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**Thesis title**

**The Impact of Coaching Leadership on  
Employees' Intrinsic Motivation and  
Performance in The Post-Pandemic Era : An  
Empirical Study from Chinese HRS Companies**

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## **Abstract:**

In the aftermath of the COVID-19 pandemic, numerous business organizations, including Human Resource Service (HRS) companies in China, have been confronted with significant challenges. These entities face not only external operational issues such as intensified competition and decreasing profits, but also internal talent issues like personnel motivation and talent retention. As a result, these companies have transitioned from external to internal modes of employee motivation, with a particular emphasis on fostering intrinsic motivation through coaching leadership.

This study conducts an empirical investigation of Chinese HRS companies in the post-pandemic era. The research examines how coaching leadership fosters improved employee performance by stimulating intrinsic motivation. Intrinsic motivation is conceptualized as a mediating variable, and its role before and after the pandemic is scrutinized to identify characteristic and systematic differences. The findings aim to inform strategies that could ameliorate the talent dilemmas faced by HRS companies in this new era.

The novelty of this research lies in its threefold contribution. **Firstly**, it enhances the coaching leadership discourse by proposing three measurable dimensions: empowerment, communication and feedback, and empathy application. **Secondly**, it fills a theoretical gap by introducing intrinsic motivation as a mediator between coaching leadership and employee performance. **Lastly**, this research provides an empirical examination of the beneficial impact of coaching leadership on employee performance within Chinese HRS companies in the post-pandemic context.

## **Keywords:**

Coaching leadership, Intrinsic motivation, Employee performance, Empowerment, Communication and feedback, Empathy application

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# Chapter I .Introduction

## 1.1 Research Background

The COVID-19 pandemic significantly challenged businesses, including HRS companies in China (Wang, et al., 2020). These companies, specializing in third-party HR services, faced dwindling profits, lower demand, increased labor disputes, and restrictions on on-site training and events. This led to a decline in business, increased competition, and significant revenue loss, particularly for companies that had not digitally transformed (Wu & Xu, 2021).

Pre-pandemic, companies leveraged market boom dividends, and employees achieved performance goals with relative ease. Generous compensation and improved work environments contributed to an overall positive environment. Post-pandemic, however, companies faced survival pressure, and many had to prioritize cost reduction, including staffing and leasing cuts (Gigauri,2020). Consequently, employees dealt with increased workloads and pressure, alongside decreased income and incentives, resulting in diminished motivation or left to find better opportunities.

However, the author found that not all HRS companies faced this, with some controlling turnover without raising labor costs and maintaining employee satisfaction, dedication, and performance. Observations of such companies highlighted a strong intrinsic motivation among high-performing employees. These individuals were self-driven, enthusiastic, and often exceeded performance expectations. These employees' leaders were unique, favoring a coaching style of leadership over traditional command and control.

In a post-pandemic era where material motivation has reduced and performance achievement is more challenging, coaching leadership appears to significantly contribute to employee performance. This paper aims to investigate this influence mechanism between coaching leadership and employee performance. The research question is:

**How does coaching leadership impact the intrinsic motivation and performance of employees within HRS companies?**

## 1.2 Research Objectives

The literature review reveals that while many researchers affirm a correlation between coaching leadership and enhanced employee motivation, few discuss the mediation effect between coaching leadership and employee performance (Kim, 2014). Additionally, limited studies have examined the new scenarios and

adjustments HRS companies are making in the post-pandemic era to foster better employee motivation. Hence, this study aims to fill these gaps with two primary objectives:

1. The study seeks to understand the influence of coaching leadership on employee performance in post-pandemic HRS companies. It aims to analyze the impact mechanisms and interrelations between different components by building a theoretical model.
2. Through an empirical study with data obtained through field research, questionnaires, and in-depth interviews in relevant HRS companies in China, practical and effective management improvement measures are proposed for how HRS companies in China can improve employee performance in the post-pandemic era based on coaching leadership and promoting positive employee behavior through non-material motivation of employees.

## **1.3 Research Significance**

### **1.3.1 Theoretical Significance**

This research aims to construct a model that demonstrates the impact of coaching leadership on employee performance. While many studies have discussed how intrinsic motivation spurs behavior and affects outcomes, few have directly explored the mechanism through which coaching leadership influences intrinsic motivation, thus indirectly driving employee performance. This research will investigate the pathways between these variables, using intrinsic motivation as a mediating variable and focusing on how coaching leadership stimulates employee's intrinsic motivation.

### **1.3.2 Practical Significance**

Since 2005, the author had been integral to China's premier HR service company, offering HR outsourcing, labor dispatching, and consulting services. From 2014, I've consulted for multiple Chinese HR firms on organizational and talent development. Amidst pandemic challenges, I've focused on refining employee motivation strategies to boost organizational performance. Given this experience, this research aims to present a coaching leadership philosophy for HRS companies. If validated, the findings could guide HRS managers in adopting this leadership style, potentially addressing talent issues and enhancing post-pandemic potential.

## 1.4 Component Definitions

### 1.4.1 Coaching Leadership

Goleman introduced "coaching leadership" as a vital leadership behavior in the 21st century in 2001 (Goleman, 2001). Further, Hamlin and colleagues highlighted its role in effective management (Hamlin, 2009). **While definitions of coaching leadership may vary, there is consensus on its constitutive elements: coaching leaders exhibit open communication with employees, emphasize team collaboration, prioritize employee learning and self-growth, and accommodate environmental characteristics (Dai, 2019).** This research defines coaching leadership as a management style promoting employee potential and autonomy through empowerment, stimulation, and guidance. It also dissects coaching leadership into three dimensions: empowerment, communication and feedback, and empathy application.

The empowerment involves goal setting, delegating decision-making authority, encouraging reflection, and fostering autonomous decision-making. Communication and feedback encompass active listening, effective feedback, accurate questioning, motivational dialogue, process support, and ongoing evaluation. Empathy application involves understanding emotions, sparking positive emotions, promoting diverse thinking, showing care for employees, and fostering trust.

### 1.4.2 Employee Performance

Employee performance encompasses observable work behaviors and measurable work outcomes of employees within an organization over a set period, inclusive of financial and non-financial results (Anitha, 2014). Some scholars have noted that there are five criteria for measuring performance: quantity, quality, work efficiency, interpersonal impact, timeliness, and output (Sabuhari,2020). Considering HRS companies' unique context, this research divides employee performance into two categories: supervisor satisfaction, performance evaluation. Supervisor satisfaction encompasses the direct supervisor's holistic evaluation of an employee's work attitudes, results, and contributions. Performance evaluation refers to the outcomes of quarterly or annual appraisals.

### 1.4.3 Intrinsic Motivation

Deci and Ryan's self-determination theory highlights intrinsic motivation as the drive behind self-motivation, where individuals act for inherent rewards in the behavior itself (Deci & Flaste, 1995). **It emphasizes self-actualization and self-growth needs, with autonomy, competence, and relatedness as essential to enhancing intrinsic motivation.**

## 1.5 Research Framework

From a psychological standpoint, motivation, driven by a need, regulates human behavior, triggering, maintaining, and directing it towards a specific outcome (Berridge, 2004). This research aims to analyze how coaching leadership motivates employee behavior, impacting performance outcomes. **It proposes that coaching leadership, through empowerment, communication and feedback, and empathy, enhances the satisfaction of autonomy, competence, and relatedness needs, consequently stimulating intrinsic motivation, triggering positive behaviors, and motivating high performance. The critical process to investigate in this research involves coaching leadership's enhancement of autonomy, competence, and relatedness needs satisfaction through these three motivation means.**

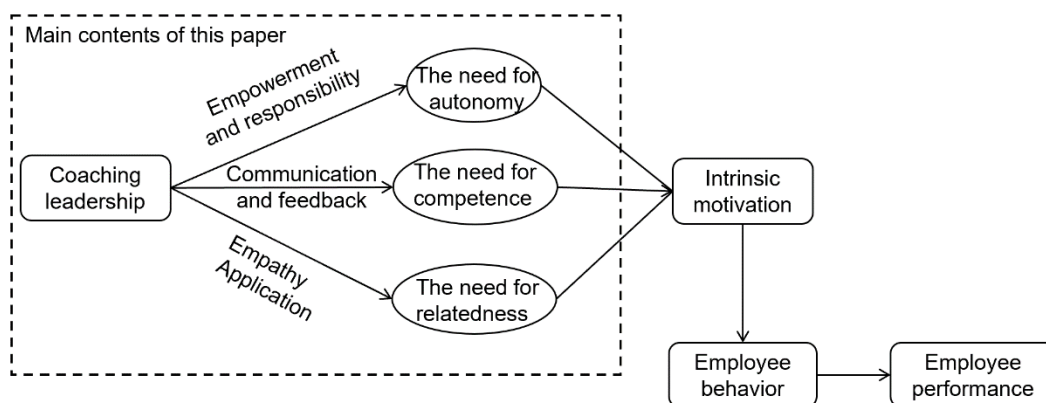


Figure 1: The basic framework of this research

## 1.6 Research Path

The research path of this paper is as follows.

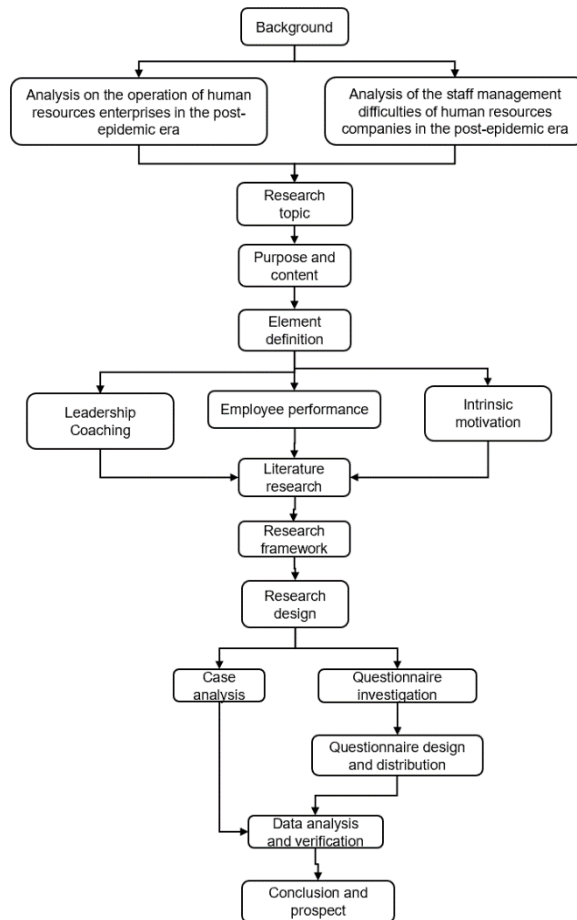


Figure 2: The research path diagram of this paper

## Chapter II . Literature Review and Hypothesis

### 2.1 Literature Review

#### 2.1.1 Coaching Leadership

##### 1. Definition of Coaching Leadership

In the 1970s, renowned American tennis coach Timothy Gallwey published 'The Inner Game of Tennis,' advocating a novel training approach centered on unlocking athletes' potential. By the 1980s, corporate leaders from AT&T invited Gallwey to deliver lectures, inadvertently introducing the transformative coaching techniques to the realm of corporate management. Subsequently, Goleman (2001) formally introduced the concept of 'coaching leadership.' Scholars have described coaching leadership as a leadership style guided by accurate behavioral science knowledge, employing reinforcement and



motivation techniques to unearth employee potential. By the late 20th century, due to its evident effectiveness, coaching leadership gained immense popularity, becoming an integral component of corporate management and eventually evolving into a recognized leadership paradigm. While the definition of coaching leadership has evolved over time, its essence revolves around: (1) emphasizing the interactive relationship between leaders and employees; (2) underscoring the leader's role as a facilitator based on fresh guidance rather than didactic instruction; and (3) accentuating tangible outcomes, such as achieving individual and team objectives, realizing employee work results, and enhancing job performance. Recent research defines coaching leadership as a novel managerial approach wherein leaders guide and enlighten employees through soft measures, assisting them in identifying intrinsic needs, establishing work objectives, stimulating individual potential, fostering organizational philosophy, and providing effective resource support (Dong, 2021).

## **2. Structure and Measurement of Coaching Leadership**

Ellinger initially identified 13 effective coaching behaviors in learning organizations, categorizing them into empowering and facilitating dimensions (Ellinger & Bostrom, 1999). Since the introduction of coaching leadership, its structure and measurement have been focal points of research. Subsequent studies expanded on Ellinger's categorization, incorporating aspects such as feedback provision and reception, resource and information provision, encouragement of subordinate development, and personalized mentoring (Wing, 2004; Anderson, 2013; Cardoso, 2014). More recent research delineates four core competencies attributed to coaching: support, listening, feedback, and precise questioning (Hall, 2015). Additionally, Wee conceptualized coaching leadership into three dimensions: direction, accountability, and relationship (Wee, 2020).

## **3. The Impact of Coaching Leadership**

Research has consistently highlighted the positive implications of coaching leadership across various organizational dimensions. Edmondson (1999) emphasized its role in enhancing team security. Bartlett II (2007) underscored its influence on job skills, while Park, Yang, & McLean (2008) linked coaching leadership to increased organizational commitment and reduced turnover. Ellinger et al. (2011) found that it augments service quality commitment, and

Hagen & Gavrilova Aguilar (2012) associated it with an elevated learning capacity. Further studies have demonstrated its positive effects on fostering innovation (Wang, 2013), intensifying self-goal intensity (Kim & Egan et al., 2013), boosting job satisfaction (Kalkavan & Katrinli, 2014), and clarifying task roles (Kalkavan & Katrinli, 2014). Pousa & Mathieu (2015) also noted its contribution to increasing self-efficacy. Coaching leadership's impact is mediated through various factors. Psychological variables, such as self-goal intensity, behavioral variables like job skills, and job characteristic variables, including task clarity, serve as conduits that indirectly influence performance, satisfaction, and commitment.

Since 2019, scholars have revisited the concept of coaching leadership in light of contemporary developments. Notably, a study grounded in the Chinese electric vehicle industry revealed that coaching leadership effectively promotes employee innovation, with work motivation serving as a partial mediator (Dai, 2019). Wee (2020) segmented coaching leadership into three dimensions—direction, accountability, and relationship—using a sample of in-service employees from Korean schools. The findings indicated that coaching leadership enhances job satisfaction and organizational commitment, indirectly reducing turnover intentions. Siyal (2021) investigated R&D personnel within a Chinese context, suggesting that leaders, through traits like inclusivity and using intrinsic motivation as a mediator, positively influence employee creativity and innovative behavior. Dong (2021), using a sample of grassroots employees and middle managers in Shanghai, posited that coaching leadership positively impacts employee performance, with organizational identification playing a mediating role.

Additionally, there has been a focus on the effects of distinct leadership behaviors. Kundu (2019) examined a sample from Indian banks, demonstrating that empowering leadership behaviors, such as fostering participation in decision-making and expressing confidence in high performance, positively influence organizational performance through psychological empowerment. Liu (2020), using a Chinese sample, found that leaders' empowering behaviors enhance employee creativity, with cognitive flexibility acting as a mediator. Yin (2019) explored HR managers from multinational corporations in China, suggesting that employee empowerment boosts job motivation and satisfaction, subsequently enhancing organizational performance. Lee (2019) emphasized the significance of supervisory coaching and performance feedback in stimulating employee engagement and reducing turnover rates, based on a sample from Malaysian private enterprises.

Furthermore, research on the impact of varying leadership styles, using a sample from Pakistan's textile industry, revealed that laissez-faire leadership has a significant yet negative effect on employee performance. Transformational leadership positively influences employee performance with psychological capital as a mediator, while the impact of transactional leadership remains inconclusive (Baig, 2021).

## 2.1.2 Intrinsic Motivation

Self-determination theory, a brainchild of social psychologists Deci and Ryan suggests three essential needs everyone seeks to satisfy: competence, relatedness, and autonomy. Competence embodies the ability and gratification from proficient task execution, while relatedness is the capability of feeling understood, loved, and emotionally connected to others. Autonomy denotes the freedom to act based on personal will, feeling unrestricted, and exercising control over one's work (Deci & Ryan, 1980, 1985, 2000).

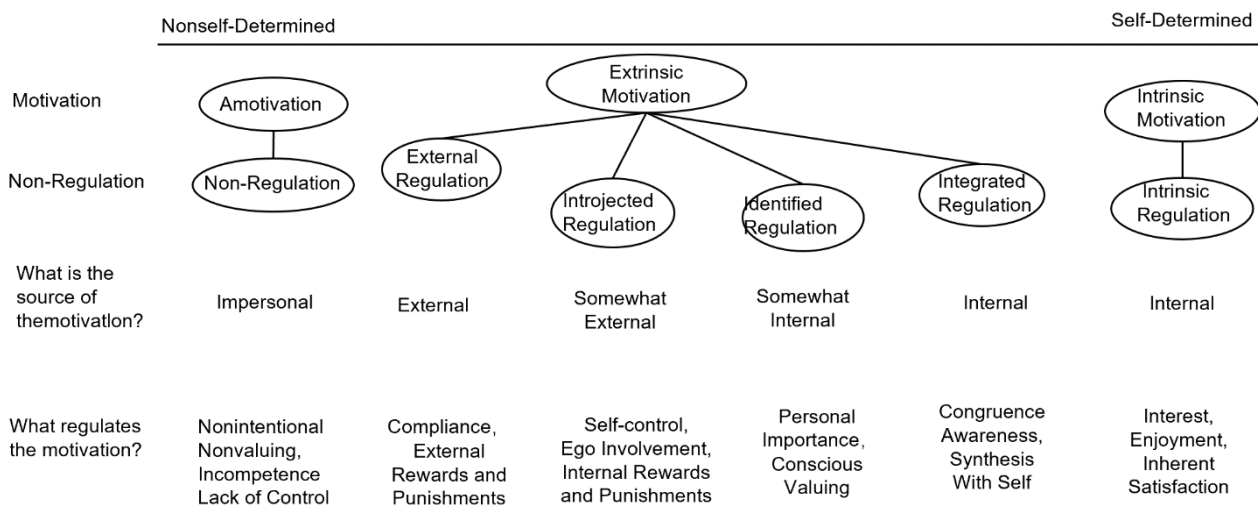


Figure 3: Self-deterministic theoretical model

Based on Ryan & Deci,., Intrinsic motivation-the power of self control in life (2000), Social Development, and Well-Being. American Psychologist.55(1),68-78.

In recent years, the relationship between intrinsic motivation and employee behavior has garnered scholarly attention. Some studies have treated intrinsic motivation as an independent variable with employee behavior as the dependent variable. For instance, research based on employees from a Malaysian coal mining company indicated that transformational leadership and intrinsic motivation positively

influence employee performance (Hidayat, 2019). Another study, focusing on city government employees, suggested that intrinsic motivation enhances employee performance by bolstering their commitment to the organization (Andika, 2020). Several studies have also considered intrinsic motivation as a mediating factor. Yidong (2013) found, using a sample from two multinational companies in China, that ethical leadership stimulates employee creativity, with individual and team intrinsic motivation acting as mediators. Jayaweera (2015) demonstrated that a conducive work environment positively impacts employee performance in the UK hotel sector, with intrinsic motivation serving as a mediator. A study based on Pakistani banking sector employees posited that emotions like desire, aspiration, commitment, and self-sufficiency constitute intrinsic rewards. Both intrinsic and extrinsic rewards effectively stimulate intrinsic motivation and job satisfaction, subsequently enhancing employee performance (Danish, 2015). Additionally, Cerasoli (2014) highlighted that the predictive power of intrinsic motivation on employee performance is influenced by factors such as the degree of extrinsic motivation, performance measurement, and organizational performance orientation.

### 2.1.3 Employee Performance

Performance is commonly interpreted as the outcome of executing a task (Nawawi, 2005). Anitha (2014) defines employee performance as observable work behaviors and measurable outcomes, both financial and non-financial, within an organization. Hidayat (2019) posits that performance is influenced by organizational management aspects, including organizational development, compensation plans, communication systems, management styles, structures, policies, and procedures. Sabuhari (2020) identifies five criteria for measuring performance: quantity, quality, efficiency, interpersonal impact, timeliness, and output.

Post-2019, scholars have continued to delve into employee performance. Research highlights include Sabuhari's (2020) study on Indonesian logistics employees, revealing that HR flexibility, organizational culture adaptability, and employee capability alignment enhance performance, with job satisfaction as a mediator. Adnan Bataineh (2019) found that work-life balance and well-being significantly influence performance in Jordan's pharmaceutical sector. Mira (2019) demonstrated that HR management practices positively impact performance among Saudi port employees, mediated by job satisfaction. Diamantidis & Chatzoglou (2019) categorized performance influencers into three: enterprise/environment-related, job-related, and employee-related factors, with the former influencing the latter two, which in turn impact performance.

In the context of the COVID-19 pandemic, studies have explored its impact on performance. Wiradendi Wolor (2020) showed that e-training, e-leadership, and work-life balance positively influence motivation and performance among millennial employees in Indonesian car dealerships. Saleem (2021) found that pandemic-induced stressors like anxiety, social deprivation, and uncertainty significantly diminish performance among Pakistani bank employees, though a secure environment can mitigate these effects. Sapta (2021) indicated that organizational culture, job satisfaction, and technology provision significantly enhance performance among bank employees in Bali.

#### 2.1.4 Conclusion of the literature

After a comprehensive review of the literature, it is evident that scholars globally, including those from China, have made significant theoretical and empirical contributions in the realms of coaching leadership, intrinsic motivation, and employee performance. However, gaps remain. Specifically:

1. Well-researched areas: Numerous studies have underscored the positive influence of coaching leadership on employee behavior. Variables such as intrinsic motivation and job satisfaction often serve as mediators, examining the effects of leadership styles, work environment, infrastructure establishment, and HR maturity on employee performance. There's a consensus that intrinsic motivation fosters employee performance. During the COVID-19 pandemic, scholars have pivoted to explore strategies to enhance employee performance, emphasizing e-training, workplace safety, organizational culture, and stress alleviation. The pandemic's impact on employee performance has been a focal point for researchers worldwide.

2. Research gaps: While the role of coaching leadership in enhancing employee performance has been explored, the emphasis has predominantly been on outcome variables, often overlooking mediating factors and mechanisms. Notably, the connection between coaching leadership, the stimulation of intrinsic motivation, and the subsequent enhancement of employee performance remains under-researched. Data during the COVID-19 pandemic is limited, and studies specifically focusing on China's HR service industry are scarce.

In conclusion, in the unique post-pandemic socio-cultural context of China, examining the HR service industry as a sample to explore how coaching leadership can elevate employee performance through intrinsic motivation as a mediator is both theoretically and systematically significant. This research will further delineate the nuances of this influence pre and post-pandemic, offering practical insights for addressing talent challenges in the HRS sector

## 2.2 Research Hypothesis

This research posits a series of hypotheses centered on the influence of coaching leadership, disaggregated into three dimensions: empowerment, communication and feedback, and empathy application, on employees' intrinsic motivation, guided by the self-determination theory's autonomy, competence, and relatedness needs.

**H1: Coaching leadership positively affects employees' intrinsic motivation.**

This research premise postulates that each facet of coaching leadership exerts a favorable influence on the corresponding intrinsic needs, which subsequently leads to the formulation of the following tripartite sub-hypotheses:

**H1a: Empowerment in coaching leadership has a positive effect on employees' autonomy needs.**

Empowerment, encompassing goal setting, decision-making delegation, independent thinking encouragement, and autonomous decision-making support, potentially satisfies employees' autonomy needs, fostering a sense of control and achievement.

**H1b: Coaching leadership's communication and feedback element positively impact employees' competence needs.**

This dimension entails active listening, effective feedback, precise questioning, motivational dialogue, process support, and ongoing evaluation. Managers, through attentive and supportive interaction, can potentially satisfy employees' competence needs, enhancing their confidence and ability.

**H1c: The application of empathy in coaching leadership positively influences employees' relatedness needs.**

This aspect includes understanding and stimulating positive emotions, perspective-taking, care, and trust-building, potentially satisfying employees' relatedness needs by fostering deep emotional interactions and respect.

**H2: In the post-pandemic era, coaching leadership has a more substantial influence on employees' intrinsic motivation compared to pre-pandemic times.**

Material incentives, more feasible pre-pandemic, become challenging to maintain post-pandemic, emphasizing the role of coaching leadership in boosting intrinsic motivation.

**H3: Coaching leadership positively impacts employee performance.**

Driven by motivation theories, motivation initiates action leading to results. With intrinsic motivation mediating, coaching leadership's positive influence on

intrinsic motivation consequently leads to improved performance outcomes.

## **Chapter III . Research Methodology**

After a comprehensive analysis of the literature, it's evident that the assessment of coaching leadership, intrinsic motivation, and employee performance often carries a degree of subjectivity. As a result, the predominant research method leans towards questionnaire surveys. While some scholars opt for established questionnaire tools, others design bespoke surveys tailored to the specific context and requirements of their research. The author of this study uniquely positions himself as a researcher, a CEO leadership coach, and a talent development consultant for HRS companies. This trifecta has granted him unparalleled opportunities for deep engagements with numerous HRS firms, allowing for the long-term acquisition of firsthand qualitative data. This longitudinal study encompasses multiple coaching cases throughout the entire pandemic cycle, providing a rich dataset for case study analysis.

Consequently, this research adopts a mixed-methods approach, integrating multi-case studies with questionnaire research method, aiming to delve deeply into the causal relationships among core variables. The ultimate goal is to elucidate the interplay between coaching leadership, intrinsic motivation, and performance.

### **3.1 Multi-case Method**

The research subjects comprise organizations and employees located in the Chinese cities of Tianjin and Ningbo, who have been coached for over three years. Utilizing primary data, including pre- and post-epidemic operational circumstances, employee interviews, and performance assessments, the study embarks on an in-depth analysis of employee motivation techniques and their effectiveness during and after the epidemic. This approach assists in assessing the influence of coaching leadership on employee performance and validating the study's hypotheses.

### **3.2 Questionnaire Research Method**

The study sample was selected from human resource enterprises located in Qingdao, Guangzhou, and Shenzhen that experienced varying degrees of impact from the epidemic on their business development. Each enterprise presents unique business focuses and organizational structures. Employee samples were drawn from different business departments within these

companies and had to be under the same manager for a minimum of three months to stabilize perceptions. The managers, comprising middle and senior management, were generally familiar with coaching techniques through internal training and practice, although they varied in coaching leadership ability.

### 3.2.1 Measurement of Coaching Leadership

Ellinger, A. D et al. proposed a coaching leadership scale comprising five items (Ellinger et al., 2011), which has seen substantial utilization and endorsement internationally (Kim & Kuo, 2014). The items were gauged using a seven-point Likert scale (1=strongly disagree, 7=strongly agree), with respondents marking based on their business reality.

Considering this study's requirement for dimensional breakdowns, a distinction was made between pre-epidemic (2019) and post-epidemic (2023) scenarios, and the three dimensions of coaching leadership: empowerment, communication and feedback, and empathy application. Therefore, this study will add refinement and classification of questions to the above scale, featuring 18 items that measure empowerment (6 items), communication and feedback (6 items), and empathy application (6 items), respectively. These were evaluated on a five-point scale (1=strongly disagree, 5=strongly agree) in both pre- and post-epidemic contexts.

A total of 100 questionnaires will be distributed to employees, who assessed their immediate managers. The scores from each question, reflecting respective competencies, will be compiled to form a radar chart representing the manager's coaching leadership level. Separate radar charts will be generated for the pre- and post-epidemic periods.

### 3.2.2 Measurement of Employee Intrinsic Motivation

The Intrinsic Motivation Measure Scale, developed by Chen, Gunch, and Eden (2001), and validated by Feng and Chen (2012) for its discriminative ability, reliability, and validity within a Chinese context, was used. It uses a 5-point Likert scale (1=strongly disagree, 5=strongly agree).

Considering this study's focus on three dimensions of intrinsic motivation - autonomy, competence, and relatedness needs, a refined and categorized questionnaire was created based on the original scale.

The questionnaire will comprise 15 items, equally divided among the three dimensions of intrinsic motivation, gauged on a 5-point scale (1=strongly disagree, 5=strongly agree). Respondents will be required to complete the questionnaire retrospectively for the pre-epidemic period (end of 2019) and also



for the post-epidemic scenario (2023).

The questionnaires, totalling 100, will be distributed among employees, who filled them out based on their genuine feelings. The scores from each item will be compiled to form a radar chart depicting employee intrinsic motivation levels for each of the three dimensions. Separate radar charts will be produced for the pre- and post-epidemic periods.

### 3.2.3 Measurement of Employee Performance

Employee performance will be divided into supervisor satisfaction and formal performance evaluations. Supervisor satisfaction will be measured via questionnaires, while the performance evaluations will be sourced directly from the company's quarterly or annual performance appraisal data.

**Supervisor Satisfaction:** A supervisor satisfaction survey will be designed with ten items assessing the overall evaluation of employee work attitude, outcomes, and contributions by their direct supervisors. This survey will be intended for the employees' direct supervisors, with a total of 100 copies distributed. The survey will be conducted based on the present situation, without any retrospective assessment pre-epidemic.

**Employee performance evaluation:** Employee performance evaluation scores will be obtained directly from each company's quarterly or annual performance appraisal results, without the use of additional questionnaires.

### 3.2.4 Basic Information of Interviewees

Finally, the survey concluded with a section collecting basic information about the respondent, including gender, age, tenure within the company, educational background, and area of business within HR service.

## 3.3 Research software and procedures

The statistical analysis software Stata16 was utilized in this study for data analysis. The specific stages of analysis included:

1. Questionnaire reliability analysis: The overall reliability and the reliability of each subscale were tested using Stata16.
2. Questionnaire validity analysis: The scale underwent exploratory factor analysis with Stata16, followed by a confirmatory factor analysis of the complete questionnaire to verify its validity.
3. Descriptive statistics of variables: Stata16 was used to conduct a descriptive statistical analysis of the sample data, primarily to understand

the mean, variance, maximum value, and frequency of each variable. This helped to reveal the central tendencies and distribution patterns of the sample data.

4. Correlation analysis: The correlation of variables was analyzed using Stata16 to understand the relationships between them, providing a basis for hypothesis testing.
5. Hypothesis testing: A regression equation model was used to test the hypotheses, with Stata16 used for data analysis.

## **Chapter IV . Anticipated Outcomes and Response Strategies**

This research is expected to enhance understanding of how coaching leadership, through empowerment, communication and feedback, and empathy application, can influence employees' needs for autonomy, competence, and relatedness. Thereby positively influence employees' intrinsic motivation, leading to improved performance. This study is expected to produce two contributions:

**Theoretical Contribution:** Drawing upon empirical data from China, this study offers an innovative theoretical framework for measuring coaching leadership and further explores the theoretical implications of coaching leadership on intrinsic motivation.

**Practical Contribution:** If the conclusions of this study align with expectations, it will offer specific strategic recommendations for HRS companies to enhance employee performance in the post-pandemic era. Firstly, companies are recommended to stimulate high performance in employees by strengthening managerial coaching leadership as a non-tangible incentive. Secondly, formulate strategies for improving managerial coaching leadership. A targeted coaching leadership enhancement plan should be created, based on the combined analysis of the ranking of each dimension of coaching leadership (empowerment, communication and feedback, empathy application) at the enterprise level, and the ranking of the fulfillment of employees' needs for autonomy, competence, and relatedness.

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