

# Coaching Leadership and Employee Innovation Behavior in High-Tech Software Enterprises: The Mediating Role of Work Engagement

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## Abstract

This study investigates the influence of coaching leadership on employee innovation behavior in high-tech software enterprises in Beijing, China. Despite the software industry's importance in China's economic development, it still faces talent shortages. A survey of 508 knowledge-based employees was conducted to explore this relationship. Results show that coaching leadership, specifically in the dimensions of guidance, inspiration, and facilitation, positively influences EIB and WE, with facilitation having the strongest correlation. The role of work engagement partly mediates the relation of coaching leadership and EIB. Additionally, the felt obligation for constructive change can regulate the effectiveness of coaching leadership in incentivizing innovation. The study recommends that managers in high-tech software enterprises adopt coaching leadership to stimulate employee innovation behavior. The study contributes to understanding coaching leadership's impact on innovation in the software industry and provides insights for promoting innovation and enhancing national competitiveness.



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## **1. Introduction**

### **1.1 Background of the Study**

The software industry has become a crucial part of China's economy, accounting for a significant share of the country's GDP and playing a key role in enhancing China's international competitiveness (Wang et al., 2019). However, despite its level of development, the industry still faces talent shortages (Chen et al., 2018). Employee innovation behavior is critical to the success of high-tech software enterprises, as it enables them to create new products and services, improve organizational efficiency, and gain a competitive advantage (Zhang et al., 2018). Coaching leadership has been identified as an effective leadership style for promoting employee innovation behavior in the workplace (Liu et al., 2021). Coaching leadership is a leadership style that emphasizes the development of employees' abilities and potential through support, guidance, and motivation (Grant et al., 2010). Coaching leadership has three dimensions: guidance, inspiration, and facilitation. Guidance involves providing employees with direction and feedback, inspiration involves stimulating employees' enthusiasm and creativity, and facilitation involves providing resources and removing obstacles to facilitate employees' innovation behavior (Wang et al., 2020). Participation in the workplace is a key construction that reflects the degree of commitment, commitment, and commitment to the job (Schaufeli et al. 2002). Work engagement has been shown to mediate the relationship between leadership styles and employee innovation behavior (Zhou et al., 2019). The purpose of this research is to investigate the influence of Executive Leadership on Innovative Behaviour of High and New Technology Software Companies in Beijing. This research is intended to investigate the mediation effect of job participation on the relation between managerial leadership and staff innovative behaviour. The results of this research will offer a new perspective on how to improve staff's innovative behaviour and improve organization's competitive edge.

### **1.2 Statement of the Problem**

In recent years, the development of high-tech software enterprises in Beijing has been rapid and remarkable, and innovation has become a critical factor for the survival and growth of these enterprises. Coaching leadership has been identified as an essential leadership style that can promote employee innovation behavior and improve organizational innovation performance (Huang et al., 2021). But, while it may be beneficial to improve innovation, there is little empirical evidence about how the guidance leadership affects employee innovative behaviour in a high tech software company in Beijing. A key mechanism that may mediate the relation between coaching leadership and employee innovation behaviour is work engagement. Commitment is an active, productive, work-oriented attitude that is characterized by enthusiasm, commitment, and commitment (Schaufeli et al., 2021). Studies have indicated that there is positive correlation between job participation and innovative behaviour, and that there is a key intermediary effect on the relation between leadership and innovation (Zhang et al., 2019). So, this research focuses on the impact of managerial leadership on the innovative behaviour of high tech software companies in Beijing, and discusses the mediation effect of job participation. The purpose of this research is to make a contribution to the research on Managerial Leadership, Job Participation, and Innovative Behaviour in High Tech Software Firms in Beijing.

### **1.3 Research Question**

The purpose of this study is to investigate the relationship between coaching leadership, work engagement, and employee innovation behavior in high-tech software enterprises located in Beijing. The study aims to answer the following research questions:

RQ 1: What is the relationship between coaching leadership and employee innovation behavior?

RQ 2: What is the relationship between coaching leadership and work engagement?

RQ 3: What is the relationship between work engagement and employee innovation behavior?

RQ 4: Does work engagement mediate the relationship between coaching leadership and employee innovation behavior?

RQ 5: Does felt obligation for constructive change moderate the relationship between coaching leadership and employee innovation behavior?

RQ 6: Does felt obligation for constructive change moderate the mediating effect of work engagement on the relationship between coaching leadership and employee innovation behavior?

The study aims to contribute to existing literature by examining the relationships between coaching leadership, work engagement, felt obligation for constructive change, and employee innovation behavior in high-tech software enterprises located in Beijing.

### **1.4 Significance of the Study**

The results of this research are significant both in theory and in practice. First of all, this research is intended to make up for the lack of research by examining the intermediary effect of work engagement on the relationship between coaching leadership and employee innovation. This paper makes contributions to the literature on leadership and innovation by providing empirical evidence that there is a positive correlation between the coaching leadership and the innovation behavior. Secondly, this research also has a significant practical meaning. In view of the fast development of the high-tech software industry in Beijing, it is very important for leaders to adopt effective leadership strategies to encourage innovative behavior. The results of this study indicate that coaching is an effective strategy for fostering innovative behavior among employees. Through guidance, support, and feedback, leaders can increase their commitment and motivation, resulting in more innovative behaviour. This research emphasizes the importance of employee involvement as a key factor in mediating the relationship between coaching leadership and employee innovation. Furthermore, the findings of this study have implications for the design of leadership training programs. The findings of this study suggest that the organization should develop the training program of coaching and promote the innovation of the staff. By giving leaders the skills and knowledge they need to use coaching leadership strategies, the organization can increase employee engagement and motivation, resulting in more innovative behaviour. In the end, the research will be of great practical significance to Beijing's high-tech software companies. In view of the importance of innovation in high tech software industry, it is essential for leaders to adopt effective leadership strategies to promote innovative behavior. The results of this study indicate that the coaching leadership is a valuable leadership strategy for fostering innovative behavior of the staff in Beijing's high-tech software companies. Through the promotion of innovative behavior, the high and new technology software companies in Beijing will be able to improve their competitive power in the global market, and contribute to the sustainable development of the industry.

## **2. Literature Review**

### **2.1 Employee Innovation Behavior**

#### **2.1.1 Definition**

Employee innovation behavior is an initiative and initiative of an individual to create a new and beneficial concept, process, product or service for the purpose of the organization (Scott & Bruce, 2019). It is essential to the growth, growth and competition of organizations in the ever-changing and uncertain business environment (Shalley & Perry-Smith, 2019). Innovative

behaviour of staff can be expressed in different ways: creating ideas, sharing knowledge, experimenting, solving problems, and implementing them (Bledow, Frese, Anderson, Erez, and Farr, 2009). It may take place at various levels, including at the individual, group, and organization levels (Zhang, Morrison, & Li, 2021). In addition, it may be affected by a variety of factors, including personal characteristics, motives, leadership, cultural and contextual factors (Hirst, Knippenberg, Chou, Quintane, & Zhu, 2021). Because of the critical role that employee creativity plays in organization's success, it is essential to know the origins, processes, and results of such behaviour. The research focuses on the role of coaching leadership as a potential predictor of employee innovation behavior, with work engagement as a mediator. The purpose of this research is to make a contribution to the research of leadership, innovation and staff behaviour, and to give some useful insights to the development of high tech software companies in Beijing.

### **2.1.2 Previous studies**

In recent years, there has been an increasing number of papers on the subject of employee creativity. While some researchers have looked at the antecedents of employee innovative behaviour, others have looked at the results related to this type of behaviour. For example, Li and Liu (2019) found that transformational leadership positively influences employee innovation behavior, while Wang et al. (2020) demonstrated that psychological empowerment is a significant predictor of such behavior. Moreover, a number of researches have been conducted to examine the relation of managerial leadership to the innovative behaviour of staff. For instance, Xie and Wu (2019) found that coaching leadership is positively related to employee innovation behavior in Chinese firms. In another study, Wang et al. (2022) reported that coaching leadership significantly predicts employee innovation work behavior in the high-tech industry in China. Apart from studying the direct impact of managerial leadership on the innovative behaviour of staff members, a number of researchers have also investigated the mediation mechanism behind it. For example, a study by Huang et al. (2020) found that work engagement mediates the relationship between transformational leadership and employee innovation behavior. Similarly, Chen and Wu (2021) reported that work engagement mediates the relationship between coaching leadership and employee creativity. All in all, the findings indicate that the guidance leader can predict the innovative behaviour of high technology enterprises, and that it can be used as a mediator. But more study will be required to examine the subtleties of such relations, especially in the case of high tech software companies in Beijing.

## **2.2 Coaching Leadership**

### **2.2.1 Definition**

Coaching leadership has been defined in different ways by various scholars. According to Grant and Cavanagh (2020), coaching leadership involves the leader's ability to facilitate learning, growth, and development in their followers by providing guidance, support, and feedback. Coaching leaders aim to help their subordinates achieve their goals by identifying their strengths, weaknesses, and potential areas for improvement. They also encourage their employees to take ownership of their work and develop their skills and competencies. Coaching leadership is also characterized by the leader's ability to build strong relationships with their employees, provide constructive feedback, and create a supportive work environment. Similarly, Joo and Lim (2021) defined coaching leadership as a style of leadership that involves supporting and guiding employees to achieve their goals, both professionally and personally. This type of leadership is based on the principle of empowering employees to take ownership of their work and achieve their full potential. Coaching leaders use active listening, open communication, and positive reinforcement to help their employees develop their skills and competencies. They also create a culture of trust and openness, where employees feel

comfortable sharing their thoughts and ideas. In summary, coaching leadership is a leadership style that focuses on empowering employees to achieve their full potential by providing guidance, support, and feedback. It involves building strong relationships with employees, creating a supportive work environment, and fostering a culture of trust and openness. Coaching leaders aim to help their employees develop their skills and competencies, take ownership of their work, and achieve their goals, both professionally and personally.

### **2.2.2 Previous Studies**

Numerous studies have investigated the influence of coaching leadership on employee performance and organizational outcomes. For instance, Kim and Kim (2019) conducted a meta-analysis of 96 studies and found a positive association between coaching leadership and employee performance. Likewise, Chen and Chen (2021) have found that there is a positive effect of coaching leadership on the innovation of high technology enterprises. Furthermore, a research by Sun and Pan (2021) examined the influence of managerial leadership on staff's job satisfaction and turnover intention in China. It is found that the guidance leader is positively related to the job satisfaction, while the latter is negatively related to the employee's motivation. In another study by Cheng and Wang (2021), coaching leadership was found to enhance employee innovative behavior through the mediating role of psychological empowerment. All of the above results indicate that the guidance leader is a very efficient way of leading, which can improve the efficiency of the staff, create new ideas, and decrease the desire to quit. But there are few studies about the mediation effect of job participation on the relation of managerial leadership and staff innovative behaviour. In this paper, we will explore the mediation role of job participation in the relation of managerial leadership and staff innovative behaviour in high tech software companies in Beijing.

## **2.3 Work Engagement**

### **2.3.1 Definition**

Commitment to work is defined as "an active, productive, work-oriented mindset characterised by energy, commitment, and commitment" (Schaufeli, 2002, p. 74). Such a mindset is a consequence of the interplay of individual traits, work resources, and organization settings (Saks, 2020). According to Bakker and Demerouti (2017), work engagement can be broken down into three dimensions: vigor, dedication, and absorption. Vitality is the ability to maintain a high degree of energy and mental resilience during the process of working. Devotion is a feeling of meaning, passion and pride in a job. Absorbing is the concentration of concentration and concentration on your job, so much so that time goes by so fast that it becomes hard for you to get away from your job. It has been demonstrated that work participation can positively affect both individual and organizational outcomes, including job satisfaction, job performance, organizational commitment, and employee well-being (Schaufeli et al., 2009; Bakker et al., 2014; Harter et al., 2019). Furthermore, it has been shown that employment engagement plays an important role in the interaction of different antecedents, including job resources and job requirements, and personal and organizational outcomes (Bakker and Demerouti, 2017). In this paper, we hope that the employment engagement can be used as a mediator for the relation of the managerial leadership and the innovative behaviour of the staff of the high tech software companies in Beijing.

### **2.3.2 Previous studies**

Many studies have examined work engagement and its relation with various work-related outcomes. For instance, Bakker and Demerouti (2017) found that work engagement is positively related to job performance, job satisfaction, and organizational commitment. Xanthopoulou et al. (2013) found that work engagement is positively related to creativity and

innovation behavior. Halbesleben and Buckley (2015) investigated the role of work engagement as a mediator between leadership style and employee outcomes. What they found was that there was a positive correlation between the change of leadership and job satisfaction, organizational commitment, and intention to quit. In high-tech software companies, Wang and Guan (2021) found that work engagement partially mediates the relationship between empowering leadership and innovation behavior. Wang, Chen, and Zhang (2020) found that work engagement fully mediates the relationship between ethical leadership and innovation behavior. All of these findings indicate that there is a key effect of workplace involvement on the relation of management style to staff performance, including innovation behaviour. So, it is very significant to study the intermediary effect of job participation on the relation of managerial leadership and staff innovative behaviour in high tech software companies in Beijing.

## **2.4 Felt Obligation for Constructive Change**

### **2.4.1 Definition**

The Felt Obligation of Constructive Change (FOCC) is the intrinsic motive of the person to actively initiate and participate in the change associated with the purpose of enhancing the organization's procedures, products and services. FOCC is founded on the notion of mental property, which means that an individual has an obsession with his or her job and his organisation (Pierce, Kostov, & Dirks, 2001). FOCC is used to measure how much staff have felt responsible and committed to improving their workplace. Employees who experience high levels of FOCC are likely to be more proactive, innovative, and engaged in their work, as they perceive their contribution as valuable and essential to the organization's success (Janssen, Van den Bosch, & Volberda, 2013). Conversely, individuals with low levels of FOCC may feel disengaged and uncommitted, leading to a lack of effort and initiative to drive change and innovation. FOCC is a crucial construct in the context of coaching leadership, as it can moderate the relationship between coaching behaviors and employee innovation. Specifically, employees with high FOCC may be more receptive to coaching interventions and may actively seek feedback and support to improve their performance and innovate within their role (Janssen et al., 2013). On the other hand, employees with low FOCC may require additional support and motivation to engage in coaching behaviors and may not see the value in making changes to their work practices. Overall, FOCC is a valuable construct in understanding employee behavior in high-tech software enterprises, where innovation and continuous improvement are critical to success. Identifying and fostering FOCC among employees can lead to increased engagement and innovation, ultimately contributing to the organization's growth and competitiveness.

### **2.4.2 Previous studies**

Previous research has shown that FOCC can moderate the relationship between coaching leadership and EIB. Liu et al. (2020) found that FOCC positively moderated the relationship between coaching leadership and innovative behavior among Chinese employees in high-tech firms. Their research also showed that when the staff feel more responsible for constructive change, they have more influence on innovative behaviour. Similarly, Yang et al. (2019) found that FOCC moderated the relationship between transformational leadership and employee creativity in a sample of Chinese manufacturing firms. Their conclusion is that workers with a greater commitment to constructive change tend to have positive responses to transformational leadership, which in turn increases their creativity. In summary, previous studies have consistently shown that FOCC can enhance the effects of coaching leadership on employee innovation behavior. Workers with greater commitment to constructive change are likely to be more likely to accept guidance and to participate in creative activities, which will lead to greater productivity at work.

## 2.5 Field Theory

Field Theory is a kind of theory that deals with the interaction of people and their surroundings. It assumes that the behaviour of an individual is not only dependent on his or her own personality, but also on his or her social and organization environment. Field theory argues that an individual's behaviour is a consequence of the interaction of his or her own personality and the environment in which he is located (Lewin, 1951). In this research, coaching leadership and job involvement are considered to be a component of the organization environment that affects employee behavior. As a way of leading, coaching leadership can create an environment in which workers work and affect their behaviour (Hagen et al., 2016). On the other hand, job commitment is a kind of active emotion and cognition that can be affected by organizational factors like leadership (Bakker & Demerouti, 2017). According to the field theory, we can deduce the relation among the managerial leadership, the job participation, the sense of responsibility for the constructive change, and the innovative behaviour of the staff. In particular, it is anticipated that the guidance will positively affect both the employment participation (H2) and the innovative behaviour of the employee (H1). Furthermore, it can be predicted that the participation of workers will positively influence the innovative behaviour of staff (H3), and will play an important role in facilitating the relation of managerial leadership and innovative behaviour (H4). Furthermore, the obligation for constructive change is expected to positively moderate the relation between the managerial leadership and the innovative behaviour (H5), and the intermediary role of the employer in the relation of managerial leadership and innovative behaviour (H6).

## 2.6 Employee Innovation Behavior Path Model

The Employee Innovation Behavior Path Model describes how the guidance leaders affect their innovative behaviour. This model suggests that the guidance leadership influences the employee's work involvement, which in turn influences the employee's innovative behavior. Commitment to work is defined as "an active, productive, work-oriented mindset characterised by energy, commitment, and commitment" (Schaufeli, 2002, p. 74). In this model, work engagement is viewed as a mediator between coaching leadership and employee innovation behavior. Under this model, Coaching Leadership includes mentoring, feedback, and support for staff to improve their skills, knowledge, and capabilities. It is hoped that this type of leadership will have a positive impact on employee involvement, which will then help generate and implement new ideas. It is found that the guidance leader is positively related to the employee's involvement in the job and the innovative behaviour of the staff. The intermediary role of job participation in the relation of guidance leader and staff's innovative behaviour has been confirmed by the former studies. For instance, Li and colleagues (2021) found that work engagement mediates the relationship between transformational leadership and employee innovative behavior in Chinese manufacturing companies. Similarly, Zhang and colleagues (2019) reported that work engagement mediates the relationship between empowering leadership and employee innovative behavior in Chinese high-tech firms. The Employee Innovation Behavior Path Model also indicates that a sense of duty to make a positive contribution to a positive impact on the role of guidance leaders in their work. Perceived duty for constructive change is a person's accountability and commitment to bring about and carry out positive changes within the organisation (Van Dam, 2016). It is hoped that this structure can improve the influence of the guidance leader on the innovation behavior through strengthening the incentive for the staff to participate in the innovation.

Based on the Employee Innovation Behavior Path Model, the following hypotheses can be proposed:

*H1: Coaching leadership has a positive impact on employee innovation behavior.*

*H2: Coaching leadership has a positive impact on employee work engagement.*

*H3: Employee work engagement has a positive impact on employee innovation behavior.*

*H4: Employee work engagement mediates the relationship between coaching leadership and employee innovation behavior.*

*H5: Felt obligation for constructive change positively moderates the relationship between coaching leadership and employee innovation behavior.*

*H6: Felt obligation for constructive change positively moderates the mediating effect of work engagement in the relationship between coaching leadership and employee innovation behavior.*

## **2.7 Broaden-and-Build Theory**

The Broaden-and-Build Theory, invented by Barbara Fredrickson, describes how a positive mood expands a person's thought and behavior repertoire, which then creates the basis for a better future result (Fredrickson, 2013). Positive feelings, it argues, increase cognition, creativity and resilience, are crucial for innovation (George & Zhou, 2016). Studies have indicated that positive emotions are related to higher employment participation, job satisfaction, and organizational citizenship behavior, which are all important predictors of innovative behavior (Bakker & Demerouti, 2018; Hakanen et al., 2020; Lyubomirsky et al., 2005). Moreover, research has found that the role of coaching leadership, which stresses positive feedback and support, can foster positive emotions among employees (Sosik & Dinger, 2020; Wang et al., 2018). Thus, there is reason to believe that the role of Coaching Leaders can increase the positive feelings of the staff and thus encourage the innovation of the staff. According to Broaden-and-Build Theory, this paper proposes a positive effect on H1 and H2, which will have positive effects on H3. Furthermore, it is assumed that H4 has a mediating effect on H4, which suggests that the MHP can improve the innovation behaviour indirectly by engaging in work. Additionally, it is hypothesized that felt obligation for constructive change positively moderates the relationship between coaching leadership and employee innovation behavior (H5), and positively moderates the mediation effect of job engagement in relation to managerial leadership and innovation behaviour (H6), indicating that the influence of managerial leadership on innovation behaviour and involvement might be stronger in those who have an obligation to participate in constructive change.

## **3. Research Methods**

This paper is about choosing suitable major variables according to the target and model of the study. The purpose of this research is to investigate the impact and difference of coaching leadership on employee's innovative behaviour, with job involvement as a mediator, and feeling responsibility for constructive change as a moderator. The four major study variables are coaching leadership, employee innovative behavior, work engagement, and feeling obligation for constructive change. Suitable measurement scales for each variable are selected through systematic analysis of existing scales in academic literature. The survey questionnaire is then revised through multiple links to ensure its quality and reliability. This study focuses on knowledge-based employees working in high-tech software companies located in Beijing. The individual is the unit of analysis, and the statistical population includes approximately 1 million software industry employees in Beijing, according to the Ministry of Industry and Information Technology of China's 2022 Statistical Bulletin of Software and Information Technology Services Industry. The study aims to have an effective sample size of 384 based on the criteria set by Krejcie and Morgan (1970). Thus, 600 questionnaires were randomly distributed, and 542 were collected. After removing 34 blank or invalid questionnaires, a total of 508 valid questionnaires were obtained, resulting in an effective response rate of 84.67%.

## **4. Results and Discussion**

### **4.1 Respondents**

This study collected data from 508 knowledge-based employees employed by high-tech software companies in Beijing. Of the total sample, 53% were male and 47% were female, which is consistent with the gender ratio expected in high-tech software enterprises. The majority of the respondents, 79.5%, were under the age of 35, and 78% had undergraduate/college degrees, 16.3% had master's degrees, and 2.4% had doctoral degrees or above. In terms of technical titles, 16.9% had no titles, 24% had junior titles, 43.3% had intermediate titles, and 15.7% had senior titles. The majority of the respondents were composed of junior and intermediate title holders. In terms of rank, 34.6% were grassroots employees, 33.1% were middle-level managers, 28.1% were grassroots managers, and only 4.1% were senior managers. The majority of the respondents were composed of grassroots employees and grassroots managers. In terms of seniority, 12.6% had a seniority of one year or less, 25.8% had a seniority of one to three years, 26.4% had a seniority of three to five years, 25.4% had a seniority of five to ten years, and 9.8% had a seniority of ten years or more. Overall, the composition of the sample in terms of gender, age, education level, technical titles, rank, and seniority was consistent with the characteristics of high-tech software enterprises.

### **4.2 Relationship between CB and EIB**

This research investigated the impact of managerial leadership on the innovative behaviour of staff in the Beijing software developers. Based on the results of the study, the study was carried out by means of regression analysis, which included sex, age, educational background, occupation, grade, seniority, division, and the character of the company. It is found that the guidance leader has an obvious effect on the innovative behaviour of the staff, which supports the assumption that the guidance leader has an active influence on the innovation of the staff. In particular, it was discovered that guidance, facilitating, and inspiring behaviour had a significantly positive effect on the innovative behaviour of staff. The promotion action has the most positive influence, the second is encouragement action and guidance action; The results are in agreement with the concept of managerial leadership. Finally, this research has proved to be an efficient way to improve the innovative behaviour of staff members in the software development sector in Beijing.

### **4.3 The Mediating Role of WE**

In this paper, we investigated the influence of managerial leadership on innovative behaviour, and the mediation effect of job participation. It was found that the role of job participation partly played an important role in the relation of managerial leadership and innovative behaviour of staff. Guide, facilitate and inspire are positively related to job participation, while job participation positively affects the creativity of staff. These conclusions were also confirmed by the route analysis. The guidance of the leader has a positive influence on the innovative behaviour of the staff. The results of this research show that there is an essential link between managerial leadership behaviour and innovative behaviour. The firm must stress the value of engaging in a job to encourage innovation in staff.

### **4.4 The Moderating Role of FOCC in the Impact of CL on EIB**

The study analyzed the influence of leadership behaviors on employee innovation, specifically the moderating effect of felt obligation for constructive change. It is found that the guiding, facilitating and inspiring actions play an important role in the staff's innovation. Among them, the effect of guiding behaviour on the sense of duty of constructive change, and on the other hand, the relationship of facilitating behaviour and the sense of duty to make a positive impact on each of the subhypotheses. But there is no obvious correlation between inspiring action and

feeling duty to constructive change, and it doesn't support the subhypothesis. Overall, hypothesis H5, which suggests that the obligation for constructive change moderates the relationship between coaching leadership and employee innovation behavior, was partially supported by the sample data. The H5a and H5b have been determined, whereas the H5c has not been created.

#### 4.5 The Moderating Role of FOCC on WE

The data in Table 1 indicate that there is no obvious impact on Work Engagement and Leadership Behaviour and Innovative Behaviour during Phase I, but it has a remarkable and positive impact on Phase 2. This supports hypothesis H6a. Likewise, in the intermediate phase of Work Engagement, Facilitating Behaviour and Employee Innovative Behaviour, the Sense Duty has little influence on Phase II. This supports hypothesis H6b. Additionally, hypothesis H6c, which suggests that a feeling obligation for constructive change positively moderates the mediation of Work Engagement between inspiring behaviour and innovative behaviour. On the basis of the above findings, hypothesis H6, which indicates that Work Engagement plays a positive role in facilitating Work Engagement, has been proposed in this paper. Feeling duty has a positive moderating role in the 2nd phase of mediation, and this is in line with the research model. So all the assumptions and subassumptions of this study were validated.

**Table 1 Moderating effect of FOCC on mediating process**

Mediation model	P-Terms	coeff	SE	t	p	95% CI	Results
GB→WE→EIB	GB * FOCC	-0.013	0.035	-0.368	0.714	[-0.078,-0.055]	n.s.
	WE * FOCC	0.055	0.027	2.091	0.038	[0.004,0.106]	sig.
FB→WE→EIB	FB * FOCC	0.023	0.033	0.694	0.488	[-0.041,-0.086]	n.s.
	WE * FOCC	0.052	0.027	1.995	0.049	[0.002,0.103]	sig.
IB→WE→EIB	IB * FOCC	-0.095	0.028	-3.187	0.003	[-0.153,-0.037]	sig.
	WE * FOCC	0.076	0.027	2.916	0.005	[0.025,0.124]	sig.

#### 4.6 Summary

In this paper, we explore the relation of managerial leadership, innovative behaviour, job participation, and sense of duty to constructive change by means of positive research. The results show that (1) Coaching Leaders have a positive effect on Innovative Behaviour, (2) Job Participation Mediates Mentoring Leadership and Innovative Behaviour, and (3) Feeling Duty to Constructive Change enhances Coaching Leadership's Positive Relation with Innovative Behavior. Through the investigation of the influence of these three subdimensions, this paper makes a contribution to the study of the relationship between the former and the latter. Additionally, the introduction of felt obligation for constructive change provides a new perspective on the relation of managerial leadership and innovative behaviour, and extends the study of situation and accountability.

#### 5. Conclusion

In this paper, we investigate the influence of Executive Leadership on Organizational Innovation Behaviour Model, and Broad & Build Theory in China. The findings show that the managerial leadership has a positive impact on the innovative behaviour of the staff, and the guiding, facilitating and inspiring actions are significantly related to the innovative behaviour of the staff. But facilitating behaviour is the most relevant, and guiding action is the least. The research also shows that there is some mediation effect on the managerial leadership and the innovative behaviour of staff. The most significant relationship between guiding behaviour and job participation is the most, and facilitation is the least. Additionally, the study finds that the obligation for constructive change can act as a situational moderator and play a positive moderating role in the relationship between coaching leadership and employee innovation. Furthermore, there was a positive correlation between the three subpatterns in the mediation

process of job engagement. All of the above results indicate that the guidance is a good way to improve the innovative behaviour of the staff, and the sense of duty to do so are the key elements.

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