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The Impact of Coaching Leadership on Innovative Work Behavior, Psychological Capital as Mediator, and Perceived Organizational Support as Moderator

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Abstract

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Keywords: Coaching Leadership, Innovative Work Behavior, Perceived Organizational Support, Psychological Capital

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Title

The Impact of Coaching Leadership on Innovative Work Behavior, Psychological Capital as Mediator, and Perceived Organizational Support as Moderator

Abstract

Coaching leadership (CL) is an important corporate strategy for improving employee performance at the workplace. We examine how CL affects "innovative work behavior (IWB)" while taking into account the moderating influence of "perceived organizational support (POS)" and the mediation role of "psychological capital (PsyCap)". We obtained the quantitative data from the health department of Gujranwala District, Punjab, Pakistan. The findings of the study show that CL has a significant impact on IWB. PsyCap mediates the relationship between CL and IWB. The POS moderates the relationship between CL and IWB. The findings suggest that CL acts as a catalyst for enhancing employees' PsyCap by fostering positive psychological states such as optimism, resilience, self-efficacy, and hope.

Keywords: [Coaching Leadership](#), [Innovative Work Behavior](#), [Perceived Organizational Support](#), [Psychological Capital](#)

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Introduction

The concept of coaching has drawn a lot of interest from businesses as a crucial leadership and employee relationship management tool. The practice of coaching is becoming more and more common in modern corporate contexts. There are several interpretations of coaching in professional contexts. The process of creating an environment through dialogue and a simple way of being that comfortably guides someone toward their goals is known as coaching. According to Lee et al. (2022) and Martens

& Vealey (2023), coaching is a useful strategy for fostering successful leadership, enhancing employee wellbeing, and assisting in the accomplishment of organizational goals.

The professional and academic worlds are paying attention to CL. CL is becoming a more popular option for institutional members' growth since it requires managers and leaders to take on a more developed role. Organizations that want to build member trust can enhance their performance by using CL, which has been shown to increase capacities (Huhtala &



Parzefall, [2007](#); Arumugam et al., [2023](#)). This quantitative research study was carried out in Pakistan to investigate how CL affects IWB. We employed POS, a moderating variable, and PsyCap, a mediator.

Research Objectives

The following are the objectives of the research study.

1. Examine the impact of CL on IWB.
2. Examine the impact of CL on PsyCap.
3. Examine the impact of PsyCap on IWB.
4. Examine the mediating role of PsyCap for the relationship between CL and IWB.
5. Examine the moderating role of POS for the relationship between IWB and CL.

Research Questions

We created the following research questions to achieve the objectives.

1. Does CL influence IWB?
2. Does CL influence PsyCap?
3. Does PsyCap influence IWB?
4. Does the relationship between CL and IWB is mediated by PsyCap?
5. Does the relationship between CL and IWB is moderated by POS?

Literature Review

CL is defined by direction, interaction, and support. Theoretical and empirical research has looked at a range of techniques to explain leadership success in many industries (Grey, 2006). According to Lee et al. ([2022](#)), coaching is currently one of the most important leadership styles for the progress of high-ranking managers and administrators. Goff et al. ([2014](#)) suggested that at least 59 percent of primary corporations now coach and 70 percent of enterprises prefer coaching which is a major development leadership tool. CL brings attention among academics and practitioners for these reasons.

The literature defines IWB as any employee conduct connected to various stages of the innovation process that directly or indirectly encourages the development and implementation of innovations at work. In addition, it is perceived as having a special focus on the applicable adoption unit and benefiting the participants. Conversely, creativity is thought to be limited to the 'idea generation' stage and the creation of anything 'wholly new.' (Gohoungodji & Amara, [2022](#); De Spiegelaere, Gyes, Witte & Hoetegem, [2015](#)). Luthans, Youssef & Avolio (2007) define the psychological capital, as a good psychological condition in an individual. The theory groups the indicators used to quantify PsyCap into

four dimensions, which are used to measure PsyCap in this study.

Workers' perceptions of the organizational degree of appreciation and concern for their well-being are characterized as POS. (De Castro, Seraspi, Mortel, Vigonte, & Abante, [2023](#)). POS is a state in which workers feel that their employer appreciates their contributions and is concerned about their welfare (Prismakova, & Lallatin, [2021](#)). Employee perceptions of how well the organization meets its economic requirements and how the organization responds to improved focus at work (Raddatz, [2024](#)) are referred to as POS.

There are several aspects that affect employees' IWB, but leadership is widely recognized as one of the major elements. Leadership was regarded as the most important positional element in supporting such behavior among employees (Huang, Wu, Lu, & Lin, [2015](#)).

Numerous methods for clarifying leadership effectiveness in various sectors have already been indicated in leadership research (Gray, [2006](#)). One of the most essential issues of coaching is the professional improvement of managers and members of the organization. According to his research, 59% of large companies have a program of coaching to enhance both individual and organizational performance, and 70% of organizations considered coaching to be a substantial subject of development of leadership (Goff et al, [2014](#)). Researchers and professionals both are interested in CL for these reasons. The type of leadership style is CL which improves the behavioral patterns of an organization's staff, or even the organization's performance (Ladegard & Gjerde, [2014](#)). Leaders are able to establish and maintain an organization's culture, which expresses the institution's standards and expectations to followers (Lopez, Dohm, & Posig, [2019](#)).

Coaching helps increase intrinsic motivation. When using self-determination theory to look into how managerial coaching and IWB, greater the intrinsic rewards (Deci & Ryan, [2013](#)). It has been proven that leaders' coaching behavior has an influence on workers' innovative behavior by addressing their three aims and boosting overall intrinsic rewards. According to a national study on hotel employees, the position, communication, and evaluation of leaders have a positive impact on the innovative behavior of employees (Na et al., 2019). Employees in the human resources department (Lee & Lim, [2021](#)) demonstrated that the stronger the guidance presenting, performance review, and

relationship, the more innovative behavior is generated.

De Jong and Hartog (2007) identified a total of 13 relevant leadership behaviors that are beneficial to promote team members' innovative behavior, including generating ideas or implementation behavior, or both, in their previous descriptive study, which included in-depth face-to-face discussions. Six of the leader behaviors, they believe, are associated with one form of innovative behavior, three of which are linked to concept development (inspirational motivation, invigorating data, and responsibilities), and the other three are linked to application behavior (organizing feedback, rewards and providing resources). Innovative leadership, delivering direction, counseling, distributing, supporting innovation, acknowledgment, and supervision are seven leader behaviors that are able to impact both idea generation and deployment behavior. They suggest that leaders motivate employees' innovative behavior not just by intentional activities that encourage the development and application of ideas, but also by their regular actions. Therefore, this study proposes the following research hypothesis.

H1: CL has a positive impact on IWB.

PsyCap helps businesses in establishing long-term survival, higher results, the recruiting of skilled candidates, and job satisfaction for growth in the future. Organizations with higher employee PsyCap ensure that work is finished accurately and on time that few errors occur, that their efficiency is improved, and that personal performance is promoted. According to Yildiz (2017), employees' normative performance is impacted by desirable personality types. Similarly, PsyCap is significantly linked to departing inclinations, task effectiveness, and overall organizational pessimism. The argument was that the organization wanted to concentrate on the PsyCap personality characteristics of the workforce in order for people to donate their all to the profession and the organization.

Yuan and Wang (2017) explored how CL & PsyCap affect member voice behavior. According to the study, new business models are continuously evolving as a result of the recent growth of technological tools. The extra-role performance of an employee excitedly provides good feedback to a superior in an attempt to optimize the firm's efficiency. It was discovered that leaders influence subordinate PsyCap by creating happy feelings in employees and then impacting their behaviors.

Employees who have strong PsyCap seem to be more likely to express high organizational performance and citizenship behavior. The topic's results demonstrate that PsyCap is negatively linked to employee absenteeism, suspicion, and intention to leave the organization (Lather, & Kaur, 2015; Britto, Magesh, 2018). Furthermore, employee work satisfaction, organizational commitment, employee performance, citizenship behavior, and leadership efficiency are all positively linked to PsyCap (Lather, & Kaur, 2015; Britto, Magesh, 2018).

According to this research, organizations should focus on building their workforce's PsyCap because that is the most essential part that can help them increase their efficiency and keep their aggressiveness. PsyCap is connected to an employee's positive potential, such as knowledge, attitude, behavior, and capabilities. It can be used to increase an organization's competitive advantage by exploiting it for self-development and repeating it in their behavior. This research found that an employee's positive PsyCap assists in creating a perfect balance between work and life, as well as organizational citizenship behavior. According to the study's findings, employees' work happiness and organizational citizenship behavior are directly impacted by their psychological capital. This study shows that leaders who actively engage in coaching can significantly impact psychological capital.

H2: CL has a positive impact on PsyCap.

Additionally, the impact of different categories of psychological materials volumes on innovation-related investigations has already been explored, and every one of these resources has been associated with innovation and innovation-related ideas and achievements. The studies (Akhtar et al., 2018) suggest that in the workforce, significant psychological characteristics such as adequacy, strength, and good conscience may be stimulated by innovative behaviors. In any case, these assets are not segregated. The best way to produce hope is to invest in themselves. To achieve innovation and accomplish a goal, various forms of strength value relating to new ideas are applied (Luthans & Youssef, 2007).

Further, creators have the ability to have a strong sense of optimism when it comes to future ideas. Most employees who are confident regarding their innovative minds are learning to be more inventive and proactive in their spending plans (Avolio, Avey & Norman, 2009). Studies examining the effect of psychological resources on innovative behaviors have been performed, and according to the research, if

resources related to positive psychological behavior are available in the workforce, they can make better and more innovative behavior (Akhtar, Khan, Suleman, 2018). These tasks do not happen in persons; rather, they occur in groups where a sharing system exists (Boekaerts, 2022), and group settings must be explored for research to gain a greater understanding of the connection (Abbas, Raja, Darr, & Bouckenooghe, 2012). The broaden-and-build theory explains that men's time-limited ideals that are maintained in terms of direction or storehouse consume the different types of thought formations and practical that are already connected to their mindset (Demerouti et. Al., 2001). In conclusion, the possibility for the presentation of inventive behaviors, such as exchanging inventive ideas for making recommendations for improvements at work, will be raised (Avey, & Reichard, 2010).

Organizational support and OCB have a positive association, which is moderated by positive psychological capital. (Yildiz, 2019), with the correlation being stronger when PsyCap is high. Individual personality traits, organizational climate, workplace structure, and leadership styles that generate positive beliefs and feelings toward the workplace are all ways to determine Psychological Capital's high positive value. This is in line with the results of (Knezovic & Musrati, 2018), who demonstrated that employee creativity is significantly associated with psychological empowerment. This also generates innovative behavior in creating positive ideas and ideas so that they might create a variety of innovations, both new and innovative service and product development strategies that already exist.

As per research, PsyCap has many components i.e. self-efficacy, resilience, hope, and optimism. According to the results, these four factors complement one another and, as an outcome, provide a stronger predictor of rational outcomes when evaluated as a bigger structure of PsyCap (Luthans, Youssef, & Avolio, 2006; Avey, Luthans, & Jensen, 2006). Self-efficacy is the fundamental belief in one's own capacity to achieve favorable outcomes. Bandura and Locke (2012) explain that self-efficacy confidence assists in managing upsetting and self-debilitating feelings that could also act as obstacles to attaining objectives. According to researchers, efficient and effective people have a higher level of motivation (Gong, Huang & Farh, 2009), confidence in dealing with these challenges (Deci & Ryan, 2013), are creative (Bandura, 2003), and imaginative (Amabile, 2021; Tierney & Farmer, 2002), and may participate in IWB (IWB).

They are pragmatic (Coutu, 2022), emotionally stable (Masten & Reed, 2002), capable of constructive coping, and open to new experiences (Fredrickson, 2024). Additionally, confident people generate good feelings in themselves and others (Fredrickson, 2024), which may generate a receptive environment conducive to IWB. In this sense, resilience is essential since it is maintained by individuals with the energy to overcome adversity and refocus on the target activity.

Employees require strong domestic support to take part in innovation, that is, the conviction that they have the capacity to produce creative results (Carmeli and Schaubroeck, 2007). Innovation activities have high risks, which ensure that companies need strong internal support to participate in innovation, that is, the belief that they have the ability to produce a new direction or vision. The good internal characteristics and psychological state of an individual are defined as psychological capital. The more an individual's psychological capital, the more comfortable he or she is in his or her own originality. Following this, the hypothesis is as follows.

H3: PsyCap has a positive impact on IWB.

Kim et al. (2013) assessed managerial behavior's influence on employee reaction to work among 482 workers in a government organization in Korea and evaluated managerial behavior as an independent variable, fixed character of a worker, and satisfaction with work outcomes are mediating factors and the employee's career and performance as a dependent variable. They discovered a considerable mediating effect in the hypothesis of a fixed role (mediating variable) mediated by performance, as well as satisfaction with someone's work mediated by the organization's career and commitment.

According to their research, organizational PsyCap strongly impacted the association between OCB & managerial coaching. The connection between job performance and coaching was validated by the study in the presence of a mediator variable (Novitasari, 2021). The research will concentrate on PsyCap as a mediator among these components. Recently stated that the role of PsyCap is an important part of enhancing an employee's positive behavior and characteristics, and it has been broadly supported as a main theme in optimistic psychology concepts (Avey et al., 2021).

This research examines PsyCap as a mediator variable, suggesting that managerial coaching promotes workers' innovative work performance through psychological capital. The research indicates that when a company's management conducts good

CL behavior, it will boost employees' positive psychological conditions (hope, optimism, efficacy, and endurance), which will promote overall IWB.

In their study, Bouckenooghe et al. (2014) explained how PsyCap influences the association between CL and job performance. In developing countries like Pakistan, the study (Jabeen, and Munir, 2018) emphasizes how to generalize the ideas of ethical leadership, psychological capital, and goal congruence. PsyCap was examined by Gupta and Singh (2014) as a mediating variable in the correlation between creative performance and leadership. PsyCap has a strong indirect effect on the association among authentic leadership, work engagement, well-being, and in-role performance (Adil & Kamal, 2019).

H4: PsyCap mediates the correlation between CL and IWB.

The definition of POS is employees play a major impact on the organization's success based on how much their employer organization values their determination and attention to their welfare (Eisenberger et al., 1990). Employees' opinions of their organization regarding organizational support have a vital role, as this definition indicates. In other words, POS (POS) is essential in two different ways. To begin, employees must perceive their organization's support in order to highlight organizational support. Second, companies or management systems should promote a positive working atmosphere.

POS is a portion of how an employee considers the company's treatment of them (Zagenczyk et al., 2009). According to Wiesenfeld, Raghuram, and Garud (2001), caring firms increase employees' feelings of being valued and acknowledged, which promotes their desire to try new things and helps them feel stimulated. The employment transfer process for social exchange opinion suggests that when workers receive their work demands, they also want the organization to achieve their requirements in the same situation (Rousseau, 2021; Siegrist, 2020), or variance in accomplishment in the psychological contract, it will have a negative impact on organizational results over time (Rousseau, 2021). According to Afsar and Badir (2015), the correlation between POS (POS) and IWB can be developed in the context of social trading activities.

Social exchange theory supports the variables i.e. POS, CL, PsyCap & IWB; we can delve into the essential principle's theory. In the context of CL, employees receiving coaching support from their leaders are likely to feel a sense of obligation to reciprocate by demonstrating improved performance and commitment to their work, aligning with the principles of social exchange.

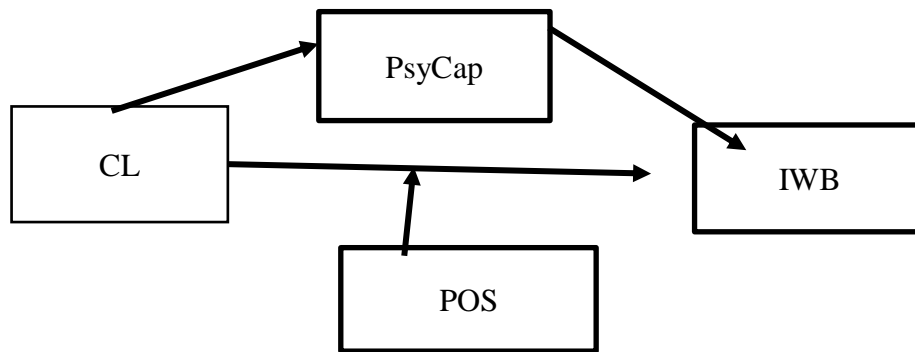
Moreover, when employees experience coaching that fosters IWB, they are more inclined to engage in creative problem-solving and idea generation, contributing to the organization's growth and development. This aligns with social exchange theory, where the exchange of support and resources in coaching relationships can lead to enhanced innovative behaviors. Additionally, the concept of psychological capital, which encompasses positive psychological states like optimism, resilience, self-efficacy, and hope, can be reinforced through coaching interactions. Leaders who provide coaching support that nurtures employees' PsyCap can strengthen the exchange relationship, as employees feel valued and supported, leading to increased motivation and performance.

Views of employees about organizational support can be improved by CL which places an emphasis on support and development. This creates a positive exchange dynamic that increases the likelihood that employees will devote their time and energy to the organization. In conclusion, by emphasizing the reciprocal character of connections in the workplace, the theory of social exchange supports the relationships between mentoring leadership, creative work behavior, psychological capital, and POS. In a give-and-take dynamic, leaders and employees work together to promote performance, innovation, well-being, and organizational commitment through growth, support, and good interactions.

H5: The association among CL & IWB is moderated by POS.

Figure 1 shows the conceptual framework. There are four variables in the framework. CL is the independent variable, IWB is the dependent variable, PsyCap is the mediating variable and POS is the moderating variable.

Figure 1
Conceptual Framework



Research Methodology

We used the Positivism philosophy and quantitative research strategy. According to the researcher, it is a standard for evaluating professional study and structure that supports the research questions (Bell, Bryman & Harley, 2022). The population of this study is Top-level Management (HODs, Directors) in the Healthcare industry operating in Punjab (Gujranwala).

An online questionnaire completed via Google Docs is used to gather data from employees. Hard copies of the questionnaire are sent to each individual by hand. In addition, every participant was requested

to provide details about their age, gender, education, work experience, industry, and kind of organization. Both manually distributing and collecting the questionnaires and using Google Forms are required.

All the measurement scales are adopted from previous research studies to ensure maximum reliability and validity. Five-point Likert scale is used to measure the responses with 1 = strongly disagree, 2 = disagree, 3 = Neutral, 4 = agree, and 5 = strongly agree. The respondent’s response on all the items is collected without the interference of the researcher.

Table 1
Summary of Measurement Instruments

Variables	Source	Items
CL	Ellinger, Ellinger, & Keller (2005)	5
PsyCap	Luthans, Avolio, Avey, & Norman, 2007	16
POS	Rhoades et al., 2001	5
IWB	Janssen, 2003	5'

The data analysis is done using SPSS 23.0, which is the statistical software for the social sciences. First, descriptive statistics offer details regarding the attributes of the research sample. The Cronbach alpha reliability tool is then used to confirm the validity of the constructs used in this investigation. Lastly, hypothesis testing also makes use of regression analysis and Pearson's correlation. The regression analysis has been used to predict the value of the dependent variable, IWB, as well as the effect of the independent variable on the dependent variable using mediating and moderating variables.

Analysis and Results

The analysis and results contain the following topics, demographics of gender, age, qualification, experience, descriptive statistics, correlation, analysis of regression and moderation, and mediation analysis. Gender is considered a crucial element in the field of demography as it distinguishes between the proportion of male and female employees within a given population sample. ‘

Table 2

Frequency by Gender

Gender	Frequency	Percent	Cumulative Percent
Male	194	64.7	64.7
Female	106	35.3	100
Total	300	100	

The ratio of study participants is displayed in Table 4.1. The above table shows that the ratio of male responses is 64.7%, while the ratio of female responses is 35.3%.

People often feel awkward answering questions about their age and don't want to share this information. One more demographic factor that we added is age. We collect age-related data about participants using a defined range or scale to ensure responder comfort.

Table 3

Frequency by Age

Age	Frequency	Percent	Cumulative Percent
20-29	41	13.7	13.7
30-39	130	43.3	57
40-49	85	28.3	85.3
49- 50 &above	44	14.7	100
Total	300	100	

The table shows the age distribution of responders. 43.3% of respondents belonged to the 30-to-39-year age group. Of all respondents, 13.7% belonged to the 20–29 age group and 43.3% to the 30-39 age group. In contrast, 14.7% of respondents were older than 49, and 28.3% of respondents were in the 40–49 age range.

We also employ varying ranges of experience time for Top-level Management, Health Care and Supportive Staff, Administration, and Managerial Staff in order to collect data regarding the tenure of respondents.

Table 4

Frequency by Experience

Experience	Frequency	Percent	Cumulative Percent
01-09 years	103	34.3	34.3
10-19 years	123	41	75.3
20-29 years	71	23.7	99
30 & above	3	1	100
Total	300	100	

The frequency of tenure of respondents regarding their jobs is displayed in Table 4.3. Employees from various categories completed the questionnaire. According to the above table, 41% of respondents have a tenure range of 10–19 years.

Education or qualification is yet another important demographic factor. Improving the strategic edge qualification opens up a variety of imaginative and successful paths for success and innovation. Most likely, education is a major factor in how creativity and innovation are portrayed.

Table 5

Frequency by Qualification

Qualification	Frequency	Percent	Cumulative Percent
Matric	8	2.7	2.7

Qualification	Frequency	Percent	Cumulative Percent
F. A	27	9	11.7
Graduation	132	44	55.7
Masters & above	133	44.3	100
Total	300	100	

*F. A = Faculty of Arts

Table 4.4 demonstrates that the majority of respondents 44.3% selected as a truly descriptive sample of the entire population had a Master's qualification or above. 44% of those surveyed have a bachelor's degree. 2.7% of respondents held a Matric qualification, whereas 9% of respondents held an F.A. certificate.

The definition of reliability is a process that produces consistent, comparable results over a range

of time intervals. When we repeatedly test particular objects or scales. Scale reliability is the capacity of a scale to produce consistent findings over repeated testing. According to Cronbach (1951), the appropriate range for Cronbach alpha is 0 to 1. When the value of Cronbach's alpha is higher, then data is more reliable. The scale is deemed dependable when the value of Cronbach's alpha is 0.7 and above; when the value is less than 0.7, the scale is deemed less reliable.

Table 6

Reliability Statistics (N=300)

Constructs	Cronbach's alpha	Items
CL	0.72	5
IWB	0.77	5
Psychological Capital	0.71	16
POS	0.75	5

The scale's reliability and the outcomes of the scales we utilized for the current investigations are displayed in the above table. The aforementioned table indicates that the components related to IWB have a Cronbach alpha value of 0.77 and CL has a value of 0.72. Cronbach alpha values for the PsyCap scale are 0.71, while those for POS are 0.75. All of the scales'

Cronbach alpha values are greater than 0.7, indicating that they are all dependable.

We have included some statistics in the table below that show the entire set of data. The factors understudied have descriptive statistics displayed in Table.

Table 7

Descriptive Statistics

Items	N	Minimum	Maximum	Mean	Std. Deviation
CL	300	2.4	5	4.2867	0.52594
Psy Cap	300	2.44	5	4.1127	0.38121
IWB	300	2.8	5	4.3513	0.46225
POS	300	3.2	5	4.3427	0.46227
Valid N (listwise)	300				

Descriptive Statistics (N=300)

Correlation analysis, which also examines the direction and degree of the link, covers the relationships between variables. The value range of correlation coefficients is limited to values between -1.00 and +1.00. Values of -1.00 indicate perfect negative correlations between variables, while values of +1.00 indicate perfect positive correlations. If a

correlation's value is between -1.0 and -0.5, it is considered high or strong. When the correlation coefficient lies between -0.5 and -0.3 or 0.3 and 0.5, it is considered to be moderate. When the correlation coefficient is between -0.3 and -0.1 or 0.1 and 0.3, it is considered low or weak. Ultimately, the absence of

any correlation between the variables is shown by a zero correlation.

Table 8

Correlation

Construct	1	2	3	4
CL	1			
POS	.510**	1		
IWB	.315**	.382**	1	
PsyCap	.412**	.375**	.717**	1

** Correlation is significant at 0.01 levels (2-tailed)

Relationships between variables are displayed in the table above. The aforementioned table's statistics demonstrate a significant and positive relationship between POS and CL, with $r = .510^{**}$ at $p < 0.01$. Additionally, the following table demonstrates a favorable and substantial association between IWB and CL, with $r = .315^{**}$ at $p < 0.01$. Additionally, CL and PsyCap have a strong and favorable link ($r = .305^{**}$ at $p < 0.01$).

Regression Analysis

By using mediating variables, the model seeks to explain and discuss the perceived relationship between the independent and dependent variables. The Preacher and Hayes technique was applied in the current study, and SPSS software was employed for the mediation analysis. The dependent variable, IWB (DV), and the independent variable, CL (IV), have been mediated by PsyCap in the current study.

Table 9

Mediating impact of PsyCap

Effects I.V on M		Effects M on D. V		Direct Effects I.V on D.V in the Occurrence of M		Total effects I.V on D. V		Bootstrap results for Indirect Effects	
β	T	B	t	β	t	β	t	LL	UL
0.317	6.768	0.714	15.42	0.2	3.22	0.347	6.72	95%	95%
								CI	CI
								0.16	0.41

*LLCI = Lower Limit Confidence Interval *ULCI = Upper Limit Confidence Interval'

β , t, and p-value values in the Table are all significant and less than 0.01, it concluded, that CL and PsyCap have a direct positive and significant association. Positive indicators for UL and LL both indicate that the hypothesis is accepted. Results presented that CL is significantly related ($\beta = 0.317$, $t = 6.768$, $p = 0.00$), indicating a certain level of the relationship. The findings indicate a positive correlation and a positive value for β .

According to this hypothesis, CL and PsyCap have a statistically significant positive association, as indicated by β value. The co-efficient of β is .317, means that 31% chance of PsyCap increasing with every unit change in CL. As a result, the findings in the table above offer compelling evidence in favor of accepting the hypothesis. As a result, hypothesis H2,

which states that CL and PsyCap are collated positively, is accepted.

The findings indicate that IWB and PsyCap have a positive and substantial link because both LL and UL have analogs positive signals and values of β , t, and p are significant. The results of this study indicate a substantial positive link ($\beta = .714$, $t = 15.42$, $p = 0.00$) between PsyCap and other variables. A positive correlation is indicated by the positive sign of the β value. Accordingly, the hypothesis's β indicates a statistically significant positive association between IWB and psychological capital. Furthermore, β coefficient value of .714 indicates that there is a 71% possibility of an increase in IWB for every unit change in psychological capital.

As a result, hypothesis H3, which states that IWB and PsyCap are positively correlated, is accepted. The table above indicates the association between CL and work behavior. This hypothesis was agreed upon. The current study's results ($\beta = 0.347$, $t = 6.72$, $p = 0.00$), with $\beta = 0.347$ indicates the relationship is positive. The probability of a one-unit change in CL leading to a 34% gain in PsyCap is shown by the β co-efficient of 0.347. Therefore, based on these values, it can be

said that hypothesis H1, which states that IWB and CL are positively correlated, is likewise accepted.

PsyCap plays a mediating role among CL & IWB, and H4 is accepted. This is due to the bootstrapped 95% confidence interval not containing zero for the indirect effect of CL on innovative behavior through psychological capital, which has upper and lower limits of 0.16 and 0.41.

Table 10

The moderating impact of POS

Variables	β	t	p	LL	UL
CL*POS	0.28	4.352	0	95%	95%
IWB				CI	CI
				0.13	0.25

The conclusion has been drawn from the analysis of regression ($\beta = 0.28$, $t = 4.352$, $p = 0.00$) supports hypothesis H5, which states that the table demonstrates the moderating effect of POS between CL and IWB. The association between CL and IWB is considered to be moderated by POS because $p=0.00$

indicates a significant value, and both LLCI and ULCI have positive indications, indicating moderation.

This table shows that the following hypotheses are accepted because all variables correlate positively with each other.

Table 11

List of Accepted Hypothesis

Hypothesis	Statement	Result
H1	CL has a significant impact on IWB.	Accepted
H2	CL has a significant impact on psychological capital.	Accepted
H3	PsyCap has a significant impact on IWB.	Accepted
H4	PsyCap mediates the relationship between CL and IWB.	Accepted
H5	The relationship between CL and IWB moderated by POS	Accepted

The research suggests that CL acts as a catalyst for enhancing employees' PsyCap by fostering positive psychological states such as optimism, resilience, self-efficacy, and hope. These heightened psychological resources, in turn, enable employees to exhibit greater levels of creativity, risk-taking, and problem-solving, thereby driving IWBs within the organization.

These conclusions recommend that employees' perception of organizational support acts as a moderator in the relationship between CL and IWB. When employees perceive strong organizational support alongside effective CL, their influence on their IWB is greater.

The research indicates that POS enhances the effectiveness of CL in fostering IWB among employees. Essentially, when employees feel valued, respected, and supported by their organization, the positive impacts of CL on encouraging innovation are

magnified. This suggests that a supportive organizational culture can bolster the impact of coaching practices on promoting creativity and innovation.

Conclusion

Data for the above understudied proposed hypothesis is gathered in this study from employees of the healthcare industry operating in Punjab, primarily from Gujranwala, including top-level management, administrative staff, managerial staff, and healthcare and supportive staff. The first hypothesis, H1, is supported for acceptance since it demonstrates the favorable connection between CL and IWB.

H2 and H3 are also accepted because coaching leaders positively and significantly correlate PsyCap with their employees, and H3 shows that IWB is significantly related to psychological capital. Accepted H4, PsyCap mediates the relationship of CL

& IWB. As a result, H5 was also accepted, indicating that POS modifies the correlation between CL and IWB.

Although a study has been done on the effects of CL on creativity, there isn't much information available about the direct correlation between CL and creative work practices. This bolsters the idea that conditioned factors play a critical role in encouraging employees to engage in innovative work practices (Tett & Guterman, 2000). According to our research, a positive conditional factor that supports employees' creative work practices is mentoring leadership. The findings of this study align with established leadership approaches, including transformational leadership and IWB (Afsar et al., 2014).

Thus, by emphasizing both the traits of a leader and the exchange of relationships between a leader and their followers, we infer that CL also fosters IWB (Hollander, 2009; Yin 2013). These results support the leadership process approach by demonstrating how CL actions alter employees' perceptions of the organizational environment in a way that promotes IWB.

Social exchange theory demonstrates the favorable connection between mentoring leadership

& creative work practices. This hypothesis looked at the direct connection between innovative work practices and CL. Specifically, we stress that workers disclose themselves when they have a good relationship with leaders in creative endeavors (Graen & Scandura, 1987). Additionally, we stressed that healthy working relationships encourage individuals to take calculated risks by not only generating new ideas but also advocating and carrying them out (Basu & Green, 2022). We found complete support for the direct relationship hypothesis, as per social exchange theory.

In difficult circumstances, greater adaptability and hope are anticipated the closer one is to the leader. People require both a person and objectives as their stable foundation because goals provide them a sense of security and achievement and because they become part of a to-do list following inspiration from CL. Therefore, the factors that support employees in making bold and creative decisions include a leader's approachability, assistance, concern, inspiration, and motivation. Thus, creative work practices can be promoted with the aid of leadership coaching.

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