

## Review Article

# Effects of Coaching and Supervision on Employee and Organizational Performances: The Case of Social Empowerment Program in Aceh, Indonesia

M. Ali Akbar<sup>1</sup>, Muhammad Adam<sup>2</sup>, Syafruddin Chan\*<sup>2</sup><sup>1</sup>Master of Management, Faculty of Economics and Business, Universitas Syiah Kuala, Indonesia<sup>2</sup>Faculty of Economics and Business, Universitas Syiah Kuala, Indonesia**Article History**

Received: 18.02.2020

Accepted: 11.03.2020

Published: 20.03.2020

**Journal homepage:**<https://www.easpublisher.com/easjebm>**Quick Response Code**

**Abstract:** This study aims to explore and analyze the relationship between coaching and supervision on the district social workforce performance and organizational performance of the Social Empowerment Program in Aceh Province, Indonesia. All 125 employees of the district social workforces of the Social Empowerment Program in Aceh Province, Indonesia were selected as the sample of the study. Questionnaires were distributed to respondents and analyzed using the Structural Equation Modeling (SEM) approach. The study found that coaching significantly influenced the district social workforce performance and organizational performance, while supervision is only found to affect the district social workforce performance, but did not affect the organizational performance. Besides, the district social workforce performance significantly mediated the effects of coaching and supervision on and organizational performance. These findings signify that to further improve the organizational performance; the focus should be given on enhancing the district workforce performance based on improving coaching and supervision activities.

**Keywords:** Coaching, Supervision, District workforce performance, Organizational performance, Mediating effect.

**Copyright @ 2020:** This is an open-access article distributed under the terms of the Creative Commons Attribution license which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use (Non-Commercial or CC-BY-NC) provided the original author and source are credited.

## INTRODUCTION

Poverty alleviation and community empowerment is one of the government programs that must be provided of the mandate of the law. The state, in this case, the government has a central role in alleviating poverty and improving the welfare of society. The role of government as public policy makers as well as in terms of providers and management of public budgets approves to fulfill the basic rights of the community as its constituents. To realize this goal, the government needs strong organizational tools and capable of carrying out quality social work programs.

The Aceh Social Service is the Aceh Provincial Regional Work Unit, Indonesia that carries out tasks in the areas of social welfare, empowerment, assistance and social rehabilitation. Amid the problems of social inequality in Indonesia, specifically, in the Province of Aceh, the role and performance of the Aceh Social Service became a problem that needed to improve the compatibility with social problems in all parts of the Aceh province.

As a community organization that is directly involved in social issues, the Aceh Regency

government needs to get more attention from local governments in the reform era. The reform era reshaped the good culture and identity of the government through social programs that were approved and implemented by the Aceh Social Service Office. More than that, the social welfare work program is an important agenda for regional heads and is an indication of the success of regional head leadership in Indonesia.

Since the era of regional autonomy began to open in the rule of Law No. 22 of 1999, the Aceh Social Service continues to increase its role in improving the social quality of people in Aceh Province, this is manifested in various forms of activities and social work programs that have been carried out with the help of the provincial expenditure budget or nation. However, the trend of the last five years proves that reality is increasing, and this can further hamper the realization of the mission and vision of the organization. Compared to 2015, the performance of the Aceh Social Service in 2016 was relatively declining with a budget acquisition rate of 94.05%. In 2017 and 2018, the realization even decreased to 90.21% and 83.09%. One of the most influential factors is the role and human resources.

To implement and achieve government work programs in the areas of community welfare, empowerment, social assistance and rehabilitation, the Aceh Social Service Office has employed 197 employees allocated in four fields, one secretariat and four Technical Implementation Units. The position of the State Civil Apparatus in the Aceh Social Service is also supported by 295 District Social Welfare Workers. The District Social Welfare Workers are workers who are given the duties, functions and authority by the Ministry of Social Affairs to assist the community in social activities carried out by the government, in partnership with social institutions at the village level such as Community Social Workers and Youth Organization.

The purpose of the existence of the Social Welfare Workers of this Sub-District is to ensure that the social programs that have been designed can be implemented well to achieve its goal of solving social problems in the community (Syawie and Bambang, 2013). However, not all District Social Welfare Workers have performance following the demands and needs of the Aceh Social Service Office and the District Office. When seen up close there are some District Social Welfare Workers who have not been able to do social mapping, counseling and guidance properly, then there are some of them who have not been able to make good assistance and participation in networking. Even in the administrative aspect there are still many District Social Welfare Workers who have not been able to make good reporting.

The results of an initial survey of the performance of the District Social Welfare Workers at the Aceh Social Service are still not fully in line with the expected standards. There are still many tasks and functions of the District Social Welfare Workers that have not been able to be carried out effectively, especially the role of the District Social Welfare Workers as coordinators and in conducting direct counseling and social guidance for the community. Then from the administrative aspect, the District Social Welfare Workers are also not optimally able to submit a complete and periodic written report. Precisely the performance of the District Social Welfare Workers is a factor that is very susceptible to change at any time because it is faced by various problems including unclear tasks and unclear functions (Syawie and Bambang, 2013: 2). During these conditions, the fostering and supervision of the District Social Welfare Workers become an important factor that needs to be carried out more quality so that the performance of the District Social Welfare Workers will be better.

The Development of the District Social Welfare Workers is every effort made by the Aceh Social Service to allocate the District Social Welfare Workers following their duties and functions, develop the District Social Welfare Workers following the

required standards, and set a balanced compensation pattern. When a person has been accepted as a District Social Welfare Worker, rights and obligations will also arise for the District Social Welfare Workers. The rules regarding rights and obligations are the basis of the development of the District Social Welfare Workers.

In contrast to office administration employees, the work of the District Social Welfare Workers at the Aceh Social Service is the implementation of social assistance in each assigned area in the sub-district. They are very tolerant in dealing with changes that occur in rural communities because the work of the District Social Welfare Workers is directly in contact with social behavior that is very heterogeneous. With these tasks, the development of the District Social Welfare Workforce is needed to improve the quality of performance, increase work discipline and can develop careers following their performance and ethics (Nurman and Nurmansari, 2014).

However, the status of the District Social Welfare Workers who are different from the status of the State Civil Apparatus or equal to the social workers often becomes an issue that is not easily fostered as a whole, let alone many of the District Social Welfare Workers have educational status and experience that is not entirely following the demands. This makes coaching tend less permanent and then impacts the work behavior of the District Social Welfare Workers. Sub-district Social Welfare Workers, Aceh Social Service is still a problem that affects employee performance considering that coaching is only done by the Aceh Social Service if there are obstacles, deviations or performance degradation after evaluation. If not, according to the District Social Welfare Workforce, coaching is still relatively rarely done by the Aceh Social Service, whereas the amount of guidance received by employees every month will be able to improve the objective performance of employees over time (Liu and Rosemary, 2010). Coaching influences the performance of the apparatus (Sari, 2016).

The existence of the District Social Welfare Workers, the Aceh Social Service in the Province of Aceh is very important, because it is an extension of the government in dealing with people experiencing social problems. Every report about the community, the District Social Welfare Workers quickly provide services. This proves that through the role of the District Social Welfare Workers the state is present in the community when needed. To realize the role of the District Social Welfare Workers sustainably, the knowledge and skills of the District Social Welfare Workers must always be improved through effective coaching patterns in line with the increasingly dynamic developments that occur in the Village.

With an effective coaching pattern, the expertise and experience of the District Social Welfare Workers will increase and then have a positive impact on the performance of the District Social Welfare Workers themselves and the Social Service. However, at this time the development of the District Social Welfare Workers is rarely carried out on an ongoing basis, after the recruitment and training phase of the District Social Welfare Workers in the initial stages of acceptance, the pattern of development of the District Social Welfare Workers has diminished so that it appears that the pattern of development of the District Social Welfare Workers is still not receiving serious attention and this condition will then reduce the performance of the District Social Welfare Workers.

Then supervision is also one of the factors that influence the performance of the Social Welfare Workers in the Aceh Social Service District. Supervision is part of increasing the utilization of the District Social Welfare Workers in carrying out social mapping tasks, counseling and social guidance, empowerment group assistance, participation and work networks, coordinator functions and facilitator functions. The implementation of these tasks by the District Social Welfare Workers, which are open and scattered in various sub-districts, was very prone to various problems and irregularities, these conditions made the District Social Welfare Workers need direct supervision at all times.

By carrying out its supervisory function effectively, the Social Service can direct the District Social Welfare Workers in carrying out their work properly and can direct discipline behavior positively so that supervision will be able to increase their adherence to all established rules (Social Service Office of Aceh Province, 2017). Supervision of the District Social Welfare Workers, both inherent and non-inherent, and carried out independently by the District Office is a routine activity process to ensure that the activities of the District Social Welfare Workers run efficiently and effectively, guaranteeing the realization of the orderly implementation of the Social Welfare Workers' tasks as well as increasing the compliance of members of the District Social Welfare Workers with applicable regulations (Social Service Office of Aceh Province, 2017). Through supervision, it will be known whether the District Social Welfare Workers in carrying out their duties per the rules outlined and what steps are needed if there are irregularities by the District Social Welfare Workers. With these activities, the performance of the District Social Welfare Workers, the Aceh Social Service will be even better.

District Social Welfare Workers Supervision is passive supervision that is not directly carried out in the District Social Welfare Workers activity location. The supervision of the District Social Welfare Workers which has been carried out so far is only through the

submission of reports conducted by the District Social Welfare Workers once a week. With this format, the activities of the District Social Welfare Workforce currently carried out are still not optimal, because the District Social Welfare Workers can only submit reports of zero work, as a result the Aceh Social Service does not necessarily know the obstacles and weaknesses that still occur in the field that need to be directed and recommended for improvement.

Supervision has also been a problem that also affects the performance of the District Social Welfare Workers at the Aceh Social Service, considering that the monitoring activities are still formal in nature without a comprehensive evaluation process for improvement. Even some officials who deal directly with the work of the District Social Welfare Workers do not optimally evaluate every report submitted by the District Social Welfare Workers so that the monitoring activities are still carried out half-way. The large number of data files that must be evaluated compared to supervisors makes supervision activities more tends to be formal in nature without any evaluation and improvement. As a result this condition not only worsened the performance of the Sub-District Social Welfare Workers themselves, but will have a broad impact on the achievement of the work program of the Aceh Social Service.

Considering the above research phenomenon, this paper intends to explore and analyze the relationship between coaching and supervision on the district social workforce performance and organizational performance of the Social Empowerment Program in Aceh Province, Indonesia. This study is important as its findings contribute to enrich the existing literature on enhancing performance based on coaching and supervision.

The next section of this study provides the relevant literature review in Section 2, followed by an empirical framework and data in Section 3. Before the conclusion is provided in Section 5, the findings and discussion are provided in Section 4.

## LITERATURE REVIEW

### Performance

Organization always strives to manage resources professionally to realize organization setting goals (Maduenyi *et al.*, 2015). Ariany and Roni (2013) define performance as a result of work related to organizational strategy goals, customer satisfaction and economic contribution. It is as the requirements and quality of achieving tasks, whether carried out by individuals, groups or organizations. High or low performance can be seen from the quantity and quality collected (Sasra *et al.*, 2015). Almatrooshi (2016) describes employee performance regarding the perceptions and overall assessments of individual employees in the field of work, and can also be used as a positive emotional status developed from individual

work experience.

### **Coaching**

Achi (2017) explains that coaching is a process of stimulating and helping a person or team to improve learning. It is defined as a close bond between managers and employees who implement several behavioral practices, a bond that aims to support employees in meeting common goals to increase satisfaction and performance. Meanwhile, Nurman and Nurmansari (2014) explain it as all efforts and activities regarding planning, organizing, financing, programming, coordinating the implementation and supervision of work effectively and efficiently to achieve goals with maximum results.

### **Supervision**

Supervision in the context of management is to oversee all tasks performed by subordinates to avoid mistakes, both technical and procedural errors (Rulandari, 2017). Dessler (2012) states that supervision is a standard setting, such as sales quotas, quality standards, or production levels; inspection to assess the actual work performance compared to established standards; take the necessary corrective action. Supervision in organizations is an important factor, because with supervision, the company's goals can be achieved. Supervision is increasingly needed by each organization. According to Syafii (2014), supervision is the process of determining what needs to be achieved namely standards, what is being done is the implementation of assessing the implementation and if necessary making improvements so that the implementation is in accordance with the plan that is in line with the standard (size).

### **Selected previous relevant studies**

There have been many previous studies examined the determinants of performance. For example, coaching has been investigated as a process to improve employee work performance (Pausa and Anne, 2014). As a one-to-one process helping others to enhance their role, grow and achieve higher levels of performance, by providing focused feedback, encouragement and raising awareness. Coaching becomes an important part of coaching to influence individual performance through three mechanisms for the acquisition of work-related knowledge and skills, increased motivation and work effort, and improved social learning processes (Liu and Rosemary, 2010).

Coaching applies several behavioral practices, a bond that aims to support employees in meeting common goals to increase satisfaction and performance (Achi, 2017). Coaching is a process to improve work performance (Pousa and Anne, 2014). It is a process of helping others to grow and achieve higher levels of performance, by providing focused feedback, encouragement and awareness. Coaching also becomes a process of empowering people that makes

development possible. Coaching has a significant effect on employee performance (Sari, 2016).

Coaching influences individual performance and organizational performance. Coaching involves one-to-one counseling related to work problems, using 360 degree feedback and proposals for improvement in the effectiveness of one's position. Coaching positively influences individual performance. As a consequence, organizational performance also increases (Utrilla *et al.*, 2014). Coaching as one of the most effective development intervention tools that leads to improved organizational performance because it affects different levels of the organization and aligns the improvement of employee skills with organizational goals (Achi, 2017). Bond and Seneque (2013) further support this view and claim that coaching aims to evaluate and improve employee and team performance, thereby increasing organizational productivity and efficiency. Coaching has a positive effect in improving organizational performance and productivity (Utrilla *et al.*, 2014).

On the other hand, supervision functions to find out the implementation of tasks or work assigned to employees are there obstacles that face it, if there is then the extent of its influence on the implementation of tasks to achieve organizational goals. Therefore supervision has a very important role to improve employee performance optimally (Ardiyanto *et.al*, 2017). Supervisors may not have to be a dominant factor affecting individual performance but supervision can help individuals gain competence and overcome work obstacles to achieve performance (Liu and Rosemary, 2010). There was an influence of supervision on the performance of staff in managing agency work programs (Solihim *et al.*, 2015). Supervision, although was not dominant, is one of the factors that contribute to improving individual performance (Liu and Rosemary, 2010). Supervision has a significant effect on employee performance (Sari, 2016).

Supervision is an inseparable part of every budget cycle (Soeradi, 2014). The effectiveness of monitoring affects the performance of government agencies (Syarienda *et al.*, 2018). Supervision activities help employees to set certain goals, provide constructive feedback on certain tasks, offer resources and advice for adopting new techniques and help employees understand broader organizational goals (Liu and Rosemary, 2010). There was a significant and weak positive relationship between the role of supervision and academic performance (Ankoma *et al.*, 2016).

In addition, coaching positively influences the performance of employees and organizational performance (Utrilla *et al.*, 2015). Coaching as one of the most effective development intervention tools lead to improving organizational performance because it affects different levels of the organization, including

individual employees and synchronizes individual performance into collective performance that lead to improvement in organizational performance (Bond and Seneque 2013). Although many studies have proven the direct influence of supervision on organizational performance (Soeradi. 2014: 35), indirectly the monitoring variable also influences organizational performance through employee performance. The effectiveness of monitoring affects employee

performance and its impact on government agencies (Syarienda *et al.*, 2018). Supervision activities help employees to set specific goals, provide constructive feedback on certain tasks, offer resources and advice for adopting new techniques and help employees understand broader organizational goals. Impact of employee performance improvement caused by improved supervision would consequently improve organizational performance (Liu and Rosemary, 2010).

Based on the above-reviewed studies, the study proposed the following research model to be estimated in the study.

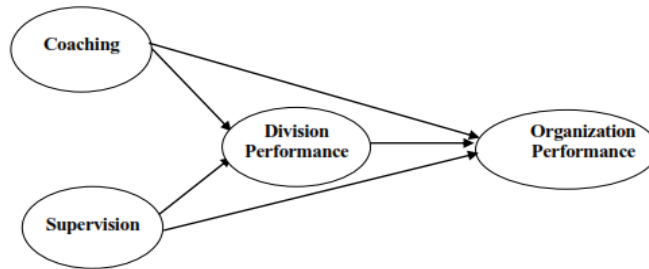


Figure 1: Proposed research model

Based on Figure 1, the following hypotheses are proposed to be examined:

1. Coaching affects division performance
2. Supervision affects division performance
3. Coaching affects directly organization performance
4. Supervision affects directly organization performance
5. Division performance affects organization performance
6. Coaching affects organization performance indirectly through division performance
7. Supervision affects organization performance indirectly through division performance

## RESEARCH METHOD

All 125 employees of the district social workforces of the Social Empowerment Program in Aceh Province, Indonesia were selected as the sample of the study. Thus, this study uses the census sampling technique.

To gather the data, questionnaires are distributed to all respondents. Likert scale is used to measure the indicators of all variables (i.e., coaching, supervision, division performance, and organization performance), categorized into: strongly disagree, disagree, agree, and strongly agree with the value of categories 1-5.

This study uses Structural Equation Modeling (SEM) as an analysis technique to test the influence among variables, using AMOS application. The advantages of SEM applications is its ability to confirm the dimensions of a concept or factor and its ability to measure the influence of existing relationships theoretically (Hair *et al.*, 2014). The Confirmatory Factor Analysis (CFA) in the SEM is conducted first to ensure that the indicators are in a fit condition. After the analysis, the SEM is used to test the theoretical model, which is based on a measure of goodness-of-fit.

Based on Figure 1, the estimated SEM equations can be stated as follows:

$$\text{Division Performance} = \gamma_{11}\text{Coaching} + \gamma_{12}\text{Supervision} + \zeta_1 \tag{1}$$

$$\text{Org-Performance} = \gamma_{21}\text{Coaching} + \gamma_{22}\text{Supervision} + \beta_{21}\text{Division Performance} + \zeta_2 \tag{2}$$

where Org-Performance is the organizational performance,  $\gamma_{ii}$  and  $\beta_{ii}$  are the estimated coefficients for each exogenous variables and  $\zeta_i$  is the structural error term.

## FINDINGS AND DISCUSSION

### Respondents of the study

The sample of this study is all 125 employees of the district social workforces of the Social Empowerment

Program in Aceh Province, Indonesia. Of 125 sample of the study, 23 of them (18.4%) aged less than 20 years old, 52 (41.6%) of respondents aged 20 to 30 years old, 21 employees (16.8%) aged 30-40 years old, and 29

employees (23.2%) respondents aged 41-50 years old. In term of gender, 86 employees or (70.4%) consisted of male and the rest 37 people (29.6%) consisted of female employees. In the view of level of education, 13 employees (10.4%) had high school level, 60 employees (48%) had Diploma degree, 50 employees (40%) had a Bachelor degree, and only 2 employees (1.6%) had a Master degree.

Finally, in term of work experience, 14 employees (11.2%) had work experience between 6-10 years, 23 employees (18.4%) had work experience between 11-15 years, 39 employees (31.2%) had work experience between 16-20 years, while employees had work experience over 20 years were 49 employees (39.2%). In short, the employees of the district social workers of the Social Service Office investigated in this study were dominated by male members with an average age level of 21-30 years old which is the productive age level for an employee to achieve the

performance expected by the organization that has an academic level of Bachelor degree having work experience of 20 years.

Next, the study proceeded to ensure the validity and reliability of the data. For these tests, the confirmatory factor analysis is conducted. Of 16 indicators used to measure five variables, all of them had a value of greater than 0.50, showing all of them were found to be valid and could be used for further measuring variables and analyzed their interaction with other variables.

Before the proposed SEM equations are estimated to explore the interactions between endogenous, mediating, and exogenous variables, to ensure the appropriateness of the estimated model, the study ensures the proper specification of our estimated model using the goodness of fit indices. The findings of the goodness of fit indices are reported in Table 1.

**Table 1:** Goodness of fit model measurement

Goodness-of-Fit Index	Cut-off-value	Finding	Remark
$\chi^2$ (Chi-Square)	Expected to be small	135.037	Fit
Probability	$\geq 0.05$	0.034	Good fit
CMIN/DF	$\leq 2.00$	1.047	Good fit
GFI	$\geq 0.90$	0.932	Good fit
AGFI	$\geq 0.90$	0.909	Good fit
CFI	$\geq 0.90$	0.993	Good fit
PNFI	0 - 1	0.345	Good fit
RMSEA	$< 0.080$	0.015	Good fit

As observed from Table 1, the study found that, except for  $\chi^2$ -Chi-Square Statistics that was found to be fit, all other goodness of fit indices were found to be a good fit. The estimated value of the goodness of fit indices was above the cut-off value, indicating that the overall estimated SEM models were best fit to provide the answer for the objectives of the study. These findings indicate that our estimated model was good fit enough to measure the interactions among variables and provide answers for the study's objectives.

After confirming fitness of the estimated model, the findings of the effect of coaching, supervision on division performance and their impacts on organizational performance are now reported in Table 2.

As illustrated in Table 2, the study found that both coaching and supervision have positive effects on the division performance at the 1% level of significance. The supervision is found to have a greater effect on division performance as compared to the effect of coaching on it. Specifically, as the supervision increased by 1 unit on the Likert scale, it leads to an increase in the division performance by 0.403 units in the Likert scale, while the division performance only increased by 0.294 units when the coaching increased by 1 unit on the Likert scale. These findings show the importance of supervision on improving the division performance.

**Table 2:** Findings of estimated SEM – Interactions among variables

Interaction among variables	Estimate	Critical Ratio
Division performance <--- Coaching	0.294***	4.715
Division performance <--- Supervision	0.403***	2.624
Organization performance <--- Division performance	1.043***	5.285
Organization performance <--- Supervision	0.293***	4.714
Organization performance <--- Coaching	0.039	0.522

Note: \*\*\* indicates significance at the 1% level.

Table 2 also showed the positive significance

of supervision on organization performance at the 1%

level. Particularly, as the supervision increased by 1 unit on the Likert scale, it leads to an increase in the organization performance by 0.293 units in the Likert scale. On the other hand, coaching was found to be insignificant in affecting organization performance. These findings once again showed the importance of supervision on improving the organization performance. This finding is not surprising, because without good and continuous supervision, young employees with low level of experience would face difficulties to accomplish the assigned complex official tasks, thus they need guidance from the supervisors. Besides, the study also found a significant positive influence of division performance on organization performance at the 1% level of significance. The organization performance is a collection of employees performance who works in certain divisions, thus if division performance increases, it would be a guarantee the organizational performance would also improve (Majid *et al.*, 2016; Hanaysha and Majid, 2018; Marlina *et al.*, 2018; Sativa *et al.*, 2018; Hanafi *et al.*, 2019; Sari *et al.*, 2019; Rukayah *et al.*, 2019; Amin *et al.*, 2019; Hariyonyoto *et al.*, 2019; and Qadariah *et al.*, 2019).

Our findings are in line with previous studies by Liu and Rosemary (2010) who found that coaching as important factor influencing employee performance through three mechanisms for the acquisition of work-related knowledge and skills, increased motivation and work effort, and improved social learning processes. Coaching is a process to improve work performance (Pousa and Mathieu, 2014) and to help employee achieve higher levels of performance by providing focused feedback, encouragement and awareness, thus it has a significant effect on both employee and organizational performances (Sari, 2016). Coaching positively influences individual performance, and consequently organizational performance (Utrilla *et al.*, 2015). Coaching as one of the most effective tools to improve organizational performance as it affects different levels of the organization and aligns the improvement of employee skills with organizational goals (Achi, 2017).

In addition, our findings are also supported by many previous studies. For examples, supervision is found to play a very important role in improving employee performance optimally (Ardiyanto *et al.*, 2017). Supervisors helped individuals gain competence and overcome work obstacles to achieve higher performance (Liu and Rosemary, 2010). Supervision is one of the factors that contribute to improving employee performance (Liu and Rosemary, 2010; Sari, 2016) and the performance of government agencies (Syarienda *et al.*, 2018).

Finally, as for mediating effect, the study found that the division performance has a significant mediating effect on the influence of supervision on organizational performance. In this case, the variable of

division performance acted as the partial mediator. On the other hand, the variable of division performance acted as the full mediator for the case of the influence of coaching on organizational performance. This is simply due to insignificant direct effect of coaching on organizational performance, while it effects only significant through the division performance.

These findings are in harmony with previous studies. For instances, coaching and supervision are found to be among the most effective intervention tools to enhance organizational performance at all levels of the organization, including individual employees and synchronizes their performance into collective performance that lead to improvement in organizational performance (Bond and Seneque 2013). The supervision is not only affected directly organizational performance (Soeradi. 2014: 35), but it indirectly affected organizational performance through employee performance. The effectiveness of supervision has an effect on employee performance and in turn on government agencies (Liu and Rosemary, 2010; Syarienda *et al.*, 2018). In short, our findings suggest that to further improve organizational performance, the emphasis should be given on improving division performance by focusing on enhancing coaching and supervision of employees.

## CONCLUSION

The study explored and analyzed the relationship between coaching and supervision on the district social workforce performance and organizational performance of the Social Empowerment Program in Aceh Province, Indonesia. To gather the data, 125 questionnaires have been distributed to all employees of the district social workforces of the Social Empowerment Program in Aceh Province, Indonesia and analyzed using the Structural Equation Modeling (SEM) approach.

Based on the SEM analysis, the study found that coaching significantly influenced the district social workforce performance and organizational performance, while supervision is only found to affect the district social workforce performance, but did not affect the organizational performance. In addition, the district social workforce performance significantly mediated the effects of coaching and supervision on and organizational performance. These findings signify that to further improve the organizational performance; the focus should be given on enhancing the district workforce performance on the basis of improving coaching and supervision activities.

Future researches on this topic would offer more comprehensive and robust findings by taking into consideration more factors affecting performances, both employees and organization. Covering more division of the organizations, both private and public into the analysis would also enrich the literature on the antecedents and consequences of employee and

organizational performances.

## REFERENCES

1. Achi, S. H. E. (2017). The impact of coaching on lebanese bank employee commitment and learning. *Sosial, Political and Economic Issues*. Arab Open University, Lebanon.
2. Almatrooshi Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 844-859.
3. Amin, F. B. Amri., & Majid, MSA (2019). Does staff performance mediate the effects of motivation, discipline, and allowance-based performance on the performance of Regional Planning Development Agency. *IOSR Journal of Business and Management*, 21(1), 52-58.
4. Ankoma, V., Rosemary. S., & Bashir, M. (2016). The role of Effective Supervision on academic performance of Senior High Schools in Ghana. *Journal of Arts and Humanities*, 5(4), 73-83.
5. Ardiyanto, R. Eko., & Wachid, H. (2017). The influence of supervision and motivation on employee performance (A case in the public works office of Bina Marga Kabupaten Cianjur). In *International Conference on Economic, Business, and Accounting* (Vol. 1, No. 1, pp. 118-118).
6. Ariany, R., & Roni, P. E. (2013). Analisis Kinerja Organisasi Pemerintah dalam Memberikan Pelayanan Publik di Kota Pariaman. *MIMBAR: Jurnal Sosial dan Pembangunan*, 29(1), 33-40.
7. Bond, C., & Seneque, M. (2013). Conceptualizing coaching as an approach to management and organizational development. *Journal of Management Development*, 32(1), 57-72.
8. Dessler, G. (2012). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Prenhallindo.
9. Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM). *European Business Review*, 26(2), 106-121.
10. Hanafi, A. S., Bahri, S., & Majid, M.S.A. (2019). Effect of Organizational Structure, Job Analysis and Leadership Style on Work Motivation and Its Impact on Performance of Employees. *JPAS (Journal of Public Administration Studies)*, 4(1), 39-45.
11. Hanaysha, J. R., & Majid, M. (2018). Employee motivation and its role in improving the productivity and organizational commitment at higher education institutions. *Journal of Entrepreneurship and Business*, 6(1), 17-28.
12. Hariyonyoto, F. R., Musnadi, S., & Majid, M. S. A. (2019). Effect of Organizational Commitment, Job Satisfaction and Work Insecurity on Turnover Intention and Its Impact on the Organizational Performance of Bank Aceh Syariah. *The International Journal of Business Management and Technology*, 3 (4), 23-32.
13. Liu, X., & Rosemary, B. (2010). How supervisors influence performance: A multilevel study of coaching and group management in technology-mediated services. *Personnel Psychology*, 63(2), 265-298.
14. Maduenyi, S., Oke, A. O., Fadeyi, O., & Ajagbe, A. M. (2015). Impact of organisational structure on organisational performance. *International Conference on Development Issues (CU-ICAD)*. Departement Business Management.
15. Majid, M. S. A., Basri, H., Nopita, E., & Fahlevi, H. (2016). The effect of organizational culture, leadership style, and functional position on organizational commitment and their impact on the performance of internal auditors in Aceh, Indonesia. *BRAND. Broad Research in Accounting, Negotiation, and Distribution*, 7(1), 37-50.
16. Marlina, D., Majid, M. S. A., & Madjid, I. (2018). Mediated Effect of Motivation on the Influences of Emotional Intelligence and Competency on Employees' Performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 20(8), 27-35.
17. Nurman., & Nurmansari. (2014). Efektivitas Pembinaan Pegawai Pada Kantor Badan Kepegawaian Daerah Di Kabupaten Bengkalis. *Jurnal Relevansi, Akurasi Dan Tepat Waktu (RAT)*, 3(1), 418-423.
18. Pousa, C., & Anne, M. (2014) The influence of coaching on employee performance: Results from two international quantitative studies. *Performance Improvement Quarterly*, 27(3), 75-92.
19. Qadariah., Majid, M.S.A., & Idris, S. (2019). Mediating Effect of Employee Performance on the Influences of Job Embeddedness, Self-efficacy, and Organizational Commitment on the Public Organizational Performance? *IOSR Journal of Business and Management (IOSR-JBM)*, 21(2), 55-62.
20. Rukayah, S. M., & Majid, M. S. A. (2019). How important are Motivation and Job Satisfaction in Mediating the Effects of Compensation And Organizational Culture on Employee Performance?. *Regulation*, 4(46), 318-325.
21. Rulandari, N. (2017). The effect of supervision and professionalism on staff performance at the Office of Social Affairs in East Jakarta Administrative City. *International Journal of Humanities and Social Sciences*, 7(2), 76-85..
22. Sari, F. (2016). Pengaruh pembinaan dan pengawasan terhadap kinerja aparatur Inspektorat Kota Palu. *Katalogis*, 4(3), 13-21.
23. Sari, Y., Faisal., & MAjid, M.S.A. (2019). How Do Work Stress and Workload Influence Work Motivation and Performance of Employees of the State-Owned Banks in Indonesia?. *East African Scholars Journal of Economics, Business and*



- Management*, 2(6), 333-340.
24. Sasra, R. Y., Lubis, A. R., & Chan, S. (2015). Pengaruh kompetensi, pendidikan dan pelatihan serta penempatan pegawai terhadap pengembangan karir dan dampaknya terhadap kinerja pegawai Sekretariat Daerah Provinsi Aceh. *Jurnal Manajemen Pascasarjana Universitas Syiah Kuala*, 4(2), 237-247.
  25. Sativa, O., Yunus, M., & Majid, M. S. A. (2018). The influence of organizational culture and job satisfaction of workmotivation and its impact on the performance of employees of PT. PLN (Persero) Region of Aceh. *Jurnal Manajemen Inovasi*, 9(1), 14-25
  26. Social Service Office of Aceh Province. (2017). *Panduan TKSK*. Jakarta: Kementerian Sosial dan Tim Nasional Percepatan Penanggulangan Kemiskinan.
  27. Soeradi, H. (2014). *Pengelolaan Keuangan Negara di Era Otonomi*. Yogyakarta: Graha Ilmu.
  28. Solihin, I., Zenju, N. S., & Hernawan, D. (2017). Pengaruh pengawasan lurah terhadap kinerja staff dalam pengelolaan program perekaman e-KTP di Kelurahan Margajaya Kecamatan Bogor Barat Kota Bogor. *Jurnal Governansi*, 1(2), 111-124.
  29. Syafii, I.K. (2014). *Manajemen Pemerintahan*. Jawa Barat: Pustaka Reka Cipta.
  30. Syarienda, Y., Basri, H., & Fahlevi, H. (2018). Problematika Penerapan Akuntansi Berbasis AkruaL Pada Pemerintah Daerah Aceh Tengah. *Jurnal Perspektif Ekonomi Darussalam*, 4(1), 56-68.
  31. Syawie, M., & Bambang, P. (2013). *Kinerja Tenaga Kesejahteraan Sosial Kecamatan (TKSK) Dalam Pembangunan Kesejahteraan Sosial*. Jakarta: P3KS Press.
  32. Utrilla, P. N. C., Grande, F. A., & Lorenzo, D. (2015). The effects of coaching in employees and organizational performance: The Spanish Case. *Intangible Capital*, 11(2), 166-189.