

**CITY UNIVERSITY OF HONG KONG**  
香港城市大學

**The Research on the Mechanism of How Executive  
Managerial Coaching Behavior and Aggressive  
Humor Influence Subordinates' Engagement**  
高管的管理教練行為及攻擊型幽默對其下屬  
經理敬業度的影響及其機制研究

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**Zheng Fangshun**  
郑方顺

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## 摘要

隨著近年來組織環境的快速變化，企業內部管理方式出現了重大變革，命令式領導已經逐漸被教練式領導所取代。管理教練越來越受到學術界與實務界的重視。本研究從自我決定理論（SDT）的視角出發，從被教練者內在需求滿足的角度，剖析管理教練對經理人敬業度行為的影響機制。根據 SDT 理論，領導的管理教練行為對其下屬員工敬業度的影響機制，主要是基於員工三種基本需求的滿足和動機激發。管理教練充分滿足了員工的自主需要、勝任需要、歸屬需要，大幅提高員工的人-組織匹配與人-職位匹配，充分激發其內在動機，最終影響員工的敬業度表現。通過調研 66 組公司高管與其下屬經理共 310 對配對樣本，得到如下研究結論：

（1）高管的管理教練行為對其下屬經理敬業度有顯著的正向影響。

（2）人-職位匹配和人-組織匹配在高管的管理教練行為與其下屬經理敬業度的影響過程中起到部分中介作用。

（3）攻擊型幽默在高管的管理教練行為影響人-職位匹配和人-組織匹配的過程中起到負向調節作用。

本研究的意義如下：

（1）本文在自我決定理論（SDT）的基礎上展開規範實證研究，從新的理論視角豐富了管理教練領域的研究，提供了中國企業背景下管理教練研究結果。揭示出管理教練在激發員工內在動機方面的重要性，對管理教練的結果變量的深入研究提供有益的理論借鑒。

（2）確定管理教練結果，引起企業對管理教練的重視。本研究可能會增進

高管對於管理教練行為重要性的認識，以便企業內部的高層管理者更全面地瞭解管理教練的重要性，提高管理教練效果，明確其價值和意義，推動企業高管的教練行為對員工的行為產生正向影響。

(3) 本研究識別攻擊型幽默如何削弱管理教練行為對員工敬業度的正向影響，通過統計結果驗證了攻擊型幽默對高管的管理教練行為與其下屬經理人-職位匹配、人-組織匹配之間的關係具有負向調節作用，此研究對攻擊型幽默在管理教練行為及員工敬業度領域的研究作出一定的貢獻。

(4) 更好地通過管理教練激發經理人內在動機，引導經理人自我學習、自我發展、自我激勵。本文通過實證研究，揭示了管理教練在滿足經理人基本自我需求，激發內在動機方面的獨特作用，對於改善高管的管理教練行為，提高其管理教練技能，最終提高經理人的敬業度有著積極的推動作用。

關鍵字：管理教練行為，人-職位匹配，人-組織匹配，員工敬業度，攻擊型幽默

## Abstract

With the rapid transformations in the organizational environment in recent years, the enterprise internal management mode has undergone a significant change: commanding leadership has been gradually substituted by coaching leadership, and the academic circle is paying more attention to managerial coaching. Through the lens of the Self Determination Theory (SDT), this paper analyzes the psychological mechanism of how executive managerial coaching behavior influences managers' engagement and impacts the satisfaction of the trainees' inner needs. According to the SDT, the effects of Executive managerial coaching behavior on employee engagement are primarily correlated to the satisfaction of three basic psychological needs: Autonomy, Competence and Relatedness. Managerial coaching can help to foster employees' intrinsic motivation by satisfying all three needs and leveraging the Person – Job Fit (P – J Fit) and Person – Organization Fit (P – O Fit). The result, ultimately, is improved employee engagement levels.

The analysis below reflects the results of a study conducted on 66 executive groups which include 310 executive - subordinator pairs:

(1) Managerial coaching behavior has a significant positive impact on employee engagement.

(2) People - Job Fit and People - Organization Fit serve as an intermediary between the executive managerial coaching behavior and employee engagement within the psychological mechanism.

(3) The Aggressive Humor negatively moderates the relationship between managerial coaching behavior and P – J Fit and P – O Fit.

The significance of this study:

(1) Based on the Self Determination Theory (SDT), this study adopts both theoretical derivation and empirical analysis to explore the psychological mechanism of how managerial coaching behavior influences managers' engagement. It enriches the existing research on managerial coaching behavior with a new theoretical perspective and it offers a model of management coaching behavior for Chinese enterprises. The study also reveals the importance of managerial coaching behavior in fostering employees' intrinsic motivation and it provides a useful theoretical reference for further studies of managerial coaching as a variable.

(2) It explores the effects of managerial coaching behavior, drawing the attention of Chinese enterprises. The intention of this study was to improve senior executives' understanding of managerial coaching behavior and to provide them with a framework through which they can implement managerial coaching as an instrument to improve employee engagement within an organization.

(3) This study recognizes the weakening effect of aggressive humor on the relationship between managerial coaching and employee engagement, based on statistical results that show aggressive humor negatively moderates the relationship between managerial coaching and P – J Fit and P – O Fit.

(4) It helps senior executives to more effectively foster managers' intrinsic motivation through managerial coaching, which can lead managers to self-learning, self-development and self-motivation. Through the empirical research, the study examines the current situation of managerial coaching among Chinese enterprises and reveals the unique role that managerial coaching plays in satisfying three basic

psychological needs: Autonomy, Competence and Relatedness. It can help improve the execution of managerial coaching behavior and the development of coaching skills and, eventually, improve managers' engagement.

Key words: Management Coaching Behavior, Person - Job Fit (P – J Fit), Person - Organization Fit (P – O Fit), Employee Engagement, Aggressive Humor

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