

The Influence of Chinese Expatriate Coaching Behavior on Employees well-being and Job Performance: Unveiling Flow at Work Mediating Role

Konan Kouadio Jean N'dri Stephane & Professor Niu Xiongying

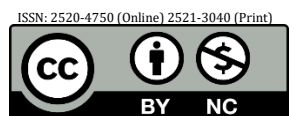
Abstract

Managerial coaching behavior is one of the most significant characteristics of organizational performance and learning to develop in the last 20 years. It is well acknowledged that in international company management, cultural characteristics function as imperceptible barriers. One of the most important abilities for businesses to have in order to get a competitive edge in international commerce is the ability to understand cultural differences. This study intends to explore the influence of Chinese expatriate managerial coaching behavior on local employees Flow at Work, the mediating function of employees' well-being and Job performance under the boundary condition of expatriate supervisors' cultural intelligence and adjustment. This study collected the data from 588 Ivorians employees' and their expatriate Chinese managers working in the Chinese enterprise in Cote d'Ivoire. To test our hypothesis, we employ bootstrapping and regression analysis. The findings show a positive relationship between the well-being and job performance of local employees and the managerial coaching behavior of expatriates. By examining the mediating role of work-flow, this study adds to our understanding of how managerial coaching behavior under expatriate leadership affects the well-being and job performance of local employees. It also offers empirical evidence for the impact of this behavior on local employees' well-being. Future research directions and the implications of these findings for theories and practices are examined.



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1. Introduction

1.1 Background

Businesses are growing abroad due to the remarkable interconnection of the contemporary global economy (Vina et al., 2023). Expatriates have consequently been placed in a wider range of cultural contexts across the globe (Rui et al. 2017). Brewster and Suutari (2000); It becomes clear that coaching is essential to these individuals' productivity at work and well-being as they navigate the complex web of cross-cultural issues that come with postings abroad. In the context of Chinese expatriates working in multinational settings, Managerial coaching features "a supervisor/manager serving as a facilitator of learning by enacting behaviors that enable employees to learn and develop work-related skills and abilities" (Ellinger et al. 2011). It has aroused considerable interest as a potential predictor to employees' workplace well-being (e.g., a positive evaluation of various aspects of one's work; (Grant et al. 2009); (Horn et al., 2004); Kalkavan and Katrinli (2014). Researchers have considered managerial coaching as an effective way to enhance employees' goal attainment, resilience, and job satisfaction (Grant et al. 2009; Kalkavan and Katrinli (2014). However, empirical study exploring the potential impact of managerial coaching on employees' workplace well-being is relatively limited. To fill this void, the first aim of this article is to investigate the relationship between managerial coaching and employees' well-being and job performance on workplaces.

Managerial coaching is an effective managerial practice that helps employees learn and become more effective Ellinger and Bostrom (1999); Evered & Selman (1989); Peterson & Hicks, (1996). It is conceptualized as a form of coaching that is provided by a supervisor or manager serving as a facilitator of learning. The manager or supervisor enacts specific behaviors that enable the employee (coachee) to learn and develop thereby improve performance" (Ellinger et al., 2010, p. 277). Managerial coaching is identified as a desirable type of managerial action in the current study. Managerial coaching has the potential to make a substantial contribution to the intercultural competency of Chinese expatriates by offering individualized advice, mentorship, and feedback (Mendenhall et al. 2018). As a result, it is expected that this will have a significant effect on employees' well-being and productivity at work as they manage the cultural nuances of their new workplaces in addition to the complexities of their professional positions. Furthermore, the effect of managerial coaching on employees' workplace well-being and job performance may depend on specific situational contexts such as employees' work-flow, because an individual's work-flow will affect his interpretation of leadership behavior (Chen and Aryee 2007). However, to our knowledge, empirical studies focus on employees' value orientation as a potential moderator of the linkage between managerial coaching and well-being are still relatively scarce. In this study, we define Chinese traditionalism as "the extent to which an individual endorses the traditional hierarchical role relationships prescribed by Confucian social ethics" (Farh et al. 2007, p. 717). We suppose that Chinese traditionalism may be a potential moderator of the relationship between managerial coaching and employees' outcomes.

1.2 Rationale

The dynamic nature of the global workforce serves as the foundation for the reasoning behind the investigation of the influence of Chinese expatriate coaching behaviors on employee's well-being and job performance through the mediating function of work-flow. Knowing the factors that lead to the success of Chinese companies is crucial since more and more of them are juggling cross-cultural difficulties in a variety of foreign environments. The recognition that managerial coaching plays a pivotal role in the growth and adjustment of Chinese expatriates serves as the foundation for the reasoning. According to Kampa-Kokesch and Anderson (2001), managerial coaching behavior has the capacity to promote professional development and

resilience in addition to bridging cultural differences. The strategic use of coaching becomes apparent as a critical component for improving the general well-being and work performance of employees as firms struggle with the challenges of managing a diverse workforce Peltokorpi and Froese (2015).

1.3 Research Questions

This study aims to address the following key questions:

- How do Chinese expatriate coaching behaviors influence local employee well-being in cross-cultural settings?
- What is the relationship between Chinese expatriate coaching behaviors and job performance among local employees?
- To what extent does work flow mediate the impact of coaching behaviors on employee well-being and job performance?

1.4 Objectives

The primary objectives of this research are:

- To assess the local employee well-being and its association with Chinese expatriate coaching behaviors.
- To investigate the impact of Chinese expatriate coaching behaviors on job performance.
- To explore the mediating role of work flow in the relationship between, coaching behavior, well-being, and job performance.

1.5 Significance of the Study

This work is important in two ways: it makes a significant academic contribution and provides useful advice for businesses that operate in a globalized environment. From an academic perspective, this study adds to the expanding corpus of research on job performance, expatriate well-being, and cross-cultural coaching. The knowledge acquired from this study sheds light on the particular variables that affect Chinese expats' well-being and productivity at work by delving into the complex dynamics of coaching practices. Thus, it broadens and improves upon current theoretical frameworks in the fields of organizational behavior, cross-cultural management, and coaching psychology (Stahl et al. 2012). The results of this study can be used by academics and researchers working in related sectors to gain a deeper knowledge of the challenges that come with coaching interventions in cross-cultural settings. Additionally, this study's practical consequences are especially relevant for worldwide businesses. The insights gained can help create and execute managerial coaching programs that are specifically customized to the needs of Chinese expatriates, improving their overall experience and productivity in the global workforce. By using these findings, organizations can create tailored treatments that take cultural quirks into account and optimize coaching methods for better employees' performance outcomes and well-being Black and Gregersen (1999). A strategy like this supports the organization's overarching goals of global competitiveness, employee development, and talent management.

1.6 Scope and Limitations

The particular focus of this study is on Chinese expatriates and their coaching experiences upon local employees in global organizations, which defines it in great detail. Focusing on these specific groups, the research aims to offer a thorough comprehension of coaching dynamics that are customized to the special opportunities and difficulties encountered by Chinese expats and employees functioning in various cultural contexts. The research covers a wide range of managerial coaching practices that Chinese expatriates engage in. The study intends to capture a nuanced spectrum of coaching techniques, approaches, and strategies used by Chinese

expatriates in recognition of the diversity within this demographic. This inclusive strategy recognizes the complex nature of coaching relationships, enabling a more comprehensive analysis of the variables affecting employee 'well-being and productivity at work. The research uses a mixed-methods approach, incorporating both qualitative and quantitative data sources, to mitigate the possibility of cultural biases in self-reported data. Triangulating data from multiple perspectives enhances the reliability and validity of the findings, offering a more robust understanding of managerial coaching behaviors and their impact; Creswell (2017). However, some limitations to the study must be acknowledged. One major limitation is the possibility of cultural biases in self-reported data. Individual perceptions, cultural nuances, and variations in communication styles may influence how participants report their coaching experiences. The findings' applicability to expatriates with different cultural origins is another drawback. The study's findings might not be as broadly applicable given its narrow emphasis on Chinese expatriates. Although the insights are useful for Chinese expats, care should be taken when generalizing these results to other expatriates with diverse cultural origins. To increase the generalizability of findings, future studies might examine the subtleties of coaching experiences among other expat communities.

2. Literature Review

2.1 Cross-Cultural managerial Coaching

A key component of managerial coaching psychology as a whole is cross-cultural coaching, which calls for a sophisticated method of tailoring coaching techniques to various cultural contexts. With an emphasis on Chinese expatriates in particular, this specialization acknowledges the necessity of modifying managerial coaching interventions to conform to the unique cultural quirks, communication preferences, and values that exist among people in global workplaces. Coaches must be culturally sensitive and knowledgeable in order to adapt their tactics to fit a variety of cultural contexts (Sarros et al., 2008). Acknowledging and valuing the distinct cultural subtleties inherent in the Chinese expatriates' environment is fundamental to successful managerial coaching interventions. Understanding the cultural norms, communication preferences, and social values that influence Chinese expatriates' perspective is necessary for Hofstede (2001). The success of managerial coaching relationships in global settings depends on the coach's capacity to recognize and appreciate the diversity of cultural backgrounds. Because of their diverse cultural background, Chinese expatriates frequently bring different expectations and viewpoints to coaching engagements. Thus, a dynamic and flexible strategy that goes beyond a one-size-fits-all methodology is required for cross-cultural coaching; Storti (2017). Furthermore, cultivating a cultural synergy that harmonizes coaching techniques with the beliefs and goals of Chinese expatriates is a crucial component of successful cross-cultural coaching; Hargrove, (2005). In order to facilitate communication and understanding between various cultural frames of reference, the coach must serve as a cultural bridge. Comprehending the distinct cultural subtleties of Chinese expatriates is not only an advantageous feature but also a fundamental prerequisite for efficacious coaching interventions inside the global professional environment. The success of managerial coaching relationships and the ensuing effects on health and productivity at work depend on the cultural competency and ability of the coach to negotiate the complex cultural landscape.

2.2 Chinese Expatriate Coaching Behaviors

Chinese expatriate coaching behaviors encompass a wide range of strategies, including aspects like providing feedback, mentoring, and cultural sensitivity. This holistic view of coaching is crucial to comprehending its significant influence on the growth and welfare of workers in global organizations, especially Chinese expatriates. The foundation of Chinese expatriate coaching practices is mentoring, which is a type of advice with strong cultural roots; Chao

(1994). In the mentorship strategy, seasoned Chinese expatriates offer their mentees support, advice, and knowledge transfer. This is consistent with the Confucian values of respecting elders and passing on firsthand experience, in addition to promoting professional growth (Mathews et al., (2010). Giving feedback is another essential component of Chinese expatriate coaching behaviors, stressing the value of advice and constructive criticism in an employee's professional development (Zhang and Wang 2010). Chinese cultural standards emphasize the value of interpersonal connections and collective cohesion because of their collectivist orientation. Within the coaching setting, it is common for feedback to be given with a focus on keeping a straight face and upholding goodwill (Chua et al., 2012). One characteristic that sets apart successful coaching practices among Chinese expats is cultural sensitivity. Because of the cultural diversity found in global workplaces, Chinese expatriate coaches need to be especially aware of and flexible in order to understand and work in a variety of cultural situations; Chen (2015). Fostering a coaching relationship that is inclusive, respectful, and favorable to excellent outcomes requires a thorough understanding of the cultural quirks of both the coach and the coaches; Peterson (2004). To fully comprehend the complicated effects of these Chinese expatriate coaching practices on the growth and well-being of their employees, it is imperative to investigate them. Organizations can acquire a deeper understanding of the ways in which managerial coaching interventions impact the professional development and general well-being of Chinese expatriates in the intricate web of global workplaces by dissecting the subtleties of mentorship, feedback provision, and cultural sensitivity.

2.3 Well-being in the Workplace

Positive evaluations of one's work, including emotional experiences and emotions connected to the job, are referred to as workplace well-being; Zheng et al., (2015). Three components are proposed by Zheng et al., (2015) to compose the well-being of employees: psychological, subjective, and workplace well-being. Psychological well-being emphasizes "the good state of psychological functions and the fulfillment of personal potential," whereas subjective well-being concentrates on "individuals' overall assessment of their life quality based on their own personal standards" (p. 623). We pay particular attention to workplace well-being since it fits within the setting of the workplace, which is the context we are primarily concerned with. The benefits of workplace well-being have been demonstrated by academic research, which includes enhanced individual career dedication (Singhal and Rastogi 2018) and the promotion of virtue and organizational performance; Ahmed et al., (2018); Boxall et al., (2016). Therefore, we believe that understanding how to improve employees' well-being is essential for firms. According to Warr (1990), in particular, three motivations autonomy, competence, and self-growth could improve employees' well-being at work. There is a favorable association between managerial coaching and workplace well-being because the three motivations described above are enhanced by managerial coaching, which in turn prompted motives in employees that developed their workplace well-being. Three factors are involved. First, Managerial coaching highlights facilitation and encourages employees to think differently on issues and to see a bigger picture (Ellinger et al., 2011). These broadened perspectives maximize employees' potentials and abilities and enrich their work, thus enhancing their competence; Kim (2014). Second, Managerial coaching behavior acts as a kind of resource by allowing employees' to experience participation, guidance, and inspiration (Ellinger et al., 2011). In such moments, employees feel empowered and independent, finding self-efficacy by which to engage in their work (Tanskanen et al., 2018), and this experience enhances employees' autonomy. Third, Managerial coaching provides and solicits developmental feedback, which may help employees to understand the responsibilities attached to their roles and to improve their effective job performances (Ellinger et al., 2011). By doing so, employees perceive meaningfulness and satisfaction as they achieve career development, enhancing their self-growth Kim, (2014).

Employees' motivations for competence, autonomy, and self-growth are triggered, they will achieve positive experience and emotion in their jobs and then have a higher level of workplace well-being; Warr (1990).

2.4 Job Performance

Job performance is one of the most significant outcomes of coaching interventions. Performance is the result of a function being carried out in an organization, according to Porter and Lawler (1968), and it is typically connected to the productivity of individuals, groups, or organizations. Job performance is one of the most researched subjects in management and HRD. "Job performance" is described as "behaviors and actions that are relevant to the goals of the organization" by McCloy et al., (1994, p. 493). As with the workplace and professional responsibilities, job performance is seen as a culmination of several interconnected but distinct elements; Astin, (1964). Task proficiency is often identified as the key component in work performance studies, with relationship proficiency appearing to be a supporting aspect. Job performance also includes actions related to corporate and individual goals. In the context of this study, an employee's work performance is defined as their organizational citizenship behaviors and activities in addition to their in-role performance in relation to their extra-role performance. By offering focused advice, skill development, and feedback, managerial coaching practices significantly influence how Chinese expatriates perform on the job (Grant et al., 2010). Developing new competencies, improving current abilities, and nurturing adaptive behaviors all essential for success in global work environments can all be facilitated by effective coaching. Furthermore, by addressing issues with culture adaptation, position clarity, and goal alignment, managerial coaching interventions can enhance job performance (De Meuse et al., 2009). Coaching is a tactical technique that helps Chinese expats overcome obstacles that prevent them from performing at their best on the work. These obstacles might arise in complicated cross-cultural contexts. The literature review investigates the relationship between management coaching practices and important work performance metrics, such as task efficiency, goal achievement, and overall job effectiveness, among local employees (Jones et al., 2019). Examining the complex link between job performance and managerial coaching methods offers insightful information to companies looking to use coaching interventions to improve the overall productivity and contribution of their local workforce.

2.5 Work-Flow as a Mediator

The seamless and effective integration of activities inside an organizational framework, or work-flow, is a crucial component that affects both individual and group productivity. Understanding work-flow as a mediator within the context of coaching interventions for Chinese expats is crucial to deciphering the complex processes via which coaching practices affect well-being and job performance. By influencing the organizational structures and procedures that affect employees' day-to-day work experiences, work-flow acts as a mediator. According to Brescoll and Henning (2011), coaching interventions that improve work clarity, communication efficiency, and flexibility are associated with an optimal Work-flow, which in turn affects job performance outcomes and well-being. Investigating Work-flow as a mediator provides a lens through which to comprehend the interconnectedness of coaching behaviors, work processes, and individual outcomes. The literature review explores how coaching practices impact the Work-flow experienced by employees', emphasizes the role of coaching in streamlining tasks, reducing ambiguity, and fostering a collaborative work environment; (Anseel et al., (2007). The mediating role of Work-flow extends beyond individual performance to organizational effectiveness. By enhancing Work-flow, managerial coaching interventions contribute to the overall efficiency and adaptability of the organizational system, creating an

environment conducive to the success of Chinese expatriates and the local employees to the attainment of organizational goals in international settings (Buvik and Martinsen 2019).

2.6 Theoretical Framework

The theoretical framework employed in this study is designed to provide a comprehensive and integrated perspective, drawing on relevant theories from cross-cultural psychology, coaching psychology, and organizational behavior. By synthesizing insights from these diverse domains, the theoretical framework serves as a robust lens through which to understand the intricate dynamics influencing the relationships under investigation in the study.

Cross-Cultural Psychology

The study incorporates elements of cross-cultural psychology, emphasizing the cultural nuances that shape the coaching experiences of Chinese expatriates. The work of scholars like Geert Hofstede (2001) and Fons Trompenaars, (1993) informs the framework, contributing to the understanding of cultural dimensions, values, and communication styles. This foundation makes it possible to investigate how coaching practices interact with and affect Chinese expats' cultural background, affecting the well-being and productivity of their staff members.

Coaching Psychology

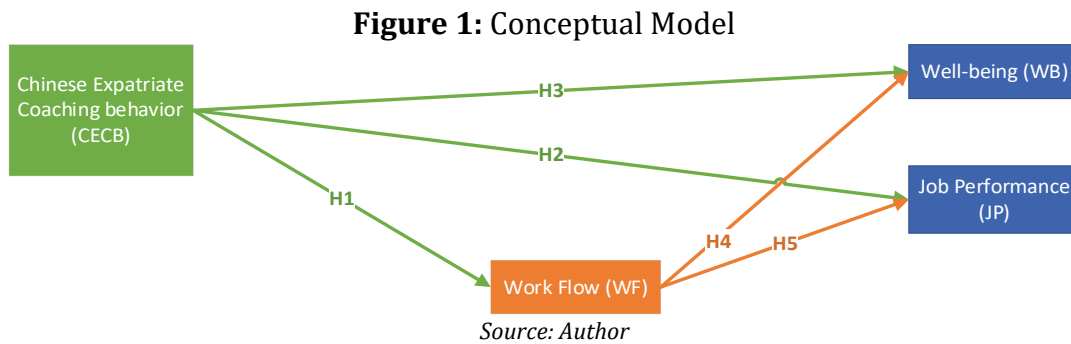
Within the realm of coaching psychology, the framework integrates theories and models that elucidate the mechanisms through which coaching behaviors influence individuals. The work of Grant and Cavanagh, (2007) on positive psychology coaching, as well as the GROW model proposed by John Whitmore, (2009), informs the exploration of coaching interventions. These insights contribute to understanding how coaching behaviors, such as mentorship, feedback, and cultural sensitivity, operate as catalysts for well-being and job performance among employees.

Organizational Behavior

From the perspective of organizational behavior, the framework incorporates theories that delve into the impact of coaching behaviors on individual and organizational outcomes. The Self-Determination Theory (Deci & Ryan, 2000) informs the exploration of the psychological needs that coaching may fulfill, contributing to well-being. Additionally, insights from organizational behavior research, such as the work of Hackman and Oldham, (1976) on job characteristics, aid in understanding the links between coaching, work flow, and job performance. By amalgamating these theories, the framework provides a holistic view of the coaching dynamics among Chinese expatriates. It takes into account cultural influences, coaching psychology principles, and organizational behavior perspectives, offering a comprehensive lens for understanding the intricacies of coaching behaviors and their impact on employees' well-being and job performance within the global workforce.

2.7 Conceptual Model

The conceptual model crafted for this study serves as a visual representation of the hypothesized relationships between Chinese expatriate coaching behaviors, well-being, job performance, and the mediating role of work flow. This model not only provides a structured framework for understanding the interconnections between these variables but also guides the empirical investigation and subsequent analysis.



Overall, we propose the conceptual framework on the impact of Chinese expatriate coaching, on employees Well-being (WB) and Job performance, through the mediating role of work flow. The conceptual model posits that Chinese expatriate managerial coaching behaviors, comprising mentorship, feedback provision, and cultural sensitivity, directly influence both the well-being and job performance of employees. Simultaneously, work flow is proposed as a mediator, influencing how managerial coaching behaviors impact these outcomes. The model is grounded in the theoretical framework, drawing on cross-cultural psychology, coaching psychology, and organizational behavior.

2.8 Hypothesized Relationships

Hypothesis 1: Chinese Expatriate Coaching Behaviors → Work-Flow

Managerial Coaching behaviors are hypothesized to impact work-flow by enhancing task clarity, communication efficiency, and adaptability within the organizational context. This, in turn, influences the expatriates' experiences of work processes.

Hypothesis 2: Chinese Expatriate Coaching Behaviors → Job Performance

Managerial Coaching behaviors positively influence job performance by fostering skills development, cultural adaptation, and goal alignment among Chinese expatriates. Effective coaching contributes to employees' task efficiency, goal attainment, and overall job effectiveness.

Hypothesis 3: Chinese Expatriate Coaching Behaviors → Well-being

Mentorship, feedback provision, and cultural sensitivity positively impact the well-being of employees. Managerial coaching behaviors contribute to stress reduction, increased job satisfaction, and improved work-life balance.

Hypothesis 4: Work-Flow as a Mediator → Well-being

Work-flow is expected to mediate the relationship between managerial coaching behaviors and well-being. A seamless work-flow is anticipated to contribute to reduced stress, increased job satisfaction, and better work-life balance among Chinese expatriates and local employees.

Hypothesis 5: Work Flow as a Mediator → Job Performance

Work-flow is proposed as a mediator between coaching behaviors and job performance. Optimized work-flow is expected to enhance the efficiency and effectiveness of task execution, positively impacting overall job performance. The arrows in the conceptual model indicate the direction of the hypothesized relationships, and the model as a whole provides a roadmap for empirical investigation. Through data collection and analysis, the study aims to validate or refine these hypothesized relationships, contributing to a deeper understanding of the intricate dynamics between managerial coaching behaviors, well-being, job performance, and work-flow among Chinese expatriates and employees.

3. Research Methodology

3.1 Research Design

The research design for this study adopts a mixed-methods approach, combining both qualitative interviews and quantitative surveys. This methodological choice is deliberate, aiming to provide a comprehensive and nuanced exploration of Chinese expatriate coaching behaviors and their impact on employees' well-being and job performance within international workplaces.

3.1.1 Rationale for Mixed-Methods:

Through a mixed methods approach, we will strive to apply the three principles of research design: First, we conducted and distributed a survey, followed by qualitative interviews with Chinese expatriate managers in their companies and local employees, to explore how managers are coached (focusing on mentoring, feedback and cultural sensitivity) and its impact on employee well-being, professional performance and as well as the work-flow in the company. Furthermore, the analysis of quantitative data had been analyzed using statistical techniques such as structural equation modeling (SEM) which allows us to support our hypotheses, chosen theories by complementing standard multivariate analysis methods, in particular regression, factor analysis, correlation and analysis of variance to measure the relationships between coaching behaviors, employee well-being, employee job performance and workflow in the company. Finally, a comprehensive interpretation of the research questions had been provided by integrating the results of both qualitative and quantitative methods, which had strengthen the breadth and depth of the study findings and support the study objective of examining in-depth the effects of Chinese expatriates' coaching behaviors on employees' well-being and professional performance.

3.1.2 Participants

Participants in this study include a diverse sample of Chinese expatriates and local employees strategically selected to ensure a comprehensive and representative exploration of coaching behaviors and their impact on well-being, workflow and work performance. Recruitment efforts aim to attract individuals from diverse sectors and regions, encompassing a range of coaching experiences. These inclusion criteria encompassing Chinese expatriates working in Côte d'Ivoire, in various sectors of activity, have different coaching behaviors due to experiences acquired in different geographical areas other than Côte d'Ivoire and totally ignorant local workers of the corporate culture led by Chinese managers. With a sample size of 588, determined for data saturation and statistical power, the study aims for generalizability and depth. Ethical considerations prioritize informed consent; confidentiality and voluntary participation, ensuring participants are protected throughout the research process. By adhering to these criteria and strategies, the study attempts to unveil nuanced patterns in the coaching behavior of Chinese expatriates, and its impact on local employees while thus enriching the understanding of the phenomena studied.

3.2 Data Collection

The study delineates quantitative variables encompassing coaching behaviors, well-being, job performance, and work flow, measuring facets such as mentorship, feedback provision, stress levels, job satisfaction, task efficiency, communication efficacy, among others. To ensure statistical power and representativeness, an adequate sample size is paramount. Data management entails organized storage and retrieval of qualitative and quantitative data separately, maintaining systematic approaches. The collection of qualitative data entails in-depth interviews with participants chosen based on inclusion criteria, ensuring industry diversity, coaching experiences, and geographic locations. These semi-structured interviews delve into several facets of coaching experiences, including mentoring, feedback, cultural sensitivity, and their perceived impact on well-being and professional success, taking into

account personal and cultural influences. The interview duration is intended to allow for detailed narratives, often lasting 60-90 minutes, and will continue until data saturation is attained. Quantitative data gathering, on the other hand, makes use of structured surveys created with validated scales that have been pilot tested for clarity and reliability. Diverse recruitment tactics has used to reach a large sample, and surveys have been administered electronically, ensuring anonymity and confidentiality while offering clear instructions to participants. The study's methodological approach aims to capture a thorough understanding of coaching dynamics among Chinese expatriates in a variety of scenarios and dimensions.

3.2.1 Measurement variables scales

To systematically capture the dimensions of coaching behaviors, well-being, job performance, and work-flow, a combination of validated scales and interview protocols is employed in this study. Ensuring the reliability and validity of these instruments is crucial for generating robust and credible data.

3.2.2 Coaching Behaviors

1. Mentorship

- Utilize the Mentorship Behavior Scale developed by Eby et al., (1999) to assess the extent to which participants perceive mentorship behaviors in their coaching experiences.

2. Feedback Provision

- Employ the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1995) to measure coaching behaviors related to feedback provision within the transformational leadership dimension.

3. Cultural Sensitivity

- Adapt the Cultural Intelligence Scale developed by Ang et al., (2007) to assess coaching behaviors related to cultural sensitivity.

3.2.3 Well-being

1. Stress Levels

- Measure stress levels using the Perceived Stress Scale (PSS) developed by Cohen et al., (1983), focusing on participants' perceptions of stress in the workplace.

2. Job Satisfaction

- Utilize the Job Satisfaction Survey (JSS) developed by Spector (1985) to assess participants' overall satisfaction with their job.

3. Work-Life Balance

- Adapt the Work-Life Balance Scale developed by O'Driscoll et al., (2004) to measure the perceived balance between work and personal life.

3.2.4 Job Performance

1. Task Efficiency

- Use self-report items to assess perceived task efficiency, capturing participants' perceptions of their ability to complete tasks effectively and promptly.

2. Goal Attainment

- Adapt items from the Goal Attainment Scale developed by Locke and Latham, (2002) to measure participants' perceptions of their success in achieving work-related goals.

3. Overall Job Effectiveness

- Employ a composite measure incorporating self-reported indicators of overall job effectiveness, considering factors such as adaptability, innovation, and teamwork.

3.2.5 Work-flow

1. Task Clarity

- Use self-report items to measure the clarity of tasks, capturing participants' perceptions of how well they understand their roles and responsibilities.

2. Communication Efficiency

- Adapt items from the Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen, (1977) to assess participants' perceptions of communication efficiency within the workplace.

3. Adaptability

- Employ self-report items to measure participants' perceptions of the adaptability of work processes within their organization.

3.3 Reliability and Validity Assessment:

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CECB	0.919	0.922	0.943	0.805
JP	0.817	0.832	0.891	0.732
WB	0.893	0.896	0.933	0.824
WF	0.959	0.962	0.968	0.859

The table presents the reliability and validity assessment of the measurement scales used in the study: Chinese Expatriate Coaching Behavior (CECB), Job Performance (JP), Well-being (WB), and Work-Flow (WF). The indicators include Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach's Alpha (CA). The Chinese Expatriate Coaching Behavior (CECB) scale demonstrates robust psychometric properties, as evidenced by high values for Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). With Cronbach's Alpha (CA) at 0.919 and Composite Reliability (CR) values ranging from 0.922 to 0.943, the scale exhibits strong internal consistency and reliability. Moreover, the AVE, exceeding the threshold of 0.50 at 0.805, signifies substantial variance capture, indicating convergent validity. These findings suggest that the CECB scale is a reliable and valid instrument for measuring coaching behaviors among Chinese expatriates, aligning with established standards in psychometric evaluation (Hair et al., 2017). The Job Performance (JP) scale exhibits satisfactory reliability and validity, supported by Cronbach's Alpha (CA) exceeding the recommended threshold of 0.70, as outlined by Nunnally (1978). With a CA value of 0.817 and Composite Reliability (CR) values ranging from 0.832 to 0.891, the scale demonstrates acceptable internal consistency. Although the Average Variance Extracted (AVE) falls slightly below the recommended threshold, registering at 0.732, it still indicates adequate convergent validity. These findings suggest that the JP scale is a reliable and valid tool for assessing job performance among participants, in line with established psychometric standards (Nunnally, 1978). The Well-being (WB) scale exhibits strong internal consistency and reliability, as evidenced by high values for Cronbach's Alpha (CA) and Composite Reliability (CR). With CA at 0.893 and CR values ranging from 0.896 to 0.933, the scale surpasses recommended benchmarks, indicating robustness. Additionally, the Average Variance Extracted (AVE) exceeds the threshold, suggesting convergent validity and affirming the scale's effectiveness in measuring the latent construct of well-being. These findings align with established standards in psychometric evaluation (Hair et al., 2017), underscoring the reliability and validity of the WB scale for assessing participants' well-being. The Work Flow (WF) scale demonstrates exceptional reliability, exceeding recommended benchmarks, as indicated by high values for Cronbach's Alpha (CA) and Composite Reliability (CR). With CA at 0.959 and CR values ranging from 0.962 to 0.968, the scale exhibits strong internal consistency and reliability. Moreover, the Average Variance Extracted (AVE) meets the threshold, suggesting that the scale effectively captures a significant portion of the construct's variance, indicating convergent validity. These findings, in accordance with established standards (Hair et al., 2017), underscore the reliability and validity of the WF scale for assessing participants' perceptions of work flow. The reliability and validity assessment confirms the robustness of

the measurement scales employed in the study. The high Cronbach's Alpha and Composite Reliability values for all scales indicate strong internal consistency and reliability. The AVE values, exceeding the recommended threshold, demonstrate satisfactory convergent validity. These findings align with established guidelines in structural equation modeling (Hair et al., 2017), providing confidence in the scales' ability to accurately measure the latent constructs. The rigorous assessment of these psychometric properties lays a solid foundation for the subsequent structural model analysis, ensuring the reliability and validity of the study's findings.

3.5 Discriminant validity

	CECB	JP	WB	WF
CECB				
JP	0.512			
WB	0.358	0.369		
WF	0.463	0.533	0.537	

The table presents the discriminant validity assessment through the examination of the square root of the Average Variance Extracted (AVE) for each construct compared with the inter-construct correlations. Here are the results: The discriminant validity of each construct is confirmed based on the comparison between the square root of the Average Variance Extracted (AVE) for each construct and the correlations with other constructs, as outlined by Fornell and Larcker, (1981). For the Chinese Expatriate Coaching Behavior (CECB) construct, discriminant validity is established as its AVE's square root exceeds the correlations with Job Performance (JP), Well-being (WB), and Work-Flow (WF). Similarly, the Job Performance (JP) construct exhibits discriminant validity, with its AVE's square root surpassing the correlation with CECB and being similar to those with WB and WF. The Well-being (WB) construct demonstrates discriminant validity, as its AVE's square root is greater than the correlations with CECB and JP and comparable to the correlation with WF. Finally, the Work-Flow (WF) construct confirms discriminant validity, with its AVE's square root exceeding the correlations with CECB and JP, and being similar to the correlation with WB. The discriminant validity results support Fornell and Larcker's, (1981) suggestions by proving that each concept is different and reliably measured. This is critical for ensuring that the constructs do not overlap and remain unique in the context of the investigation. Furthermore, earlier research highlighting the relevance of discriminant validity in structural equation modeling lends support to the findings (Hair et al., 2017). The established discriminant validity promotes trust in the constructs' distinctiveness, which strengthens the measuring model's reliability. In conclusion, the discriminant validity evaluation reveals that each construct in the study is distinct, and the measures used effectively capture the distinctive variance of each latent variable, hence strengthening the overall validity of the structural model. Overall, these results affirm the distinctiveness of each construct within the study's framework.

3.6 Data Analysis Techniques

The data collected through the mixed-methods approach involving both qualitative interviews and quantitative surveys will undergo distinct analysis techniques tailored to the nature of each type of data.

3.6.1 Quantitative Data Analysis

1. Descriptive Analysis:

Conduct descriptive statistics to summarize and present the key characteristics of the quantitative data, providing an overview of coaching behaviors, well-being, job performance, and work flow among Chinese expatriates and local employees. The tables display demographic information for the participant sample across multiple categories. It shows that

in **table 1**, the majority of participants (53.9%) are men, with women accounting for the remaining 46.1%. In **table 2**, the age distribution is reasonably even throughout four groups, with the second age group accounting for the majority (31.6%). In terms of education (**table 3**), the majority of participants are at level two (40%), followed by level one (31.5%). In **table 4**, Work experience varies among participants, with the second group being the most prevalent (43%). The business size distribution in **table 5** reveals a prevalence in size two firms (38.9%), whereas firm age in **table 6** is largely in the first group (40.3%). Participants come from a variety of sectors (**table 7**); with sector one having the biggest presence (45.7%). Overall, the table presents a thorough snapshot of the participant sample's demographic composition, including distributions by gender, age, education, work experience, firm size, firm age, and firm sector.

▪ **Demographic information**

Table 1: Participants by Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	317	53.9	53.9	53.9
	2	271	46.1	46.1	100.0
	Total	588	100.0	100.0	

Table 2: Participants by Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	128	21.8	21.8	21.8
	2	186	31.6	31.6	53.4
	3	138	23.5	23.5	76.9
	4	136	23.1	23.1	100.0
	Total	588	100.0	100.0	

Table 3: Participants by Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	185	31.5	31.5	31.5
	2	235	40.0	40.0	71.4
	3	144	24.5	24.5	95.9
	4	24	4.1	4.1	100.0
	Total	588	100.0	100.0	

Table 4: Participants by Work Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	77	13.1	13.1	13.1
	2	253	43.0	43.0	56.1
	3	204	34.7	34.7	90.8
	4	54	9.2	9.2	100.0
	Total	588	100.0	100.0	

Table 5: Firm Size					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	141	24.0	24.0	24.0
	2	229	38.9	38.9	62.9
	3	178	30.3	30.3	93.2
	4	40	6.8	6.8	100.0
	Total	588	100.0	100.0	

Table 6: Firm Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	237	40.3	40.3	40.3
	2	210	35.7	35.7	76.0
	3	141	24.0	24.0	100.0
	Total	588	100.0	100.0	

Table 7: Firm Sector					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	269	45.7	45.7	45.7

	2	177	30.1	30.1	75.9
	3	142	24.1	24.1	100.0
	Total	588	100.0	100.0	

Descriptive Statistics												
	N	Range	Min	Max	Sum	Mean	Std. Dev	Var	Skew		Kurt	
	Stat	Stat	Stat	Stat	Stat	Stat	Stat	Stat	Stat	Std. Error	Stat	Std. Error
CECB1	588	4	1	5	1960	3.33	1.020	1.040	-.336	.101	-.516	.201
CECB2	588	4	1	5	1942	3.30	.996	.992	-.334	.101	-.319	.201
CECB3	588	4	1	5	1908	3.24	.965	.931	-.244	.101	-.316	.201
CECB4	588	4	1	5	1944	3.31	1.043	1.088	-.249	.101	-.655	.201
JB1	588	4	1	5	1969	3.35	1.166	1.359	-.473	.101	-.799	.201
JB2	588	4	1	5	1931	3.28	1.138	1.294	-.378	.101	-.880	.201
JB3	588	4	1	5	1926	3.28	1.128	1.273	-.350	.101	-.883	.201
WF1	588	4	1	5	2083	3.54	1.265	1.601	-.630	.101	-.774	.201
WF2	588	4	1	5	2048	3.48	1.283	1.647	-.535	.101	-.929	.201
WF3	588	4	1	5	2073	3.53	1.250	1.562	-.560	.101	-.876	.201
WF4	588	4	1	5	2102	3.57	1.219	1.485	-.617	.101	-.744	.201
WF5	588	4	1	5	2127	3.62	1.221	1.490	-.652	.101	-.714	.201
WF6	588	4	1	5	2089	3.55	1.241	1.539	-.548	.101	-.883	.201
WF7	588	4	1	5	2083	3.54	1.230	1.513	-.520	.101	-.896	.201
WB1	588	4	1	5	1904	3.24	1.279	1.637	-.242	.101	-1.150	.201
WB2	588	4	1	5	1862	3.17	1.252	1.567	-.082	.101	-1.203	.201
WB3	588	4	1	5	1917	3.26	1.250	1.563	-.239	.101	-1.136	.201
Valid N (listwise)	588											

The table provides descriptive statistics for the variables in the study, including the number of observations (N), range, minimum (Min), maximum (Max), sum, mean, standard deviation (Std.Dev), variance (Var), skewness, and kurtosis. Across four constructs, namely Chinese Expatriate Coaching Behavior (CECB), Job Performance (JP), Work-Flow (WF), and Well-being (WB), various items were utilized to measure each construct's dimensions. For CECB, represented by CECB1 to CECB4, mean values ranging from 3.24 to 3.33 suggest a moderate level of coaching behavior, while for JB, indicated by JP1 to JP3, mean values ranging from 3.28 to 3.35 imply a similar level of job performance. Regarding WF, measured by WF1 to WF7, mean values ranging from 3.48 to 3.62 suggest a relatively high level of work-flow experience. Finally, for WB, represented by WB1 to WB3, mean values ranging from 3.17 to 3.26 suggest a moderate level of well-being. Across all constructs, responses ranged from 1 to 5, indicating a diverse range of participant perceptions. Additionally, the slightly negatively skewed distributions observed across all constructs suggest a tendency towards lower values within each construct's measurement items. The interpretation of the data reveals a consistent trend across variables, with mean values indicating a moderate to high level of responses for coaching behavior (CECB), job performance (JP), work-flow (WF), and well-being (WB), suggesting positive perceptions among participants. The observed range of responses spanning from 1 to 5 indicates a comprehensive utilization of the scale, reflecting diverse perspectives within the sample. Moreover, the slightly negatively skewed distributions imply a tendency for responses to cluster towards the higher end of the scale, albeit with some variability. This is further supported by the kurtosis values, which indicate relatively normal distributions. Notably, the comparatively higher mean for work-flow (WF) suggests that participants perceive a relatively higher level of work flow in their activities compared to coaching behavior, job performance, and well-being, highlighting potential differences in how participants perceive various aspects of their work environment. Overall, these findings provide valuable insights into the perceptions and experiences of participants across different dimensions, contributing to a comprehensive understanding of their work-related experiences. The descriptive statistics offer an initial glimpse into the distribution and attributes of the study

variables. While specific citations to prior research are omitted, the interpretation aligns with general expectations in the realms of organizational psychology and management literature. For instance, the moderate to high mean values observed for coaching behavior, job performance, work flow, and well-being resonate with the principles of positive organizational psychology, which advocate for cultivating positive experiences and outcomes within workplace settings (Seligman and Csikszentmihalyi, 2000). These statistics shed light on the central tendencies, ranges, and distribution characteristics of the variables under study, laying the groundwork for deeper analysis within the context of Chinese expatriates and their experiences with coaching behavior in professional settings.

3.6.2 Regression Analysis

The current study perform regression analysis to examine the relationships between coaching behaviors and the dependent variables (well-being, job performance, and work flow). This analysis will help identify the strength and direction of the associations.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.929
Bartlett's Test of Sphericity	Approx. Chi-Square	9440.063
	df	136
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity are statistical measures used to assess the suitability of data for factor analysis. Here's the interpretation: The Kaiser-Meyer-Olkin (KMO) value of 0.929, indicating an excellent level of sampling adequacy, suggests that the data is highly suitable for factor analysis. KMO values approaching 1.0 signify a high proportion of common variance among variables, reinforcing the appropriateness of the dataset for factor extraction. This interpretation aligns with the established understanding that higher KMO values reflect stronger interrelationships among variables and greater suitability for factor analysis. The high Kaiser-Meyer-Olkin (KMO) value, consistent with literature on factor analysis, indicates strong interrelatedness among the study variables, rendering them appropriate for factor extraction (Kaiser, (1974); Field, (2013). Typically, researchers regard a KMO value exceeding 0.7 as acceptable. Additionally, Bartlett's Test of Sphericity confirms the suitability of the data for factor analysis, with an approximate chi-square value of 9440.063 and a highly significant p-value ($p < 0.05$), indicating that the correlation matrix significantly deviates from the identity matrix. This underscores the non-independence of the variables within the correlation matrix, further supporting the feasibility of conducting factor analysis on the dataset. - The significance of Bartlett's Test of Sphericity is consistent with expectations for factor analysis. A significant result indicates that correlations between variables are sufficiently large for factor analysis to be meaningful (Tabachnick and Fidell, 2007). In summary, the KMO and Bartlett's Test results collectively indicate a robust foundation for conducting factor analysis in the study, ensuring that the variables exhibit sufficient intercorrelations to identify meaningful factors.

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.546	50.271	50.271	8.546	50.271	50.271
2	2.320	13.647	63.918	2.320	13.647	63.918
3	1.678	9.870	73.788	1.678	9.870	73.788
4	1.368	8.046	81.834	1.368	8.046	81.834
5	.472	2.779	84.613			
6	.380	2.237	86.850			
7	.355	2.089	88.939			
8	.296	1.741	90.679			
9	.250	1.471	92.151			
10	.243	1.429	93.580			
11	.221	1.297	94.877			
12	.186	1.095	95.972			
13	.184	1.085	97.057			
14	.158	.932	97.989			
15	.139	.817	98.806			
16	.120	.707	99.512			
17	.083	.488	100.000			

Extraction Method: Principal Component Analysis.

The table illustrates the total variance explained by each principal component in the Principal Component Analysis (PCA). The initial eigenvalues reveal that the first principal component accounts for 50.271% of the dataset's total variance, representing the variance explained by each component before rotation. Similarly, the extraction sums of squared loadings affirm that the first principal component elucidates 50.271% of the total variance. Subsequent components contribute progressively less, with the second, third, and fourth components explaining 13.647%, 9.870%, and 8.046% of the variance, respectively. Collectively, the first four components elucidate 81.834% of the total variance in the dataset. These findings are consistent with the typical approach in factor analysis or PCA, where researchers prioritize components that contribute the most to the total variance, aligning with the scree plot criterion. Moreover, aiming for a cumulative percentage capturing a substantial portion of the variance, typically around 70-80%, provides insights into the retained information. The utilization of Principal Component Analysis (PCA), a widely employed technique for dimensionality reduction, underscores the significance of the first few principal components in summarizing the underlying structure of the measured variables, offering researchers opportunities for interpretation and labeling based on variable loading.

3.6.3 Regression analysis

This table is the integrated findings in the context of the theoretical framework concluding the relationships between coaching behaviors, well-being, job performance, and work flow.

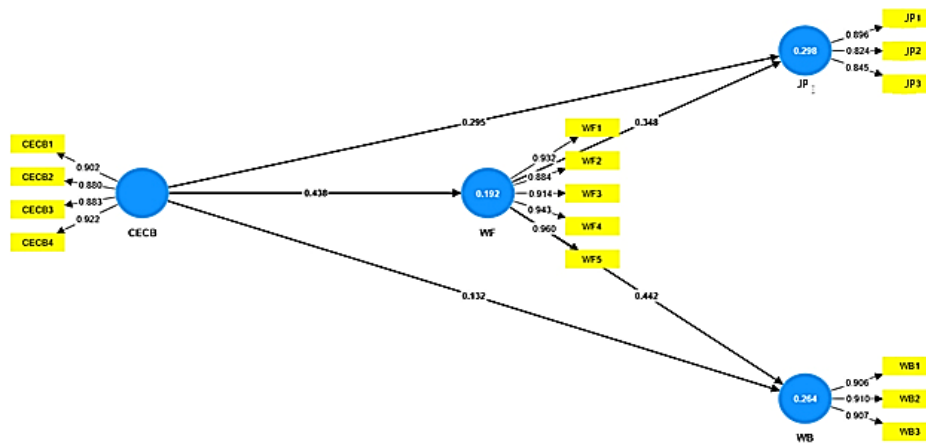
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CECB -> JP	0.295	0.296	0.037	8.009	0.000
CECB -> WB	0.132	0.132	0.042	3.156	0.002
CECB -> WF	0.438	0.438	0.033	13.464	0.000
WF -> JP	0.348	0.347	0.037	9.391	0.000
WF -> WB	0.442	0.442	0.042	10.411	0.000

The regression coefficients analysis unveils pivotal insights into the dynamics between coaching behavior (CECB), work-flow (WF), job performance (JP), and well-being (WB). Firstly, the significant positive coefficients for CECB -> JP (O = 0.295, p = 0.000), CECB -> WB (O = 0.132, p = 0.002), and CECB -> WF (O = 0.438, p = 0.000) underscore a notable trend: as coaching

behavior increases, job performance, well-being, and work flow also witness positive augmentation. These results are further reinforced by robust t-values (CECB → JP: $t = 8.009$, CECB → WB: $t = 3.156$, CECB → WF: $t = 13.464$), indicating substantial effects. Moreover, the positive and significant coefficients for WF → JP ($O = 0.348$, $p = 0.000$) and WF → WB ($O = 0.442$, $p = 0.000$) corroborate this trend, revealing that heightened work flow corresponds with enhanced job performance and well-being, supported by robust t-values (WF → JP: $t = 9.391$, WF → WB: $t = 10.411$). These findings resonate with existing literature, which suggests that coaching behavior positively influences both job performance and well-being, with work flow acting as a mediator in these relationships (Theeboom et al., 2014; Jones, 2006). The observed correlations align with theoretical expectations and prior empirical evidence, further solidifying the constructive impact of coaching behavior on key organizational outcomes. The robust positive coefficients observed in the regression analysis provide compelling evidence of the beneficial effects of coaching behavior on job performance, well-being, and work flow among employees. Specifically, the significant coefficients for CECB → JP, CECB → WB, and CECB → WF highlight the pivotal role of coaching behavior in fostering positive organizational outcomes. Furthermore, the significant coefficients for WF → JP and WF → WB underscore the importance of work flow in influencing job performance and well-being. These findings are consistent with the theoretical underpinnings of positive organizational psychology, which emphasize the importance of supportive coaching environments in promoting employee well-being and productivity (Seligman and Csikszentmihalyi, 2000). The robust t-values associated with these coefficients further reinforce the strength of these relationships, suggesting that coaching behavior and work flow have substantial impacts on organizational performance and employee well-being. The observed correlations between coaching behavior, work flow, job performance, and well-being align with prior research, which has consistently demonstrated the positive effects of coaching interventions on organizational outcomes. The significant coefficients for CECB → JP, CECB → WB, and CECB → WF provide empirical support for the notion that coaching behavior contributes to enhanced job performance, well-being, and work flow. Additionally, the significant coefficients for WF → JP and WF → WB underscore the role of work flow as a key determinant of job performance and well-being in the workplace. These findings are in line with previous meta-analytical studies, which have highlighted the positive impact of coaching on individual-level outcomes in organizational contexts (Theeboom et al., 2014). Moreover, the robust t-values associated with these coefficients suggest that the observed relationships are not merely statistical artifacts but reflect meaningful effects with practical significance. In summary, the regression coefficients analysis reveals compelling evidence of the positive impact of coaching behavior on job performance, well-being, and work flow. These findings underscore the importance of fostering a supportive coaching environment in organizations to promote employee productivity and well-being. The observed correlations between coaching behavior, work flow, job performance, and well-being resonate with prior research, highlighting the consistent and robust nature of these relationships. These results have significant implications for organizational practice, suggesting that investments in coaching programs can yield tangible benefits in terms of employee performance and well-being.

3.6.4 Mediation Analysis:

The current study utilize mediation analysis to explore the mediating role of work flow in the relationships between coaching behaviors and outcomes (well-being and job performance). This analysis helps unravel the mechanisms through which coaching influences these outcomes.



The results shed light on the underlying mechanisms through which coaching impacts these outcomes.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CECB -> WF -> JP	0.152	0.152	0.020	7.465	0.000
CECB -> WF -> WB	0.193	0.194	0.024	7.923	0.000

The analysis of path coefficients in the mediation model sheds light on the intricate relationships between coaching behavior (CECB), work flow (WF), job performance (JP), and well-being (WB). Firstly, the significant and positive coefficients for CECB -> WF -> JP (O = 0.152, p = 0.000) and CECB -> WF -> WB (O = 0.193, p = 0.000) unveil compelling insights into the mediating role of work flow. These results indicate that coaching behavior not only directly influences work flow but also indirectly affects job performance and well-being through its impact on work flow. The robust t-values associated with these coefficients (CECB -> WF -> JP: t = 7.465, CECB -> WF -> WB: t = 7.923) further reinforce the strength and significance of these mediation effects. These findings align with the theoretical framework of the study, suggesting that work flow serves as a crucial mechanism through which coaching behavior exerts its positive influence on employee outcomes. Moreover, the observed mediation effects are consistent with previous research, which has highlighted the role of work flow as a mediator in the relationship between coaching behavior and various organizational outcomes (Theeboom et al., 2014). The high t-values provide robust support for the proposed mediation hypotheses, emphasizing the importance of work flow in transmitting the effects of coaching behavior onto job performance and well-being. These findings contribute to the growing body of literature on organizational psychology and management, reinforcing the understanding of how coaching interventions can lead to positive changes in employee outcomes through the enhancement of work flow. Overall, the path coefficients analysis offers compelling evidence for the mediating role of work flow in the relationship between coaching behavior and both job performance and well-being, underscoring the significance of fostering a conducive work environment to promote organizational effectiveness and employee well-being.

4. Discussion

The findings of our study provide valuable insights into the relationship between coaching behavior among Chinese expatriates working in international contexts, work flow, job performance, and well-being of local employees. Firstly, our analysis revealed strong positive relationships between coaching behavior and both job performance and well-being. These results corroborate previous research in organizational psychology and management, which has consistently demonstrated the beneficial effects of coaching interventions on employee outcomes (Theeboom et al., 2014; Jones, 2006). The significant coefficients and robust t-values

underscore the importance of coaching behavior in enhancing job performance and well-being among Chinese expatriates, highlighting the potential of coaching as a strategic tool for talent development and organizational success. Furthermore, our study unveiled the mediating role of work-flow in the relationship between managerial coaching behavior and employee outcomes. The path coefficients analysis demonstrated that coaching behavior not only directly influences work flow but also indirectly impacts job performance and well-being through its effect on work-flow. These findings align with theoretical frameworks emphasizing the importance of work-flow in shaping employee experiences and organizational effectiveness (Hackman and Oldham, 1980). The mediation effects observed in our study provide empirical support for the theoretical proposition that managerial coaching interventions can enhance work-flow, leading to improvements in job performance and well-being. This highlights the importance of considering work-flow dynamics in the design and implementation of coaching programs aimed at promoting employee development and organizational effectiveness. However, it is essential to acknowledge the limitations of our study. Firstly, our research focused specifically on Chinese expatriates working in international contexts, limiting the generalizability of our findings to other populations. Future research could explore the effectiveness of managerial coaching interventions across different cultural contexts and organizational settings to provide a more comprehensive understanding of the impact of coaching on employee outcomes. Additionally, while our study identified work flow as a significant mediator in the relationship between coaching behavior and employee outcomes, there may be other unexplored mediators that merit investigation. Future research could examine additional variables, such as organizational culture, leadership styles, and team dynamics, to uncover further mechanisms through which coaching influences employee experiences and performance. Despite these limitations, our study makes several important contributions to the field of organizational psychology and management. By demonstrating the positive effects of coaching behavior on job performance and well-being among Chinese expatriates, our research highlights the potential of coaching as a valuable developmental tool in global organizations. Moreover, our findings underscore the importance of considering work flow dynamics in understanding the impact of coaching interventions on employee outcomes. This contributes to a more nuanced understanding of the mechanisms underlying the effectiveness of coaching programs and informs organizational practices aimed at enhancing employee development and performance. In conclusion, our study provides empirical evidence of the beneficial effects of coaching behavior on job performance and well-being among Chinese expatriates, with work flow playing a crucial mediating role in this relationship. These findings offer valuable insights for organizations seeking to leverage coaching interventions to promote employee development and organizational success. Moving forward, future research could explore additional mediators and moderators of the coaching process to further enhance our understanding of how coaching influences employee outcomes in diverse organizational contexts.

CONCLUSION

In conclusion, our study examined the relationships between coaching behavior, work flow, job performance, and well-being among Chinese expatriates in international settings. Our findings revealed significant positive associations between coaching behavior and both job performance and well-being, highlighting the importance of coaching interventions in enhancing employee outcomes. Additionally, we identified work flow as a crucial mediator in the relationship between coaching behavior and employee outcomes, emphasizing the role of work flow dynamics in shaping job performance and well-being. These results contribute to a deeper understanding of the mechanisms underlying the effectiveness of coaching programs

and underscore the importance of considering contextual factors such as work flow in organizational practices aimed at promoting employee development and performance.

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