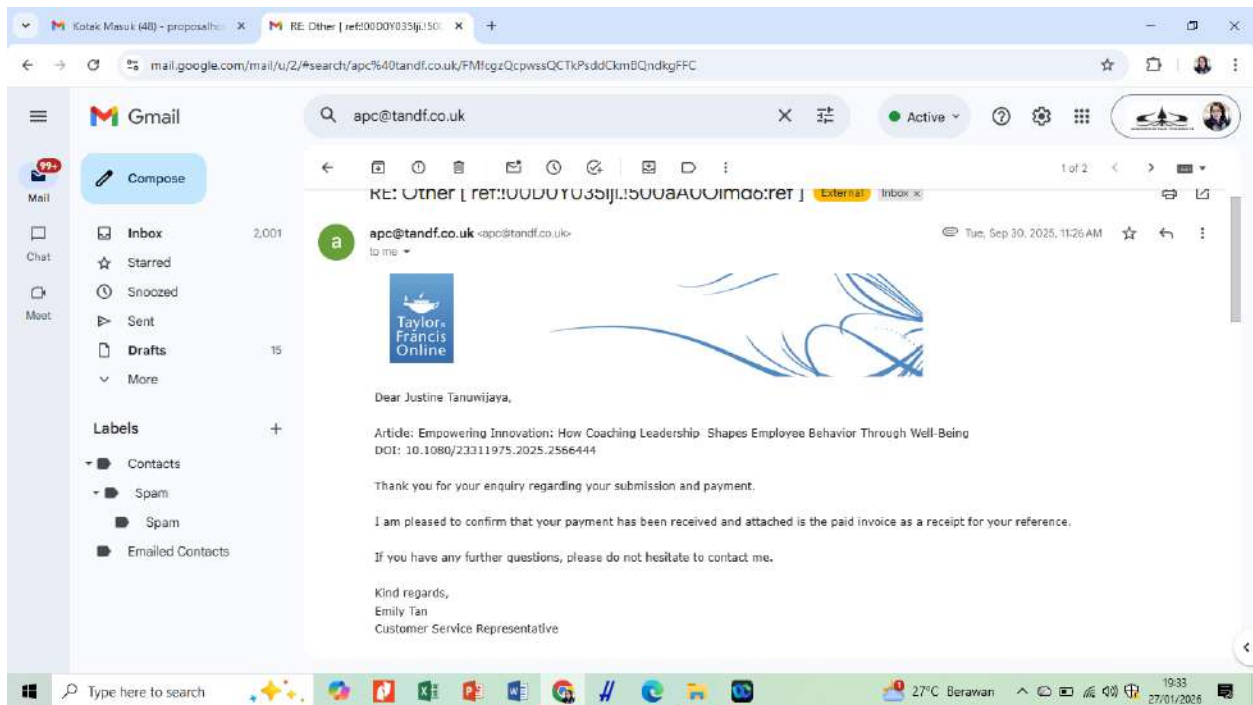
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19-Feb-2025

Ms. No. 248706446

Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Cogent Business & Management (Open Research)

Dear Dr Anastasia MD Batmomolin:

Your manuscript, "Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being" submitted to Cogent Business & Management (Open Research), has now been reviewed.

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- 3) Any figures should be saved as either .ps, .eps, .tif or .jpeg file types. If you have built your paper in LaTeX, please ensure that all relevant .sty, .bib, .cl etc. supplementary files are included so that the manuscript can be correctly built.
- 4) Make sure to refer to the formatting requirements for this journal found on the journal's Information for Authors page here:[include journals IFA link].
- 5) Upload all source files including a clean copy of your manuscript as well as the version with changes.

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Sincerely,

Dr Zuhair Abbas  
Deputy Academic Editor  
Cogent Business & Management (Open Research)

Editor Comments:

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DAE Comments to Author:  
Dear Authors

We have received comments from reviewers on your manuscript.

You need to address the comments of both reviewers accordingly and submit your revised version of manuscript.

See below mentioned raised concerns by Reviewers':

Comments Reviewer 1:

I appreciate your efforts in conducting this study however, it can be made publishable by addressing the stated points and answering the questions raised:

The area of research and topic is interesting however, the authors fail to pitch their idea correctly.

The authors fail to justify the need for the study.

The literature review is recurring without justification and theoretical support.

Hypotheses are underdeveloped.

The methodology section is poorly managed—no appropriate justification for the population sample and the instrument used.

The analysis part is poorly executed. Benchmarks are kept very low even though actual values are quite high.

No measure of validity is reported.

Hypotheses outcomes are casually reported without any justification or explanation.

No theoretical contributions are given.

Additional Questions:

Does the article fall within the aims and scope of the journal?: Yes

Are the Title, Abstract and Introduction clear?: No

Is the objective / hypothesis clearly stated?: No

Is the methodology sufficiently detailed and reproducible?: Yes

Is the statistical methodology appropriate?: No

Do any figures and tables presented in the article accurately represent the findings of the article?: Yes

Have the authors made available any data, novel code and/or software that contributed to this research?: Not applicable

Are the results and analysis sound?: No

Is the interpretation and discussion sound?: No

Are the conclusions of the article supported by the results?: Yes

Are references relevant and appropriate throughout, with all key references included?: Yes

Comments Reviewer 2:

Comments for Improvement:

1. Clarify the Contribution

o The study does a good job of highlighting the role of coaching leadership in employee well-being and behavior. However, further emphasis should be placed on how this study fills a specific research gap, especially in the context of Asian banking industries.

o The contribution of this study to leadership and innovation research should be more explicitly stated in the Introduction and Discussion sections.

2. Theoretical Framework Expansion

o While the paper references key leadership theories, it could benefit from a

stronger discussion on how coaching leadership differs from other leadership styles, particularly transformational or servant leadership.

- o Consider adding more depth on how employee well-being functions as a mediator in leadership research.

### 3. Justification of Sample Size and Methodology

- o The study includes 181 participants, but there is no clear justification for how this sample size was determined as sufficient.

- o The study also uses convenience sampling, which should be acknowledged as a limitation more explicitly in the Limitations and Future Research Directions section.

- o Explain how external validity is ensured given the focus on only two private banks in Indonesia.

### 4. Statistical Analysis Details

- o The AMOS version 22.0 was used for analysis, but additional details on model fit indices and the decision-making process for hypothesis support should be provided.

- o Report the confidence intervals and effect sizes for better transparency of statistical significance.

### 5. Expand on the Non-Significant Finding (H3: CL → EIB)

- o The study found that coaching leadership does not have a direct impact on employee innovative behavior, contradicting prior research.

- o Consider discussing alternative explanations, such as industry-specific factors or cultural aspects that may influence this relationship.

### 6. Improve the Literature Review Organization

- o The Literature Review section could be better structured by distinguishing more clearly between theoretical background and empirical findings.

- o Suggested studies to be used:

Mohammad et al.,. (2021). Human resource management and organisational performance: The mediating role of social exchange. *European Management Review*, 18(1), 125-136. <https://doi.org/10.1111/emre.12426>

Li, et al. (2023). Towards examining the link between Green HRM practices and employee green in-role behavior: Spiritual leadership as a moderator. *Psychology Research and Behavior Management*, 383-396. <https://doi.org/10.2147/PRBM.S383691>

Maqbool, et al. (2023). The role of diverse leadership styles in teaching to sustain academic excellence at the secondary level. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2023.1096754>

Fan, et al. Examining toxic leadership nexus with employee cyberloafing behavior via mediating role of emotional exhaustion. *Journal of Organizational and End User Computing (JOEUC)*, 35(1), 1-23. <https://doi.org/10.4018/JOEUC.317569>

Bourini et al. (2024). Towards sustainability in the services industry: Does green top management support stimulate an organization's green operational performance? A moderated mediation model. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.3481>

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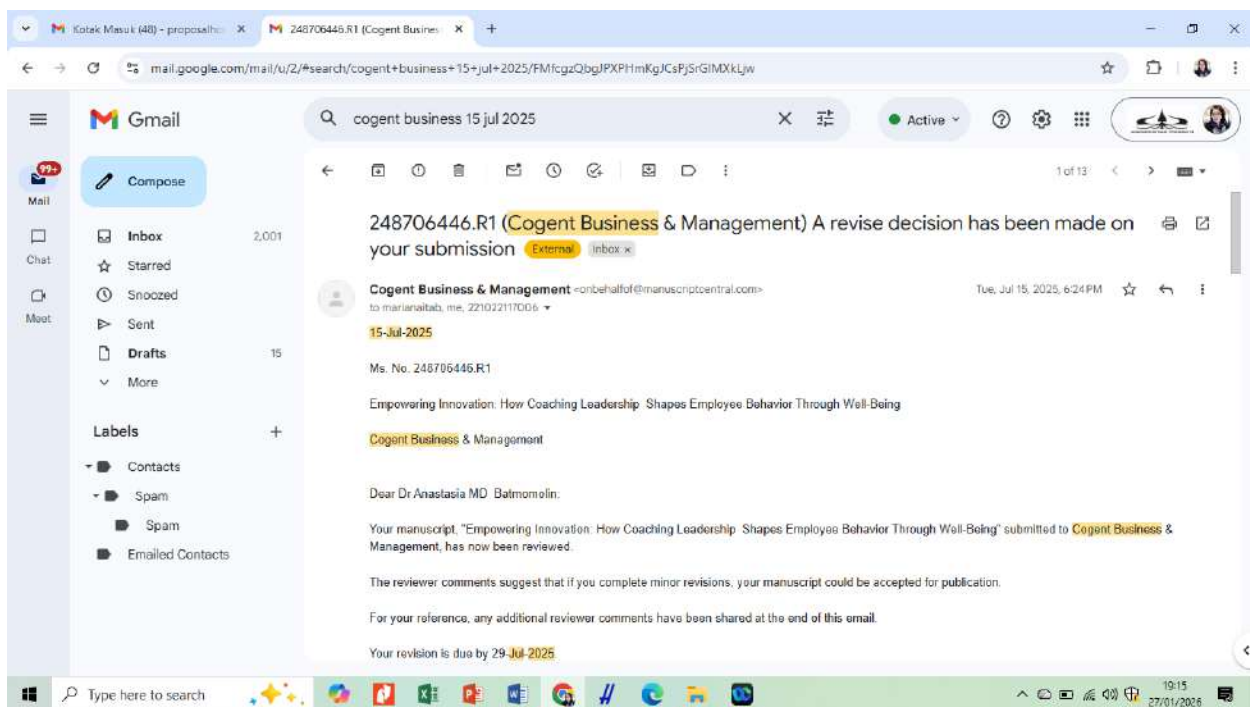
I appreciate your efforts in conducting this study however, it can be made publishable by addressing the stated points and answering the questions raised.

Thank You

Reviewer: 2

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15 Jul 2025



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Recommendation: Major Revision

This study investigates the impact of coaching leadership on employee knowledge sharing and innovative behavior, with employee well-being acting as a mediating variable. Data were collected from 161 employees at two private banks in Indonesia. The findings show that coaching leadership enhances both employee well-being and knowledge sharing, and that well-being positively influences innovative behavior. The study topic is interesting, however, there are several methodological issues that must be addressed. Firstly, the study relied on a sample from only two banks and this was obtained using convenience sampling. The data from only two banks limits the generalizability of the results and introduces potential selection bias. Secondly, the reported scores for key

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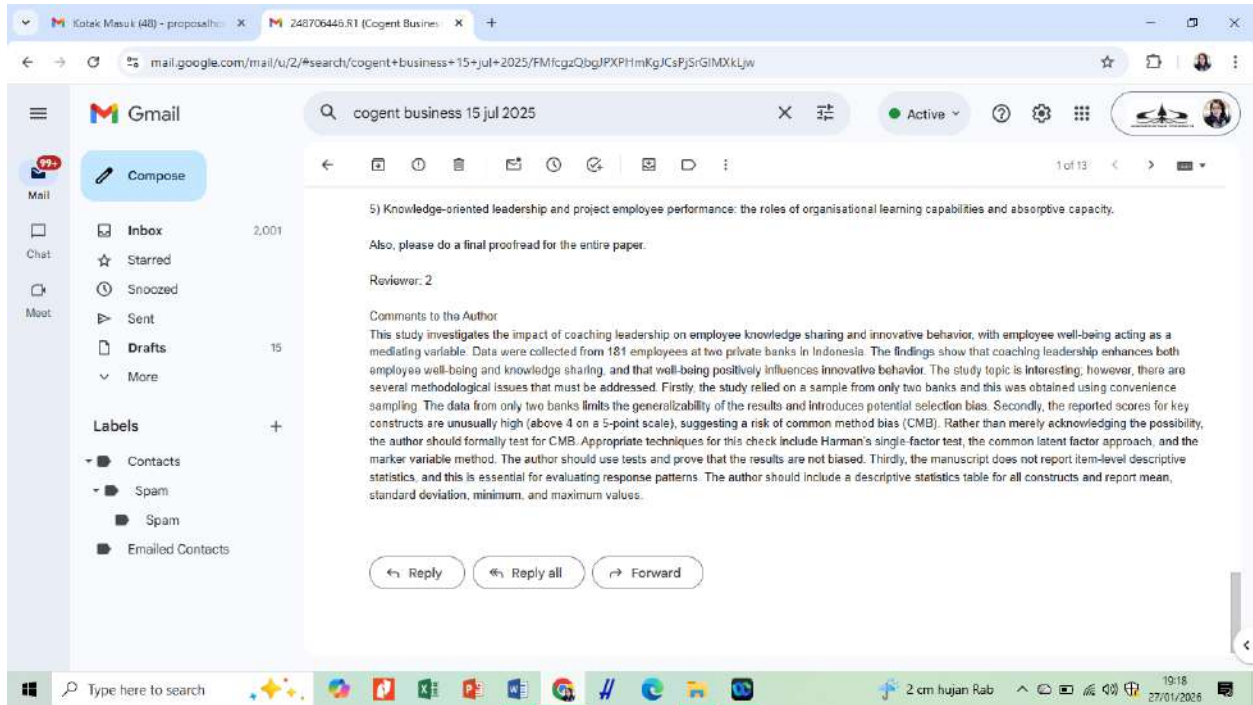
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Also, please do a final proofread for the entire paper.

Reviewer: 2

Recommendation: Major Revision

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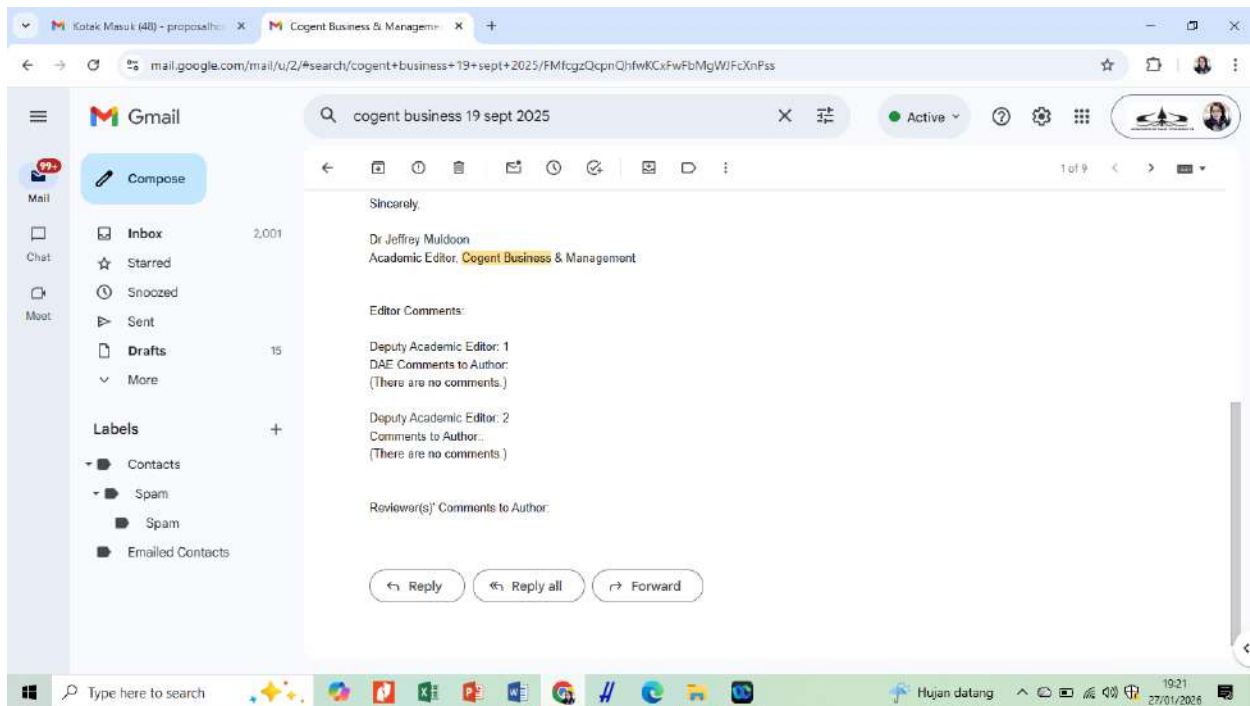
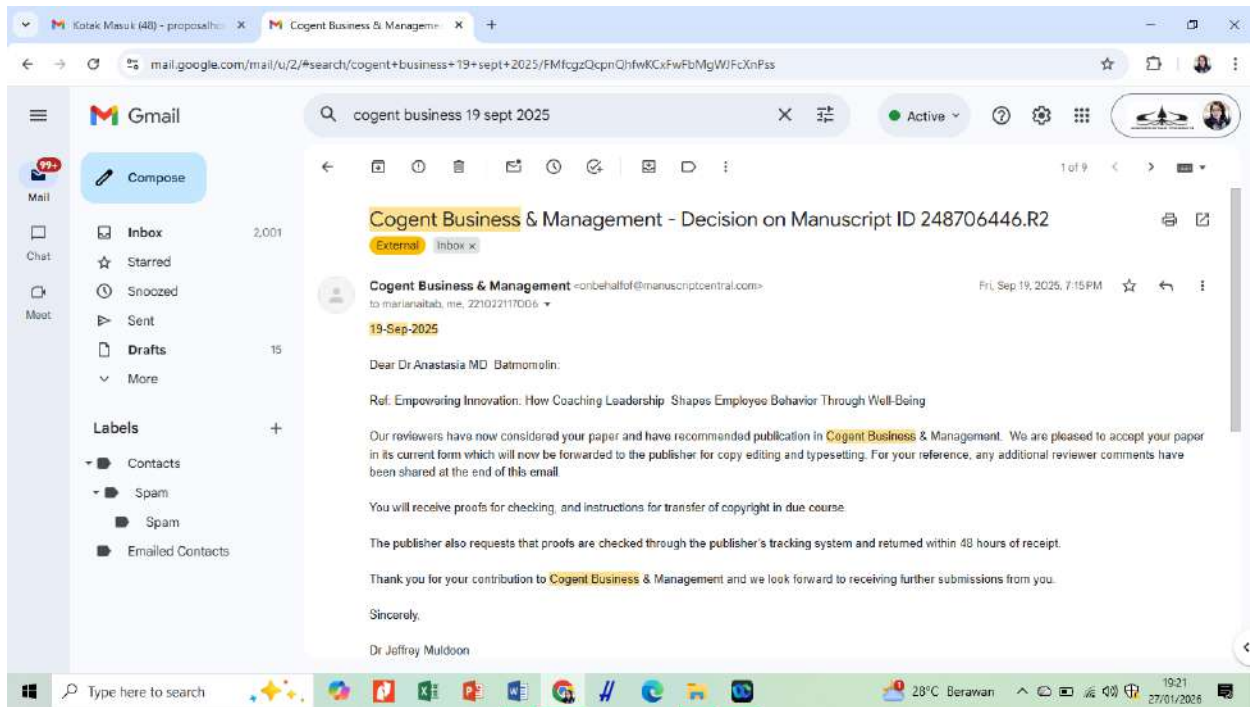
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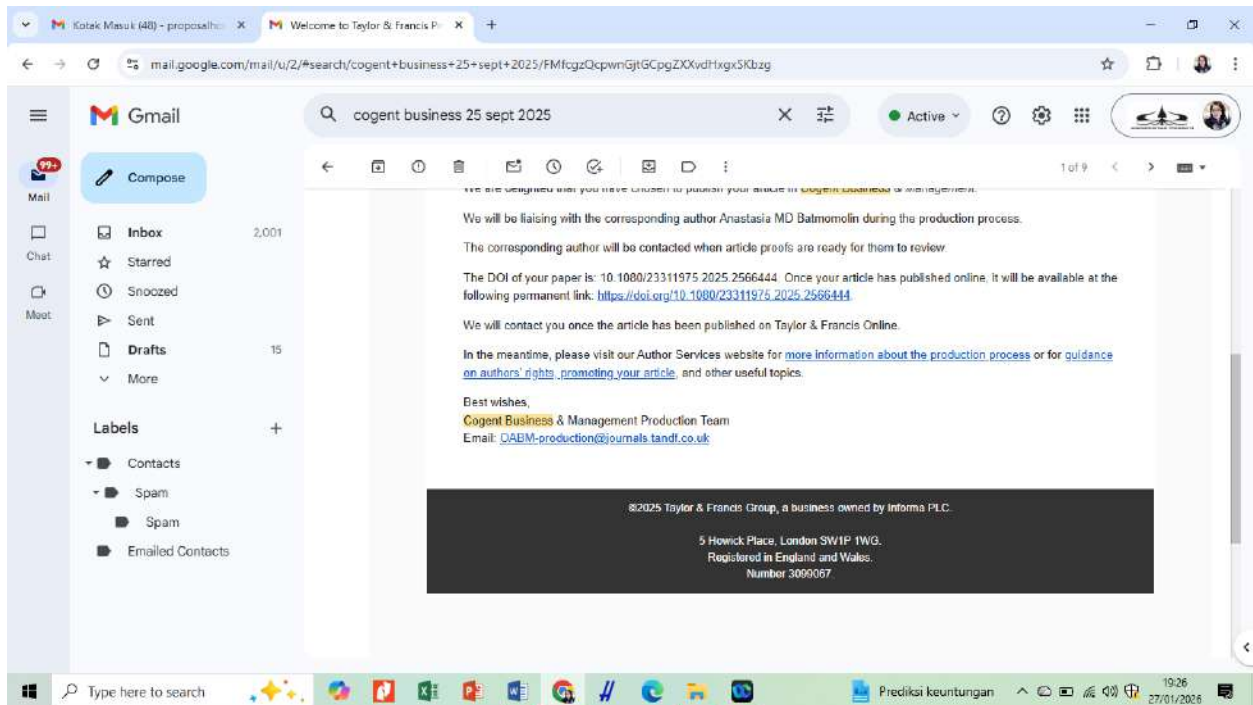
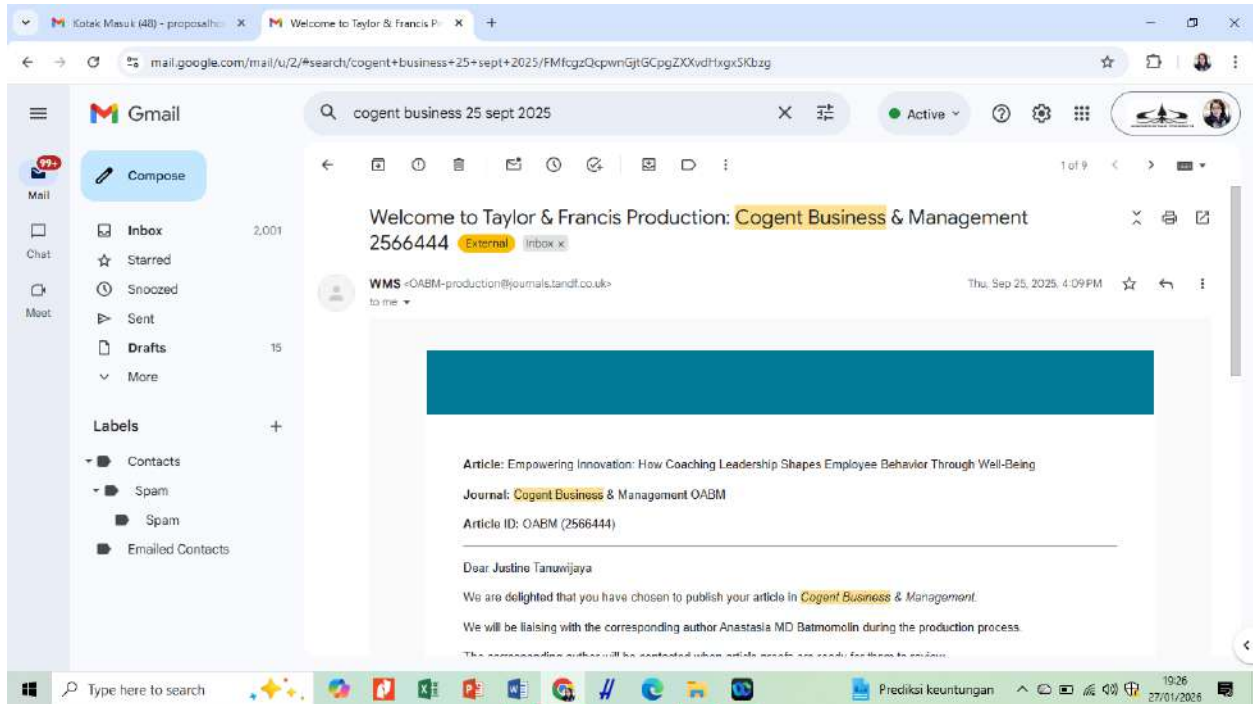
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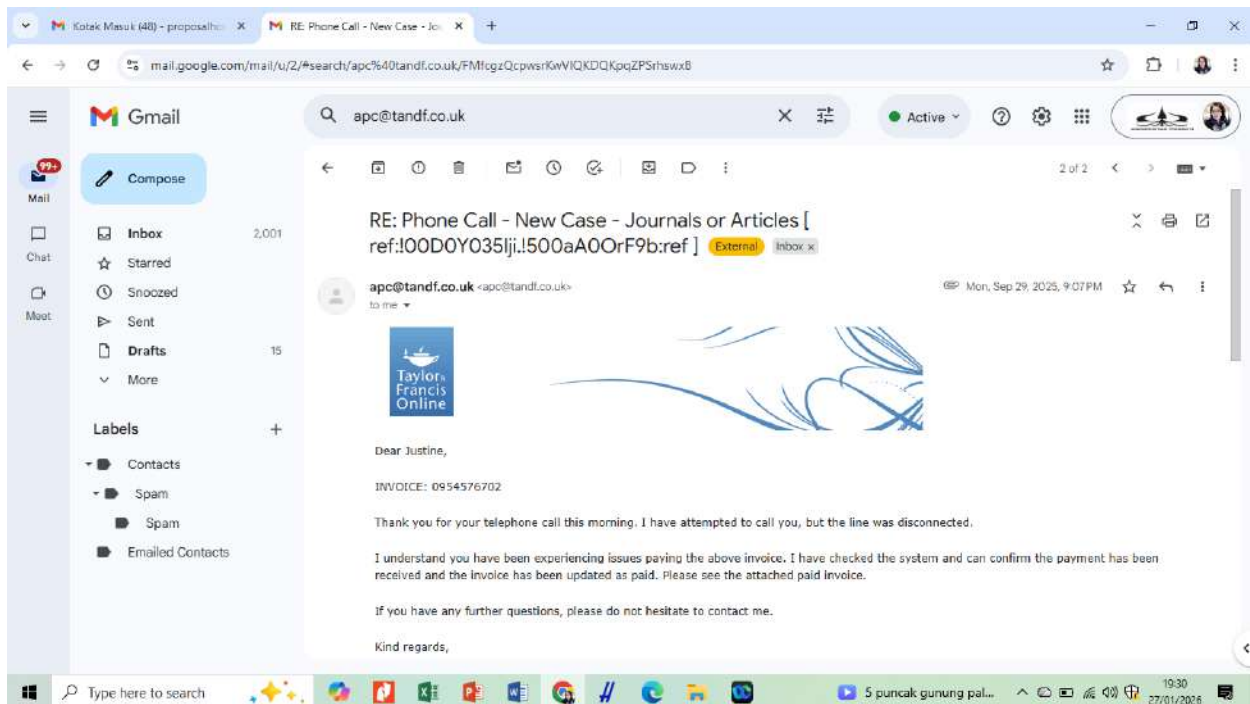
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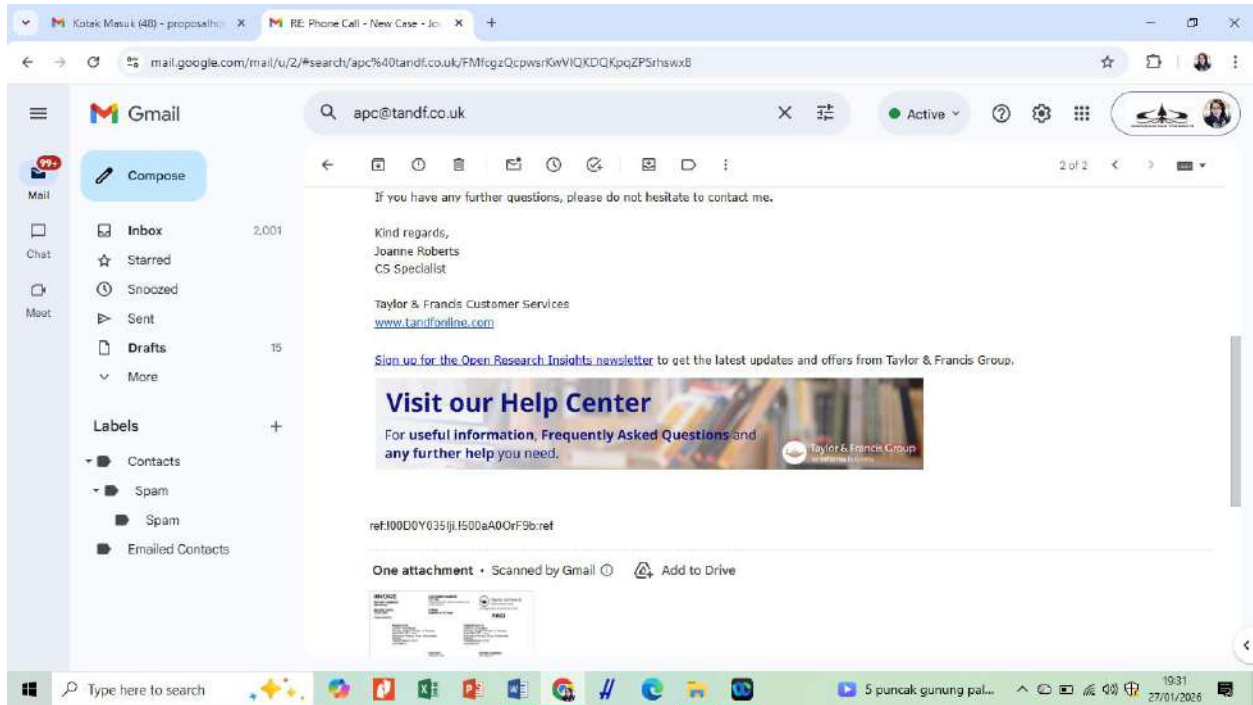
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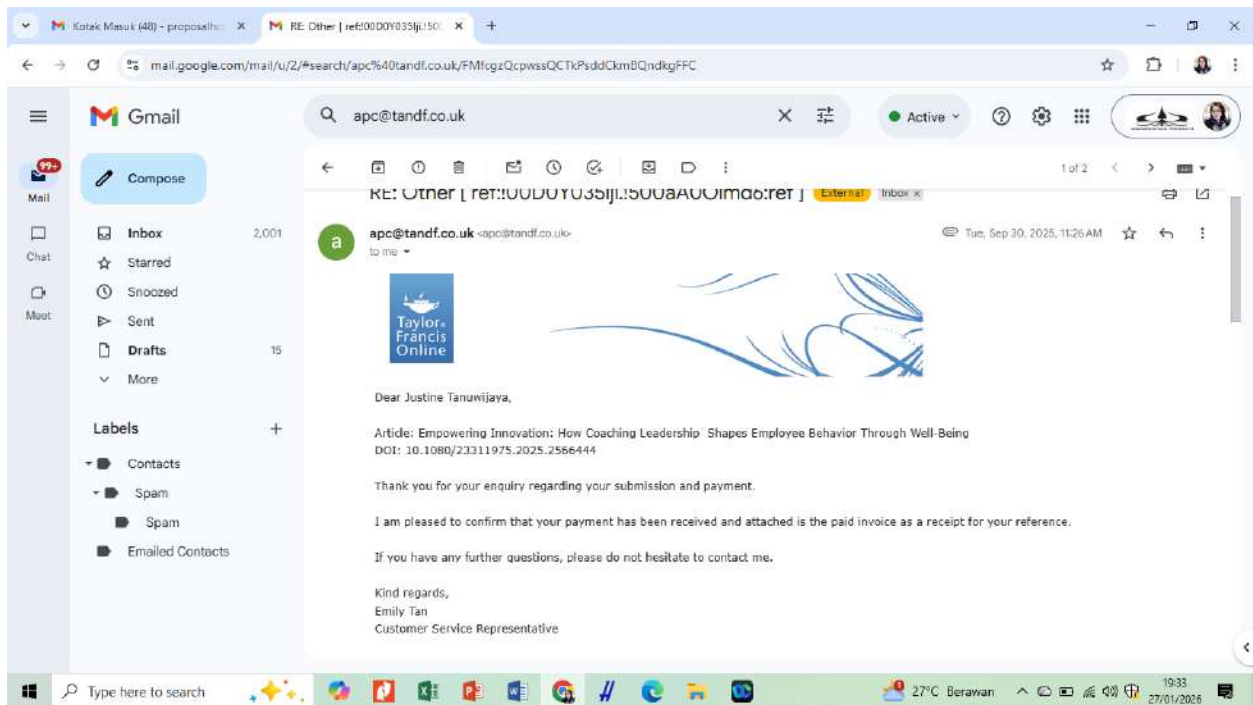
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*by* Justine Tanuwijaya, Anastasia M. D. Batmomolin & Jimmy S. Hadi

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### ABSTRACT

In the era of globalization and increasing competition, organizations are required to continuously innovate and create a work environment that supports collaboration and knowledge sharing. Effective leadership plays a crucial role in fostering an organizational culture that encourages knowledge sharing and innovative behavior among employees. This quantitative study aims to examine the influence of coaching leadership (CL) on employees' knowledge sharing behavior (KSB) and innovative behavior, mediated by employee well-being (EWB). A total of 181 employees from private banks in Indonesia participated in this study. The results showed that CL has a significant positive impact on EWB, which in turn positively affects KSB. Furthermore, EWB was found to have a strong mediating role in the influence of CL on both innovative behavior and KSB among employees. This indicates that enhancing EWB through CL not only improves the quality of employees' lives but also encourages them to be more innovative and collaborative. The practical implications of this study highlight the importance of organizations adopting a CL approach to improve EWB, which in turn strengthens the culture of innovation and knowledge sharing in the workplace.

### ARTICLE HISTORY

Received 8 January 2025  
Revised 12 September 2025  
Accepted 19 September 2025

### KEYWORDS

Coaching leadership;  
employee well-being;  
innovative behavior;  
knowledge sharing  
behavior; bank

### SUBJECTS

Business, Management  
and Accounting;  
Economics; Work &  
Organizational Psychology

## 1. Introduction

Employees are often considered one of the most valuable assets of any organization, playing a pivotal role in its advancement and success. Therefore, it is crucial for organizations to prioritize continuous development in various aspects of their employees' lives, including their skills, knowledge, well-being and behavior. According to Salas-Vallina et al. (2020), organizations that place a strong emphasis on employee well-being (EWB) are likely to see increased employee enthusiasm, which in turn leads to longer tenure with the organization. This focus on well-being not only benefits employees but also serves as an indicator of the overall health and success of the organization (Nimmi et al., 2023).

The role of leaders and managers extends beyond merely overseeing work processes and outcomes; it includes the essential function of guiding, developing and directing employees to align with organizational goals. Effective leaders are not only concerned with achieving results but also with fostering an environment where employees can thrive. This involves nurturing knowledge sharing behavior (KSB) and promoting innovative practices among employees. Knowledge sharing is a critical component that can significantly enhance performance (Javaid et al., 2018) and stimulate innovative behavior (Kmieciak, 2021). Ansong et al. (2023) suggest that knowledge sharing provides employees with new insights and ideas, which can lead to improved work practices. This process of knowledge sharing not only encourages creativity but also increases employee confidence and performance. Furthermore, it promotes a learning culture that equips employees with new skills necessary for innovation (Vandavasi et al., 2020).

In the highly competitive banking sector, the rapid evolution of market dynamics, changing customer demands and shifting lifestyles compel banks to continually innovate. Innovation is recognized as a

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critical element for adding value and achieving organizational excellence (Dede & Zazkaya, 2018). Banks with a large customer base and significant profits tend to excel in innovation, often developing superior products compared to their competitors (Q. Wang et al., 2020).

Employee behavior plays a crucial role in fostering innovation, as employees are responsible for creating and implementing new solutions that address organizational challenges (Purc & Lagun, 2019). To remain competitive, companies must offer new products and services that stand out from those of their competitors. Achieving this requires employees who are capable of thinking creatively and acting innovatively. Employee innovation and creativity are vital for the sustainability and growth of the organization (Alshebami, 2021). The innovation process within companies involves employees at every stage, from idea generation and program planning to implementation and feedback (G. Zhang & Wang, 2022). Innovative employees help reduce operational costs and address business challenges. Employee innovative behavior (EIB) encompasses a series of internal processes where employees generate ideas and endeavor to implement them into practical innovations (Ye et al., 2021). Innovative employees contribute to reducing operational costs and addressing business challenges, highlighting the need for organizations to support and encourage innovative behaviors through a supportive workplace and appropriate incentives (Alshebami, 2021).

One effective approach to facilitating employee development and knowledge transfer is coaching. Coaching is a technique that helps employees overcome weaknesses and enhances their skills through targeted guidance. Leaders who provide coaching for individual employees can address specific areas of improvement, while group coaching can facilitate the sharing of skills and knowledge among employees, leading to the development of new banking products and services (El Achi, 2017). Berg and Karlsen (2016) emphasize that coaching leadership (CL) is distinct from other leadership styles because it recognizes and values the uniqueness of each individual. This personalized approach to leadership can motivate employees to enhance their attitudes and behaviors within the organization (Yuan et al., 2019). Coaching has been proven to be an effective strategy for leadership development, contributing to the renewal of organizational strategies by more effectively developing individual talents and strengths (Asobee, 2021; Berg & Karlsen, 2016; Woo, 2017).

The banking industry in Asia faces significant challenges in maintaining competitiveness amid market changes, digitalization and rising customer expectations. To address these challenges, banks must optimize human resource management by ensuring EWB while simultaneously fostering workplace innovation. Although numerous studies have explored various leadership styles and their impact on employee behavior, there remains a gap in understanding how CL influences KSB and innovative behavior in the Asian banking sector.

This study focuses on EWB as a mediator in the influence of CL on KSB and innovative behavior, an aspect that has been rarely examined in the banking industry in Asia. By understanding the role of EWB in this mechanism, this research aims to provide strategic insights for banks in designing more effective leadership models. By implementing CL that prioritizes EWB, banks can create a more supportive work environment, enhance productivity, strengthen a culture of innovation and collaboration and accelerate adaptation to the increasingly competitive industry dynamics.

## 2. Literature review and hypothesis development

### 2.1. Social exchange theory

Social exchange theory is one of the most influential conceptual approaches in analyzing workplace behavior. This theory highlights that interdependent relationships can foster high-quality interactions (Cropanzano & Mitchell, 2005). The core principles of this theory are reciprocity and mutual dependence, which help explain various forms of social interactions and relationships (Kim, 2016). Blau (1964) explains that exchange relationships are causal in nature, where the characteristics of a relationship influence the dynamics of social exchange. When exchanges are successful, they strengthen commitment within the relationship. Social exchange consists of a series of actions that depend on positive responses from others, ultimately leading to mutually beneficial transactions and relationships. In the context of CL, this theory illustrates how leaders who provide guidance and support to employees can establish positive

social exchange relationships. When employees experience benefits from CL, such as improved psychological well-being (EWB), they are more likely to engage in knowledge sharing and innovation as a form of reciprocity for the support provided by their leaders. Thus, CL plays a crucial role in fostering constructive social relationships within organizations, ultimately promoting KSB and employee innovation.

## 2.2. CL

Coaching provides a human and personal touch in global organizations, giving coachees space to reflect and develop themselves (Mangion-Thornley, 2021). Coaching success depends on the leader's skills in communicating and building effective interpersonal relationships, such as affirming, showing respect, intimacy, building trust, objectivity and integrity (Khaola & Coldwell, 2019). In performance management, coaching is considered to have a positive side in problem solving. In the midst of business uncertainty, coaching plays a highly strategic role. Its effectiveness is not solely determined by technical skills but also by the leader's mindset. An effective leader is one who remains open to adopting new perspectives while preserving relevant existing ones, thereby creating a balance between innovation and continuity within the organization (Lawrence, 2017). When leaders engage in coaching by conveying information to employees, it is regarded as more beneficial than simply listening or posing questions (Milner et al., 2018).

In many organizations, coaching is emphasized as a means of shaping leadership approaches that foster the adoption and implementation of innovative ideas. The employee's direct supervisor or manager is responsible for coaching by acting as a mentor who teaches new skills or helps overcome certain problems (Khaola & Coldwell, 2019). Coaching is also defined as a process used to boost employees to take responsibility for achieving performance, maintain superior performance and foster a partnership approach to achieve common goals and effectiveness (Khaola & Coldwell, 2019).

CL is a style of leadership that allows employees to be guided, inspired and encouraged with the aim of increasing work performance. CL has bottom-up leadership characteristics, namely regular interactions to optimize employee potential and encourage employees to be brave in facing new challenges and learning from mistakes (Cui et al., 2022).

According to Berg and Karlsen (2016), CL is superior to transformational leadership and servant leadership in optimizing employees' individual potential. CL focuses on individual growth and development through continuous guidance and feedback. Transformational leadership emphasizes inspiration and motivation to align followers with the organization's larger vision and prepare them for change. Meanwhile, servant leadership prioritizes meeting team needs and ensuring their well-being while fostering collaboration and trust. Therefore, CL is more effective in building employee independence, confidence and readiness to face challenges, creating an adaptive and productive work environment.

## 2.3. EWB

The notion of EWB is versatile and shows considerable variation across different generations, regions, countries, social values and customs (Stankevičienė et al., 2021). It is a measure of quality based on individual feelings and experiences while performing their roles and responsibilities as employees (Xerri et al., 2023). EWB can be described as the harmonious satisfaction of one's needs, goals and overall life balance (S. K. Singh et al., 2019). This comprehensive view highlights the importance of addressing diverse aspects of well-being to ensure a supportive and effective work environment.

The well-being of employees in a highly competitive and challenging environment is closely linked to the overall health of the organization. If employee welfare is well maintained, the organization's health will also improve, and poor welfare is likely to weaken it (Pawar, 2016; A. Singh & Jha, 2022). A person's quality of life, understood as an accumulation of various interrelated factors such as life satisfaction, can also be viewed as well-being (S. K. Singh et al., 2019). The well-being of employees can also impact their level of productivity which is another characteristic of a healthy business. EWB is not only manifested in employees' thoughts and feelings about job and vitality but also in psychological experiences and expressions of satisfaction shown in professional and personal lives of employees (Nimmi et al., 2023).

#### 2.4. KSB

Knowledge sharing is a crucial factor in an increasingly competitive business environment (Chen et al., 2024). Knowledge sharing is done by disseminating, transferring and exchanging news, knowledge or experience and skills from one employee to another within the organization. KSB influences performance improvement. By sharing knowledge with their teams, leaders enable them to work more effectively, productively and in a healthier manner (Javaid et al., 2018). Sharing of insights within the workplace can strengthen the organizational knowledge base, which in turn may influence attitudes and behavioral patterns (Yadav et al., 2019) so leaders need to facilitate the flow of cultural knowledge, identify and resolve conflicts among employees (Yadav et al., 2019). Knowledge sharing among employees can increase organizational knowledge and benefits through increasing innovation in employees and the organization as a whole (Kmieciak, 2021).

Leaders need to drive employees to share knowledge and discuss ideas with others and learn from each other in order to acquire new insights and expand knowledge (Mohammed & Kamalanabhan, 2019). Experience of foreign employees and knowledge sharing can help them to understand and adapt conditions and policies according to local conditions of work (Chen et al., 2024). Enterprises that compete globally realize that transforming tacit knowledge into explicit knowledge is a critical factor to encourage and promote KSB. Such activities foster the synergy of KSB within the organizational environment and contribute to sustaining a competitive edge (Youssef et al., 2017).

#### 2.5. EIB

A range of actions focused on generating, promoting and applying new ideas is commonly referred to as innovative behavior (Yang et al., 2021). Innovative behavior entails employees' capacity to engage in novel thinking processes to solve work-related problems, aiming to achieve excellence, enhance performance and foster long-term development (Javed et al., 2021). This behavior applies when employees take the initiative to generate and execute new ideas in order to be able to conform quickly to work and get benefits as expected (G. Zhang & Wang, 2022). Innovative behavior directly supports to organizational productivity and effectiveness, leading to sustainable growth. Organizations must utilize effective human resource management (HRM) practices to develop employees' knowledge in order to increase innovative behavior in achieving competitive advantage continuously (Shafaei & Nejati, 2024). Innovative behavior is a key factor so that companies can survive and successful in facing increased tough and complex business competition (Iqbal et al., 2023). Employees must devote time and energy and dare to face the risk of failure when innovating (Yang et al., 2021).

#### 2.6. CL and EWB

CL offers guidance, prepares resources, relieves pressure, promotes a high-quality work environment and helps employees achieve goals thereby enhancing EWB (W. Wang et al., 2021). Leaders' conduct plays a decisive role in how their presence affects well-being within the work environment (Kerns, 2018). CL, as a contemporary leadership approach and an effective means of enhancing employee capabilities, plays an important role in promoting well-being (X. Zhang, 2020). Employee welfare and leadership may be understood through the interactions and behaviors that occur between leaders and their teams, which can influence well-being both positively and negatively (Salmi et al., 2020). CL serves as a bridge between the utilization of individual and team strengths in the workplace, contributing to improved EWB and team effectiveness (Mäkelä et al., 2024).

**H1:** Coaching leadership has a positive effect on employee well-being.

#### 2.7. CL and KSB

Through CL, leaders guide team members to be more diligent and accountable, enabling the attainment and maintenance of excellent performance. The principle of equal treatment, employees are treated as partners (Khaola & Coldwell, 2019). Coaching is a recognized way not only to simplify and support

talented workers, but also to accomplish the company's strategic goals. Several organizations have adopted coaching interventions to discover and develop potential employee capabilities. This practice is considered to be able to encourage company creativity and innovation in an increasingly competitive business environment (Woo, 2017). Organizations can use coaching as an instrument to drive KSB. Coaching can also be utilized to overcome conflicts that may appear in the process of sharing knowledge among employees (Wadhwa & Bali, 2016).

H2: Coaching leadership has a positive effect on knowledge sharing behavior.

### 2.8. CL and EIB

Coaching leaders assist workers to explore their deepest demands and set job objectives using effective coaching manners such as guidance, encouragement and inspiration. Coaching leaders engage in open interaction and communication with their teams, providing the necessary resources and support to encourage innovative thinking. They also guide individuals in developing action plans and acquiring relevant skills and resources needed to transform ideas into innovative behaviors (X. Zhang, 2020). CL tolerates mistakes and empowers employees (Li et al., 2022). When employees feel empowered, their level of innovative attitude will develop (Dede & Zazkaya, 2018). Individual innovative behavior is strongly linked to leadership, anticipated managerial traits, career progression, innovation support and systematic approaches to problem solving (Scott & Bruce, 1994). According to Yang et al. (2021), company leaders must provide strong support so that innovative behavior can be continued to develop.

H3: Coaching leadership has a positive effect on employee innovative behavior.

### 2.9. EWB and KSB

One essential factor in promoting healthy information sharing among employees within an organization is ensuring their well-being (Alghamdi et al., 2021). While explicit knowledge is often shared with ease, tacit knowledge is typically retained as a valuable personal resource. Encouraging KSB therefore requires strategic efforts to address the reluctance to share more complex insights, which can be facilitated by enhancing overall well-being in the workplace (Sulistiawan et al., 2022). The studies of Alghamdi et al. (2021) and Latif et al. (2022) concluded that better physical and social well-being among employees promotes greater KSB.

H4: Employee well-being has a positive effect on knowledge sharing behavior.

### 2.10. EWB and EIB

The physical and social well-being of employees plays an integral role in the relationship between their perceptions of skill usage and the human resource practices designed to enhance opportunities and role performance. Psychological well-being, in particular, serves as a critical link between perceived HR practices and the motivation and performance needed for innovation (Khoreva & Wechtler, 2018). According to a study by Koroglu and Ozmen (2022), psychological well-being has a significant influence on employees' innovative behavior. When employees are provided with freedom of expression, flexibility, support for their ideas and a workplace environment characterized by trust and minimal conflict, creativity and innovation are more likely to flourish (Jain, 2022).

H5: Employee well-being has a positive effect on employee innovative behavior.

### 2.11. KSB and EIB

According to Kmiecik (2021), EIB is influenced by the extent to which knowledge sharing is encouraged among them. To encourage innovation, leaders must establish an environment that supports knowledge sharing among employees. The exchange of knowledge expands opportunities for greater creativity and

innovation (Saripin & Kassim, 2019). Shared knowledge enriches fellow employees, raises awareness and stimulates innovative behavior. Knowledge sharing serves as a mechanism for employees to exchange insights and contribute to enhancing innovative behavior (Aktharsha & Sengottuvel, 2016; Pratiwi, 2022), like as the case in small and medium enterprises of batik in Indonesia. Knowledge sharing activities include sharing experiences and knowledge, helping batik small and medium enterprises (SMEs) in solving problems faced together. When sharing, batik entrepreneurs gain more knowledge to increase the effectiveness and efficiency of the work process (Laily & Ernawati, 2020). Knowledge sharing between individuals will promote individual interaction and communication, can increase the promotion or implement creative ideas and innovative thinking (J. Wang et al., 2017). Nguyen et al. (2019) demonstrated that employees' readiness to both exchange and absorb knowledge fosters the development of innovative behavior.

**H6:** Knowledge sharing behavior has a positive effect on employee innovative behavior.

### 2.12. EWB as mediator

Salmi et al. (2020) highlighted that leaders and employees may experience well-being and leadership in similar ways. These common experiences are predominantly emotional in nature, complemented by those grounded in knowledge. By applying coaching, organizations can cultivate an atmosphere that enhances the development of their innovative potential. The openness of corporate innovation provides an opportunity for stakeholders to be involved in expanding knowledge. Coaching enables employees to enhance critical thinking and modify behavior, while simultaneously fostering a perception of empowerment provided by the leader (Roshia & Lace, 2021). Knowledge sharing is reciprocal. It starts from one individual to another then the other party is willing to share useful information. Managers need to reward employees who contribute in sharing knowledge and support employees who voluntarily share their innovative ideas, so that mutual trust will be created (Ye et al., 2021).

Leadership that applies a coaching style can enhance EWB, which in turn encourages them to be more active in knowledge sharing in the workplace (W. Wang et al., 2021). Organizations with adequate leadership and better EWB lead to a safe working environment for employee (Awais-E-Yazdan et al., 2023). Well-being employees are more motivated, feel secure and have positive work relationships. In such an environment, they are more open to sharing knowledge without fear of competition or criticism. Therefore, this study proposes:

**H7:** Employee well-being functions as a mediator of the effect of coaching leadership on knowledge sharing behavior.

Employees consider themselves or their work meaningful in an organization if they regularly receive feedback from leaders. For example, when a leader visits employee regularly, the employees feel that the leader is care to them and their work causing positive emotions. In addition, feedback offers employees the opportunity to learn something new and develop themselves. Employees tend to value support that is more psychological than practical (Salmi et al., 2020). Coaching leaders interact personally with employees and help employees realize their creative and innovative potential (X. Zhang, 2020). Employee well-being contributes positively to the positive behavior of employees. Social welfare increases innovative roles and performance, psychological well-being of employees is positively contributed to innovative performance and physical well-being is positively connected to role performance. Therefore, employees who are fit and experience high levels of social welfare tend to experience a sense of vitality which allows them to successfully achieve performance in their innovative and roles (Khoreva & Wechtler, 2018). In this study, CL enhances EWB through support, feedback and empowerment. Employees with higher well-being tend to be more motivated, feel secure and be more open to innovation. Thus, EWB acts as a mediator in the relationship between CL and employees' innovative behavior, as good well-being fosters creativity and the confidence to express new ideas. Therefore, the proposed hypothesis is:

**H8:** Employee well-being functions as a mediator of the effect of coaching leadership on employee innovative behavior.

The research framework is shown in Figure 1.

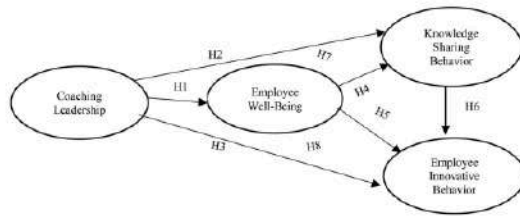


Figure 1. Research model.

### 3. Method

#### 3.1. Data and samples

This research is a quantitative descriptive study conducted at two branch offices of large private banks located in Jakarta, Indonesia. The choice of these research objects was grounded in the remarkable accomplishments of the two private banks. In recent years, particularly in 2023, these two banks have successfully positioned themselves as leading banks in the Indonesian banking industry, surpassing other banks and institutions in the competition for the 2023 Indonesia Human Resources Award.

These two banks have demonstrated remarkable performance in human resource management. One of these banks was awarded the title of 'Best HR Management for Outstanding Digitalization of HR Recruitment and Development to Create a Sustainable and Agile Banking Business Environment'. This award highlights that the bank has implemented highly effective strategies in digitizing the recruitment and employee development processes, ultimately creating a dynamic work environment that is capable of adapting to change.

The other bank received the same award, showcasing their strong commitment to innovation in HR management. This achievement proves that both banks have strong leadership that can influence employee behavior to achieve excellence. This effective leadership not only motivates employees to perform better but also contributes to the overall success of the banks in facing the challenges of an ever-evolving banking industry.

Although only two banks are involved, these two have very representative characteristics that illustrate best practices and industry standards in the private banking sector. As large banks with significant market share and adequate resources, they can represent the practices and policies applied by many other large banks in Indonesia. These two banks also offer a wide range of services and serve a broad market segment, operating in a highly competitive environment, which allows the results of this research to provide relevant insights that can be applied to other large banks with similar characteristics.

Questionnaires were distributed online using the Google form to bank employees, either directly or through managers. The target population of the two bank branch offices is 540 people. Sampling was handled by convenience, namely based on the readiness of the respondents to give feedback voluntarily, so 181 employees filled out the online questionnaire that was distributed. According to Hair et al. (2019), an adequate sample size for the covariance-based structural equation modeling (CB-SEM) approach, particularly for models with 20–30 indicators, ranges from 150 to 200 respondents to ensure stable and reliable parameter estimates. Memon et al. (2020) also suggest that a sample size between 160 and 300 observations is considered appropriate for use in multivariate statistical analysis techniques. This study involved 24 reflective indicators measuring four latent constructs, with a total of 181 respondents. Therefore, the sample size in this study meets the recommended minimum criteria and can be considered sufficient for CB-SEM analysis. The data gathered from the Google form is systematically processed and analyzed using the advanced tools of AMOS version 22.0.

This research has received a feasibility assessment from the Ethics Committee of the Faculty of Economics and Business, Universitas Trisakti (No. 002/A.53/IK/USAKTI/II/2023, date: 4 February 2023). The research participants were provided with explanations about the procedures, confidentiality and other

important details before their participation. Only participants who gave informed consent took part in the study. Participants' consent was given verbally because they trusted the researchers, supported by an official letter from the University.

### 3.2. Measurements

The instrument for measuring CL was adopted from Farh and Chen (2018) and comprises four items. EIB was assessed using six items adapted from Scott and Bruce (1994). EWB was measured with four items, also adapted from W. Wang et al. (2021). KSB was evaluated using 10 items developed by Mafabi et al. (2017). All questionnaire items utilized a 5-point Likert scale, with response options ranging from 1 (strongly disagree) to 5 (strongly agree). This standardized approach ensures consistent measurement of the variables and facilitates the comparison of responses across different dimensions.

Testing the feasibility of the research instrument was carried out by testing the validity and reliability of each questionnaire item. The validity of the questionnaire was seen from the value of the factor loading (Table 1), for CL, EWB, KSB and EIB showing a number  $>0.6$ . The results of the reliability test of the instrument showed the value of Cronbach's alpha  $>0.8$ . Thus, the research instrument is valid and reliable according to Hair et al. (2019).

The feasibility test results for the research model were promising. The root mean square error of approximation (RMSEA) was 0.072, the root mean square residual (RMR) was 0.039, the comparative fit index (CFI) was 0.916, the incremental fit index (IFI) was 0.917 and the Chi-square normed index was 3.801. The results of this calculation show a good model according to Hair et al. (2019). The RMSEA value of 0.072 falls within the acceptable range (between 0.05 and 0.08). The CFI and IFI values of 0.916 and 0.917, respectively, indicate that the model is quite fit, as both values are above 0.90. Additionally, the normed Chi-Square index value of 3.801 is below 5, which is still acceptable.

To identify potential common method bias (CMB), this study employed three testing methods. Firstly, Harman's single-factor test was conducted, revealing that the largest single factor accounted for 49.4% of the total variance, slightly below the common 50% threshold (Podsakoff et al., 2003), indicating no dominance of a single factor (Usmanova et al., 2021). Secondly, the common latent factor (CLF) approach was applied using AMOS, and the results showed that many items had standardized loading differences exceeding 0.20 between models with and without the CLF, suggesting potential bias. Thirdly, the marker variable technique was implemented using gender as the marker variable. The results indicated minimal changes in correlation values ( $r$ ), ranging from 0.000 to 0.005. Therefore, including gender did not

Table 1. Confirmatory factor analysis.

Variable	Indicator	Factor loading	Cronbach's alpha	Results
Coaching leadership	CL1	0.872	0.894	Valid and reliable
	CL2	0.915		
	CL3	0.868		
	CL4	0.830		
Employee well-being	EWB1	0.797	0.869	Valid and reliable
	EWB2	0.819		
	EWB3	0.890		
	EWB4	0.886		
Knowledge sharing behavior	KSB1	0.762	0.934	Valid and reliable
	KSB2	0.665		
	KSB3	0.775		
	KSB4	0.801		
	KSB5	0.817		
	KSB6	0.808		
	KSB7	0.810		
	KSB8	0.851		
	KSB9	0.835		
	KSB10	0.839		
Employee innovative behavior	EIB1	0.838	0.918	Valid and reliable
	EIB2	0.901		
	EIB3	0.882		
	EIB4	0.813		
	EIB5	0.892		
	EIB6	0.764		

Source: Data processing.

significantly reduce correlations among the main constructs (Lindell & Whitney, 2001) suggesting that CMB does not pose a significant threat to the validity of the study's findings.

## 4. Results

### 4.1. Descriptive statistics

The majority of bank employees participating in this study consisted of 52.5% male and 47.5% female, 46.4% aged 24–34 years, 72.9% had a bachelor's degree and 44.8% had worked for 4–10 years (Table 2).

The average respondent's answer to the CL variable is 4.39 (SD = 0.602). It means bank employees experience that their leaders provide guidance, conduct coaching and provide feedback on questions raised by employees. Leaders are also able to analyze the situation that occurs and can take appropriate action. The average EWB is 4.10 (SD = 0.685), which means that bank employees feel quite satisfied with their work because they can reflect on what is done at work and through work, the life goals of employees can be fulfilled. The average KSB is 4.39 (SD = 0.532), meaning that there is a good exchange of information among bank employees. An employee easily shares his knowledge and skills with other employees. The average EIB is 4.20 (SD = 0.643), meaning there is an innovative climate at these two banks. Employees have creative ideas that can be promoted to others. In addition, employees actively seek new techniques or ways to carry out work. Descriptive statistics for the constructs, including mean, standard deviation, minimum and maximum values, are presented in Table 3.

### 4.2. Hypothesis testing

The results of hypothesis testing with a 95% confidence level show that out of the eight proposed hypotheses, seven are supported, while one is not supported (Table 4). A hypothesis is considered supported if the  $p$ -value  $\leq 0.05$  and not supported if the  $p$ -value  $> 0.05$ . The coefficient for the effect of CL on EWB is 0.464 with a  $p$ -value of 0.000, so H1 is supported. The effect of CL on KSB results in a coefficient of 0.836 with a  $p$ -value of 0.000, thus supporting H2. The coefficient on the effect of CL on EIB is 0.117 while the  $p$ -value is 0.212, indicating that there is no support for hypothesis H3. The coefficient for the influence of EWB on KSB is 0.144, and the associated  $p$ -value is 0.007, confirming the support for hypothesis H4. The coefficient on the effect of WBE on EIB is 0.189 with a  $p$ -value of 0.002, the H5 is supported. Furthermore, the coefficient of KSB on EIB is 0.742 with a  $p$ -value of 0.000, thus H6 is supported. For testing the indirect effect, the coefficient of EWB mediating the effect of CL on KSB and EIB is 0.592 and 0.120, respectively and with  $p$ -value is 0.010 and 0.004. Thus, H7 and H8 are supported.

Table 2. Characteristics of respondents.

Variable	Frequency	Percent
Gender		
Female	86	47.5
Male	95	52.5
Age (years old)		
<24	24	13.3
24–34	84	46.4
35–44	53	29.3
45–54	18	9.9
≥55	2	1.1
Education		
Undergraduate	12	6.6
Bachelor	132	72.9
Master	37	20.4
Length of work (years)		
<3	37	20.4
4–10	81	44.8
11–17	33	18.2
18–24	23	12.7
>25	7	3.9

Source: Data processing.

Table 3. Descriptive statistics (n = 181).

Variable/item	Minimum	Maximum	Mean	Std. deviation
<b>Coaching leadership</b>				
CoL1	2	5	4.40	0.656
CoL2	2	5	4.36	0.707
CoL3	2	5	4.41	0.699
CoL4	2	5	4.40	0.705
CoL	2	5	4.39	0.602
<b>Employee well-being</b>				
EWB1	1	5	4.27	0.712
EWB2	1	5	4.05	0.884
EWB3	1	5	4.01	0.830
EWB4	1	5	4.08	0.802
EWB	1.5	5	4.10	0.685
<b>Knowledge sharing behavior</b>				
KSB1	1	5	4.46	0.628
KSB2	1	5	4.21	0.753
KSB3	1	5	4.43	0.701
KSB4	1	5	4.44	0.709
KSB5	1	5	4.29	0.734
KSB6	1	5	4.29	0.713
KSB7	1	5	4.45	0.627
KSB8	1	5	4.41	0.596
KSB9	1	5	4.43	0.668
KSB10	1	5	4.55	0.571
KSB	1.1	5	4.39	0.532
<b>Employee innovative behavior</b>				
EIB1	1	5	4.32	0.728
EIB2	1	5	4.25	0.747
EIB3	1	5	4.20	0.705
EIB4	1	5	4.06	0.883
EIB5	1	5	4.23	0.690
EIB6	1	5	4.14	0.815
EIB	1	5	4.20	0.643

Source: Data processing.

Table 4. The outcome of hypothesis testing.

Hypothesis	Coefficient	p-Value	Decision
H1: CL has a positive effect on EWB	0.464	0.000	Supported
H2: CL has a positive effect on KSB	0.836	0.000	Supported
H3: CL has a positive effect on EIB	0.117	0.212	Not supported
H4: EWB has a positive effect on KSB	0.144	0.007	Supported
H5: EWB has a positive effect on EIB	0.189	0.002	Supported
H6: KSB has a positive effect on EIB	0.742	0.000	Supported
H7: EWB mediates the effect of CL on KSB	0.592	0.010	Supported
H8: EWB mediates the effect of CL on EIB	0.120	0.004	Supported

Source: Data processed with AMOS.

## 5. Discussion

Our research contributes to existing body knowledge by filling in the following gaps. Statistical analyses indicate that CL has a beneficial effect on the well-being of employees. The well-being of bank employees is greatly influenced by the leadership style. Leaders who can direct, foster and accompany employees to be better in their behavior and performance will make employees experience prosperity, namely a sense of satisfaction that arises from harmonization between desires and results achieved (S. K. Singh et al., 2019). According to Salmi et al. (2020), leadership and EWB are two interrelated activities. The interaction between a leader and employees will affect employee welfare either positively or negatively. CL is one of the human capital practices that can elevate the physical and social well-being of employees (Khoreva & Wechtler, 2018). Bank leaders or managers who implement CL focusing on mentoring, providing feedback and developing employees' skills can enhance their well-being. When they support professional growth, offer guidance and foster positive workplace relationships, employees will feel more valued, motivated and satisfied with their work.

CL significantly influences the KSB of bank employees. Leaders and managers who build strong, supportive relationships with their employees, treating them as partners, foster a sense of value and trust. This, in turn, encourages employees to openly share their knowledge and skills with colleagues.

These findings are consistent with Wadhwa and Bali (2016), who highlighted coaching as an effective tool for promoting KSB among employees. Furthermore, Roshia and Lace (2021) confirmed that coaching creates an environment that enhances a company's innovative capabilities. By fostering a culture of open innovation, organizations can effectively involve stakeholders in the expansion of knowledge. This collaborative approach not only drives innovation but also enriches the overall knowledge base within the company, leading to sustained competitive advantage and growth.

CL, while influential in various aspects of employee development, does not exhibit a direct impact on the fostering of innovative behavior among employees. This means that even though the leader has tried to foster, assist and direct and even tolerate employee mistakes, it has not yet developed EIB. These results contradict the studies of X. Zhang (2020) and Tanuwijaya et al. (2025), which demonstrated that CL contributes positively to EIB. Environmental factors, in this case the role of the leader cannot foster innovative behavior of bank employees. The tendency for innovative behavior should emerge from within employees as revealed by Dede and Zazkaya (2018), innovation necessitates internal creativity, a strong sense of autonomy, a readiness to embrace uncertainties and the drive to discover and generate novel ideas, products and methodologies. Considering their characteristics, the majority of respondents (46.4%) are aged 24–34 years, known as generation Y or millennials. This generation can develop themselves and innovate without any assistance from leaders. According to Rony (2019), the millennial generation has grown up in a digital era, leveraging instant communication technologies like email, text message, instant messaging and social media platforms such as Facebook, Twitter and Instagram. This technological sophistication enables Gen-Y to foster a work environment focused on continuous improvement and innovation. They contribute to transforming methods, processes and work practices to become more effective and efficient through the use of technology. In the context of Indonesia's collectivist culture and hierarchical organizational structure, CL may not directly encourage employees' innovative behavior. In a work culture that prioritizes harmony and compliance with superiors, employees tend to be more cautious when expressing new ideas, especially if those ideas challenge existing norms. The banking industry itself is a highly regulated sector, with strict procedures that limit employees' flexibility to innovate. In such an environment, adherence to rules and standards is prioritized over the exploration of new ideas.

EWB positively influences their propensity to share knowledge. When employees feel that their needs at work are met, they experience a deep sense of fulfillment and satisfaction. This inner satisfaction motivates them to share their experiences, knowledge and skills with colleagues. Knowledge sharing is rewarding not only for those who receive the information but also for those who provide it, fostering a culture of mutual benefit and collaboration. Such behavior contributes to a supportive work environment where collective growth is encouraged. These findings support Alghamdi et al. (2021) and Latif et al. (2022), who demonstrate that enhancements in both physical and social well-being are likely to boost employees' KSB, thereby benefiting the organization as a whole.

EWB acts as a driving force behind the cultivation of innovative behavior within the workforce, meaning that bank employees who experience that their needs and expectations have been met will show innovative behavior. It concluded that innovative behavior is determined by the compensation and positive treatment provided by the bank to employees. These results are consistent with Koroglu and Ozmen (2022). An individual's subjective well-being, which is their personal evaluation of life satisfaction, plays a pivotal role in influencing both innovation and organizational performance. In addition, we can expect employees to work more creatively when their level of well-being increases. At the same time, employees also feel that their innovative behavior is recognized and valued (Elsamani et al., 2023). According to Khoreva and Wechtler (2018), psychological well-being urges employees to be diligent when facing the challenges inherent in creative and innovative work and thereby enhance their innovative performance.

KSB contributes positively to fostering innovative behavior among employees. The results of this study are in accordance with many previous studies (Aktharsha & Sengottuvel, 2016; Batmomolin et al., 2024; Kmiecik, 2021; Nguyen et al., 2019; Pratiwi, 2022; Saripin & Kassim, 2019; J. Wang et al., 2017). To be innovative, employees need flexibility to generate initiative, trust and learning within the organization. Organizational authority regulates that justice occurs in the distribution of resources and information, enabling employees to be involved in decision making (Dede & Zazkaya, 2018). According to Vandavasi et al. (2020), having knowledge is a crucial element that promotes innovative behavior. The higher employees share knowledge, the higher the level of their innovative behavior. KSB can accelerate the

flow of knowledge and skills transfer among employees causing employee knowledge to become more complete, systematic and structured so that it can create quality innovations (Ye et al., 2021).

EWB serves as an intermediary between CL and both KSB and EIB. This suggests that EWB assumes a critical role, notably in the manner by which CL influences EIB. Employees who are satisfied with the place where they work, the job and the results obtained from work will be able to play an active role in facilitating the coaching approach taken by the leader in order to enable employees to share knowledge and generate innovative behavior. This result reinforces the perspective of Khoreva and Wechtler (2018), who argue that HR practices fostering skills and opportunities help reduce work-related stress while improving employees' quality of work life. Physical well-being strengthens the perceived influence of using HR practices that enhance skills and opportunities and role performance. The outcomes of this study further support W. Wang et al. (2021) in stating that employee welfare can facilitate coaching support by leaders on positive emotions of employees in the form of knowledge sharing and innovative behavior.

## 6. Theoretical implications and managerial practice

The theoretical implications of this study indicate that CL plays a crucial role in influencing KSB and employees' innovative behavior. However, its impact can be mediated by employees' well-being. These findings emphasize the importance of well-being in the context of human resource management, as it can be a determining factor in the processes of knowledge sharing and innovation within organizations.

This study contributes to enriching leadership theory, particularly in the context of CL, which not only focuses on achieving work outcomes but also on fostering EWB as an integral part of performance. Thus, effective CL should not only consider its direct influence on employee behavior but also take into account their well-being as a mediator in this relationship. Furthermore, the findings provide new insights that, while CL enhances KSB, the same effect does not directly apply to employees' innovative behavior.

This study also has several practical managerial implications. Bank leaders and managers should develop and enhance their coaching skills. To support this, it is recommended that banks implement coaching training programs for managers at various levels.

Organizations should prioritize integrating coaching as a fundamental component of their leadership methodology. This can be achieved by incorporating coaching competencies into selection criteria, developmental programs and performance assessment frameworks. During the hiring process, organizations can use coaching tools to identify managers who have the potential to mentor and develop future coaches. For developmental purposes, structured training sessions can be offered to help managers refine their coaching skills for maximum effectiveness. In terms of performance evaluation, organizations should integrate CL principles into supervisors' key performance indicators (KPIs) and utilize 360-degree feedback mechanisms to comprehensively assess their productivity (Cui et al., 2022).

Additionally, EWB must be a focus for policymakers, as it directly impacts positive employee behavior and can mediate the effects of CL on employee behavior, particularly regarding knowledge sharing and innovation. Bank managers should prioritize EWB by addressing both physical and psychological needs. This could include offering competitive salaries, benefits, additional time off, transportation, housing and other essential facilities that employees need.

Knowledge sharing fosters innovative behavior among employees. To gain a competitive edge, organizations need to build and enhance a culture of knowledge sharing. Employees should be assigned meaningful and stimulating tasks to encourage innovation. It is recommended that companies recognize and reward employees who exhibit innovative behavior and generously share their knowledge, experience and skills. By valuing and appreciating employees' innovation and willingness to share, companies can cultivate a more motivated and productive workforce.

## 7. Limitations and future research directions

This research was conducted at two large banks in Jakarta, Indonesia, with a total of 181 respondents. While this study provides valuable insights into the impact of CL on employees' innovative and KSB within the banking sector in Indonesia, there are several limitations that must be considered. One primary limitation is the relatively small sample size and the focus on only two banks located in a specific

geographic area. The limited sample and focus on specific institutions may not fully capture the diversity present across the banking industry or other sectors within Indonesia, potentially affecting the generalizability of the findings. Using convenience sampling may introduce selection bias because respondents are chosen based on their voluntary willingness to complete the questionnaire. Consequently, the sample tends to overrepresent individuals who are more open or interested in the research topic, while the perspectives of less interested groups or those with limited time may be overlooked. This can compromise external validity and reduce the representativeness of the sample for the broader population.

In addition, this study has limitations due to the Harman's single-factor test value being relatively close to the 50% threshold (49.4%) and the CLF test results showing standardized loading differences exceeding 0.20 on several items. This condition is likely caused by the use of the same self-report method for all variables, cross-sectional data collection and uniform instrument formats, which may potentially lead to respondent perception bias. Nevertheless, the marker variable test using gender as the indicator variable showed no significant decrease in correlations among constructs, indicating that the potential CMB does not threaten the validity of the findings. Future research is recommended to combine diverse data collection methods or use multiple data sources to minimize this potential bias.

Future research should adopt a more structured methodology to enhance sample representativeness and encourage broader employee participation. Additionally, future studies should include a larger and more diverse sample by involving respondents from various banks, both public and private, as well as other industries to obtain more comprehensive findings that can be better generalized. Similar research should also be conducted in different countries or regions across Asia to provide deeper insights into how CL is perceived and implemented in various cultural and organizational contexts.

Another limitation is the contextual focus on Indonesian culture. Although the study offers valuable insights, the findings may not be fully generalizable to other cultural or organizational settings that may have different norms, values and practices. To enhance the understanding of the universality of these findings, future research should be conducted across a variety of organizational contexts or industries in different cultural settings. This would help determine whether the effects of CL on employee behavior are consistent or vary depending on cultural context.

Furthermore, while this research contributes to the understanding of CL, it is still relatively underexplored compared to other leadership styles, particularly in the Asian region. Future studies should broaden their scope to examine how CL impacts various aspects of employee behavior, such as job satisfaction, commitment and engagement. Assessing the relationship between CL and these different dimensions of employee behavior will provide a more comprehensive view of how this leadership style influences overall EWB and performance.

In conclusion, future research should adopt a more holistic and varied approach to exploring the effects of CL. This includes involving larger and more representative samples, examining different cultural contexts and evaluating the impact of CL on a wider range of employee behaviors and attitudes. Such efforts will not only enhance the understanding of the effectiveness of CL but also contribute to the development of more effective and sustainable leadership strategies across various organizations and sectors.

## Acknowledgments

J.T. and A.M.D.B.: performed conceptualization, primary writing, data analysis, text writing, final review. J.S.H.: literature review, data collection, validation of analysis. All authors have reviewed and approved the final version of the manuscript for publication.

## Author contributions

CRedit: **Justine Tanuwijaya**: Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Project administration, Resources, Software, Supervision, Validation, Visualization, Writing – original draft, Writing – review & editing; **Anastasia M. D. Batmomolin**: Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Project administration, Resources, Software, Supervision, Validation, Visualization, Writing – original draft, Writing – review & editing; **Jimmy S. Hadi**: Conceptualization, Data curation, Formal analysis, Methodology, Project administration, Resources, Validation, Visualization.

## 28 Disclosure statement

The authors reported no potential conflicts of interest.

## Funding

The authors did not receive any internal research grants or external funding for this study.

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## Data availability statement

The study's data and materials are available for non-commercial use upon request, subject to ethical review. The corresponding author can be contacted for access by email.

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