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## **The Effect of Managerial Coaching Behavior, Organizational Commitment, and Employee Psychological Capital on Job Satisfaction and Employee Performance in Regional Office of DJKN Aceh**

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### **Abstract**

This research examined the effect of Managerial Coaching Behavior, Organizational Commitment, and Employee Psychological Capital on Job Satisfaction and Employee Performance in Regional Office of the Directorate General of State Property (DJKN) Aceh. The population in this study was all employees of the Regional Office of DJKN Aceh as many as 128 people. The number of sample was determined by the census method, so that the number of sample is the same as the population. The research model was analyzed using Structural Equation Modeling (SEM) through the use of the Amos application. The result proved that Managerial Coaching Behavior significantly affected Employee Satisfaction, Organizational Commitment significantly affected Employee Satisfaction, Employee Psychological Capital significantly affected Employee Satisfaction, Managerial Coaching Behavior significantly affected Employee Performance, Organizational Commitment significantly affected Employee Performance, and Employee Psychological Capital significantly affected employee performance. This tested model is the novelty of research in the field of management, where the influences between variables were proven to be significant at the Regional Office of DJKN Aceh. This proof can be the basis for further research, where further research can develop this model by adding other variables such as moderating variables in the form of gender or age, which can strengthen the influence of Managerial Coaching Behavior, Organizational Commitment, and Employee Psychological Capital both on job satisfaction and employee performance.

**Keyword:** Managerial Coaching Behavior, Organizational Commitment, Employee Psychological Capital, Job Satisfaction, Employee Performance.

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### **1. Introduction**

The Regional Office of the Directorate General of State Property (DJKN) Aceh is a vertical government agency within the DJKN that is passionate about carrying out coordination, technical guidance, control, evaluation and task implementation in the field of state property, state receivables and auctions according to the duties and functions of the Regional Office DJKN in Regulation of the Minister of Finance (PMK) Number 170 / PMK.01 / 2013 concerning Organization and Administration of Vertical Agency Offices of the Directorate General of State Property. In running its organization, DJKN Aceh has organizational performance targets that must be achieved every year.

The success of an organization is certainly influenced by the performance of the employees involved in it. Every organization or company must continue to strive to improve employee performance, with the expectation that organizational goals must be achieved. One of the ways that organizations take to improve employee performance is to ensure that employees feel job satisfaction. There are many variables that have been recognized academically that can affect the level of job satisfaction of employees within the company. Among them are Managerial Coaching Behavior (Ellinger, Ellinger, Bachrach, Wang, & Baş, 2011), Organizational Commitment (Ahmed, Farooq, & Iqbal, 2014) and Employee psychological capital (Olaniyan & Hystad, 2016).

There have been many previous researchers who examined the relationship between Managerial Coaching Behavior and performance, both employee performance and organizational performance. However, there are still not many who take the angle of the application of managerial coaching behavior that leads to the use of analogies and scenarios from various situations in the company based on practical experiences that have been published so far. Managerial Coaching Behavior is defined as the only formal development process carried out by a company to develop the leadership capabilities of its employees. This study tries to contribute to how managerial coaching behavior as a managerial instrument to improve employee satisfaction and performance is further explored, not only relying on suggestion based on one on one meetings or interview sessions as has been done so far (Kalkavan & Katrinli, 2014), but also using analogies and scenarios in addition to the previously explored case examples.

Another variable that also affects satisfaction is organizational commitment. According to (Griffin, Petterson, & West, 2001), organizational commitment is an attitude that reflects the extent to which an individual recognizes and there is an attachment to the organization. An employee who has a high commitment will probably see himself as a true member of the organization. On the other hand, someone who has low commitment views himself as not a part of his organization, so that the level of concern for organizational progress resulting from employee performance is not something he should strive for. This attitude makes him feel less satisfied in working at the company (Rizqina, Adam, & Chan, 2017).

In addition, the employee psychological capital variable is also one of the variables that can determine the level of satisfaction of employees in the workplace (Olaniyan & Hystad, 2016). The term Psychological Capital refers to the resources of people in an organization which means the skills, knowledge and abilities of employees. However, you may not have heard of psychological capital. It has proven to be important for employee performance and well-being. Because in principle, the accumulation of all skills, abilities and knowledge that the company has becomes a psychological capital that can affect not only employee job satisfaction but also have an impact on employee performance itself.

By looking at the phenomena described above, the authors feel interested in raising the problem to what extent factors, Organizational Commitment, Education & Training and Work Motivation have an impact on Employee Performance through Job Satisfaction at the Regional Office of the Directorate General of State Property (DJKN) Aceh.

## **2. Literature Study**

### **Employee Performance**

Performance can be thought of as the behavior / way in which organizations, teams and individuals do work (Armstrong & Taylor, 2014). According to (Singh & Jain, 2013) Employee

performance is the results achieved by a person based on the prevailing measures for a job. Performance is a condition related to an organization's success and success in carrying out its mission, that can be measured from its productivity level, quality of its service, responsiveness, responsibility and accountability (Hamid, 2015). According to (Mangkunegara, 2013) performance can be expressed as a result of work in quality and quantity that can be achieved by a worker in carrying out tasks in accordance with the responsibilities assigned to him.

(Zainal, 2015) describes that performance is a result of the job or the level of person success as a whole at a certain period in the implementation of his duties compared to a standard of work results, targets, targets or criteria that have been predetermined and have been mutually agreed. So it can be stated that performance is part of the work process which can be a measure of the success of a job. Employee performance can be assessed by measuring it by looking at work results based on indicators of job performance. Performance measurement is intended to compare the performance standards with their implementation. The comparison is of course determined based on the organization's future projections. This means that if there is a mismatch that occurs, it can be corrected in the process of implementing future work so that performance will continue to improve.

From some literature, of course, it can also be summarized that employee performance in this study is the same as the previous employee performance concept, namely how the employee's work results during a certain period. Although several references related to indicators and measurement concepts regarding employee performance have different packages, this study has determined the use of measurement indicators by considering their suitability with gaps on research variables, namely employee performance, so as to produce valid and reliable data to answer the research hypothesis. According to (Singh & Jain, 2013) which states that there are several indicators to measure employee performance, namely: (1) Quality: the quality of work achieved based on terms of suitability and readiness; (2) Quantity: the amount of work performed in a specified period; (3) Timeliness: work can be completed within the stipulated time; (4) Effectiveness: willingness to cooperate with other people or fellow members of the organization; (5) Independence: awareness to be trustworthy in terms of attendance and work completion; and (6) concerning personality, leadership, hospitality and personal integrity towards the company.

## **Job Satisfaction**

(Razak & Ismail, 2018) revealed that job satisfaction is a general attitude of a person towards his job that shows the conformity between the person's expectations that arise with the rewards given for his work. (Jalal & Zaheer, 2017) defined job satisfaction as “..... the favorableness or unfavorableness with employes view their work”. (Robbins & Judge, 2017) explained job satisfaction refers to someone's positive feelings about their job which is the result of an evaluation of the characteristics of the job. In this sense, the work of a person is meant more than just activities that organize papers, write a program code, wait for customers, or even drive a truck. Every job generally requires an interaction with colleagues and superiors, follows all organizational rules and policies, meets existing work and performance standards, accepts less or less ideal working conditions, and also other conditions.

One of the theories related to other satisfaction is the Two Factor Theory. This theory was introduced by (Herzberg, 2003), which revealed that there are two factors that determine job satisfaction, namely intrinsic factors and extrinsic factors. In addition, there is also a theory regarding the mention of health and satisfying factors in the workplace as well as causing job satisfaction, while there are other factors that actually cause dissatisfaction. Basically, it can be stated that job satisfaction and dissatisfaction are variables that are related and opposite to one

another. Thus, from some of these descriptions it can be summarized that job satisfaction is a picture of positive feelings or positive emotional conditions psychologically from a person on his job, thus forming certain attitudes and behaviors of an employee towards work or organization according to what he feels. Two factors. This theory was introduced by

To measure it, in this study the researchers chose to use indicators according (Parvin & Kabir, 2011) namely: (1) Salary, which is an amount of payment received by a person as a result of the implementation of a job. This salary indicator is related to whether there has been a match between what is paid for the job, and there is a sense of justice in it. The greater the financial rewards received will have an impact on increasing job satisfaction, (2) The job itself, namely the content and type of work done by a person has elements that satisfy him. In more detail, what is meant here is what is called work content. What are the obligations that must be performed by an employee? If it is in accordance with expectations, it will certainly have an impact on increasing job satisfaction. (3) Colleagues, namely friends in the work environment, where someone always interacts in the implementation of their work. A person may have the feeling that his co-workers are very pleasant or unpleasant. Cooperative co-workers will increase job satisfaction, (4) Bosses, namely someone in the job who always gives commands or instructions in carrying out work. The ways of a boss in leading can be fun or unpleasant and this will affect one's job satisfaction. Superiors who nurture and have the character of a leader and problem solvers will be able to increase employee job satisfaction, and (5) Promotion, which is the possibility of someone developing through an promotion to a position or not, or the condition of a closed or open promotion process that can affect feelings satisfied or not an employee in pursuing a career. Promotion that is commensurate with the results of employees' efforts will increase job satisfaction because the company is considered to give fair appreciation to the efforts that have been made by employees.

### **Managerial Coaching Behavior**

In a changing and developing world, training has become an important phenomenon for not only managers and employees, but also organizations and has fulfilled the requirements as a basis for formulating strategies for change and organizational development processes. (Kalkavan & Katrinli, 2014). Managerial training is defined as a formal one-on-one employee development process, where a contract occurs between one or more professional trainers and management level clients with the aim of improving the client's managerial and / or leadership performance by frequently using learning activities and actions. In managerial training, managers as coaches, managers also often play the role of coaches for coaching individuals or employees in daily interactions that focus exclusively on achieving work goals. (McLean, Yang, Kuo, Tolbert, & Larkin, 2005).

The concept of managerial training has recently grown in importance as evidenced by the Chartered Institute of Personnel and Development (CIPD) (2006). Furthermore (Beattie et al., 2014) emphasizes the important role of managers as an important channel of learning induction, stretching job design, provision of training (both for the poor, or new, performers and for novice stars), for the assessment of developmental needs both formally in the annual performance management cycle and informally as necessary or appropriate.

From the definitions described by the experts above, it can be concluded that managerial coaching behavior has an effect on organizations and employees, which can improve job performance, develop self-awareness, increase employee satisfaction, and increase job satisfaction and subordinate satisfaction with related superiors. . In this study, researchers used

the Managerial Coaching Behavior indicator according to (Kalkavan & Katrinli, 2014) which consists of: (1) Using analogies, scenarios, and examples to help me learn The meaning of whether the coaching session that was conducted could be useful for him, (2) Broadening my perspective by helping me see the big picture. It means whether the coaching session can broaden the employee's horizons, (3) Give me constructive feedback. What does the coaching session mean to ensure that the interaction really helps me, (4) What does the coaching session mean for her, (5) Doing my job more effectively. The meaning is whether the coaching session can be carried out effectively, (6) Asking questions, rather than providing solutions. The meaning is whether the coaching session that is carried out can only be an interrogation and not a solution, (7) Expectations for broader organizational goals. The meaning is whether the coaching session carried out can provide insight into the long-term goals that the company will achieve.

### **Organizational Commitment**

Organizational Commitment Commitment in the present is very important in a company that must be owned by employees. Where the commitment here will greatly affect the responsibilities that must be carried out by employees and the work done by employees. Organizational commitment according to (Chan & Ao, 2019) is a psychological condition that explains the relationship between employees and the organization or whether employees' ties will survive or not in the organization, which is identified in 3 dimensions, namely affective commitment, continuance commitment and normative commitment. Commitment is a behavior or action taken in carrying out work, and these actions will have an impact on work results, both positive and negative depending on what each individual employee carries out. (Mathis & Jackson, 2006) revealed that the definition of organizational commitment is the degree to which employees believe and are also willing to accept the goals of the organization. Commitment is related to the attitude of employees to stay or leave the organization (Sopiah, 2008).

In this study, researchers used indicators of organizational commitment according to (Mas'ud, 2004) which consists of: (1) Feelings of belonging to the organization. How much confidence in him that he is an important part of the organization, (2) Pride in the organization. The meaning of pride as part of the organization, (3) Caring for the organization. This means how much he cares about the organization, including his contribution to the problems that exist within the organization, (4) a strong desire to work for the organization. The desire to live and are reluctant to move to another place, (5) Strong belief in organizational values. Believing that the values and culture that exist within the organization are positive in order to achieve goals, (6) A great willingness to strive for the organization.

### **Employee Psychological Capital**

Psychological Capital is based on the area of positive organizational behavior. Psychological capital can refer to a set of resources that a person can use to help enhance their performance at work and their success. It includes four different resources - self-efficacy, optimism, hope, and resilience. What is important, psychological capital can also be developed and trained. People can build more of these resources (Rego, Sousa, Marques, & Cunha, 2012). Psychological Capital can be revealed as: the positive psychological development of a person and is characterized by: (1) having the confidence (self-efficacy) to make the necessary efforts to succeed in a challenging task; (2) have positive attributions (optimism) about present and future successes; (3) is determined to achieve goals and, if necessary, direct the path to successive goals

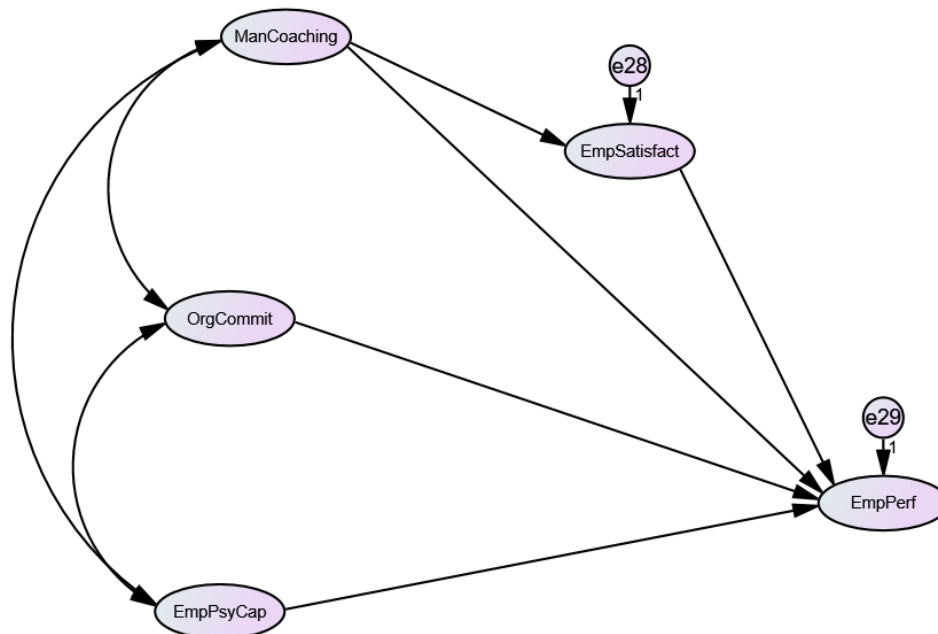
(expectations) of success; and (4) when faced with problems and difficulties, being able to maintain and bounce back to achieve success.

According to (Rego et al., 2012), the employers and its employees alike benefit from psychological capital. Employees who have high psychological capital outperform other employees. It is known companies care about employee performance. These findings suggest that organizations should help to develop the employee psychological capital. Some previous researches found that supervisory support and company culture can enhance the employee psychological capital. If companies ensure that they have a positive culture and also its supervisors are supportive, employees will have the better psychological capital and, thus, perform better. In addition, employees with highly psychological capital also definitely have better welfare. One study found that when these workers had work-life balance problems, they were less likely to burn out.

Employee Psychological Capital can be measured using the following indicators: (1) I feel confident representing my work area in meetings with management (self-efficacy); It means that employees have high self-confidence, (2) When things are uncertain for me at work, I usually expect the best (optimism); The meaning of employees has a high sense of o, (3) I can think of many ways to reach my current work goals (hope); This means that employees have hope to be better, (4) I usually take stressful things at work in stride (resilience). This means that employees can deal with stress that arises in the workplace.

### Research paradigm

From the discussion of the problems and previous research literatures, the researchers formulated the research paradigm and hypothesis which are described as follows.



**Figure 1. Research Framework**

Ha1: Managerial Coaching Behavior significantly affected Job Satisfaction at the Regional Office of DJKN Aceh.

- Ha2: Organizational Commitment significantly affected Job Satisfaction at the Regional Office of DJKN Aceh.
- Ha3: Employee Psychological Capital significantly affected Job Satisfaction at the Regional Office of DJKN Aceh.
- Ha4: Managerial Coaching Behavior significantly affected Employee Performance at the Regional Office of DJKN Aceh.
- Ha5: Organizational Commitment significantly affected Employee Performance at the Regional Office of DJKN Aceh.
- Ha6: Employee Psychological Capital significantly affected Employee Performance at the Regional Office of DJKN Aceh.
- Ha7: Job Satisfaction significantly affected Employee Performance at the Regional Office of DJKN Aceh.

### 3. Research Method

This research was conducted at the Regional Office of the DJKN in Aceh, or it could be called the Regional Office of the DJKN Aceh. The research variables are Managerial coaching behavior, Organizational Commitment, Employee psychological capital, Job Satisfaction, and also Employee Performance. The population in this study was all workers of the Regional Office of DJKN Aceh as many as 128 people. The technique for determining the number of research samples uses a census technique (total sampling) or it can be called a saturated sampling technique. Data obtained through the use of a questionnaire. The variable measurement scale used in this research was a Likert scale which functions to measure the variable indicators that produce ordinal data.

The research model was analyzed using Structural Equation Modeling (SEM) through the use of the Amos application. SEM, or Structural Equation Modeling, is a set of statistical techniques that allows testing a series of relatively 'complex' relationships simultaneously. (Ferdinand, 2014). SEM have the ability to explain both direct and indirect (direct or indirect) effects between interrelated variables and produce the sum of the effects of the two indirect and direct effects in contrast to multiple linear regression which relates only to direct effects (Westland, 2012). By using SEM, latent variables can be easily measured by one measure. Before testing the hypothesis, confirmatory factor analysis (CFA). CFA in SEM needs to be done to ensure that the indicators are in a fit condition (Silva & Alwi, 2008).

The equation written based on the depiction of the research path diagram is a description of the Structural equation which is formulated to express the effect of causality between various constructs..

$$\mathbf{V\ endogenous = V\ exogenous + error}$$

$$\eta = \gamma_{1.1}\xi_1 + \gamma_{1.2}\xi_2 + \gamma_{1.3}\xi_3 + \zeta_1$$

$$\eta = \gamma_{2.1}\xi_1 + \gamma_{2.2}\xi_2 + \gamma_{2.3}\xi_3 + \beta_{21}\eta_2 + \zeta_2$$

or

$$\text{Job Satisfaction} = \gamma_{11} \text{Managerial coaching behavior} + \gamma_{12} \text{Komitmen Organisasi} + \gamma_{13} \text{Employee psychological capital}$$

$$\text{Employee Performance} = \gamma_{11} \text{Managerial coaching behavior} + \gamma_{12} \text{Komitmen Organisasi} + \gamma_{13} \text{Employee psychological capital} + \gamma_{14} \text{Kepuasan Kerja} + \zeta_2$$

Where:

$\gamma$  : The magnitude of the influence of exogenous variable on endogenous latent variable

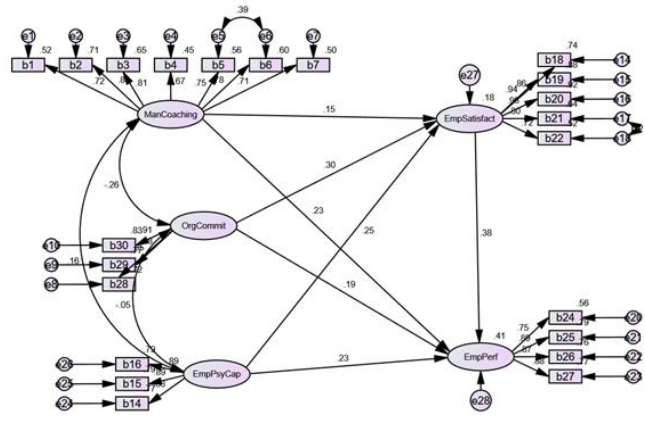
$\beta$  : The magnitude of the influence of endogenous variable on endogenous variable

$\zeta$  : The magnitude of the vector error in the structural relationship between variables

To test the mediating variables, this study uses the Sobel test. The mediation hypothesis focuses on an exogenous variable (independent) affecting the endogenous variable (dependent) through more variables or one of the mediations called the intervening variable (mediator). According to (Baron & Kenny, 1986) The intervening variable is called a variable which can affect the relationship between the predictor variable (exogenous) and the criterion variable (endogenous). The researcher attempts to assess the extent of the influence of exogenous variables on endogenous variables, whether directly or indirectly through a mediator, as the method has been described by (Iacobucci, 2010). To test the hypothesis of the indirect relationship between variables in the research model, the Sobel calculator is used. Testing the mediating effect (mediating effect) in this study used an approach (Ma'ruf, 2005).

**Results and discussion of the mediating effect in this study used an approach**

The structural model tested that explains the analysis of the effect between variables is presented in the following path diagram.



**Figure 2. Structural Model**

The test result of the full model of the direct effect hypothesis after fulfilling the SEM assumptions are more clearly shown in the following table:

**Table 1. Hypothesis Testing Results**

			Estimate	S.E.	C.R.	P	Beta
EmpSatisfact	<---	ManCoaching	.148	.073	2.033	.042	.150
EmpSatisfact	<---	OrgCommit	.243	.060	4.075	***	.301
EmpSatisfact	<---	EmpPsyCap	.170	.030	5.449	***	.253
EmpPerf	<---	ManCoaching	.248	.071	3.492	***	.232
EmpPerf	<---	OrgCommit	.165	.033	5.451	***	.194
EmpPerf	<---	EmpPsyCap	.169	.031	5.450	***	.234
EmpPerf	<---	EmpSatisfact	.412	.078	5.280	***	.381

Source: Questionnaire / Primary Data, 2020 (processed)



From table 1 above, it explains the proof of the direct effect per hypothesis, which is explained as follows:

### **H1 : Managerial Coaching Behavior significantly affected Employee Satisfaction**

Based on the test results table, it can be seen that the result of testing the Effect of Managerial Coaching Behavior on Employee Satisfaction produces a Critical Ratio (CR) value of 2.033 and a significance value based on the probability value (P) of 0.042. The two values generated prove that hypothesis 1 has met the requirements for acceptance, namely a CR value higher than 1.96 and a probability value lower than 0.05. Based on these results, it can be stated that the effect of Managerial Coaching Behavior on Employee Satisfaction was significant, and hypothesis 1 is proven to be accepted. The amount of the P coefficient. The influence of Managerial Coaching Behavior on employee satisfaction is 0.150. This figure explains that if there is an increase in Managerial Coaching Behavior by 1 unit, it will increase employee satisfaction by 0.150 units. The higher the increase in Managerial Coaching Behavior, the higher the increase in employee job satisfaction at the Regional Office of DJKN Aceh.

### **H2 : Organizational Commitment significantly affected Employee Satisfaction**

From the table of test results, it can be seen that the result of testing the Effect of Organizational Commitment on Employee Satisfaction produces a Critical Ratio (CR) value of 4.075 and a significance value based on the probability value (P) of 0.000. The two values generated prove that hypothesis 2 has met the requirements for acceptance, namely a CR value higher than 1.96 and a probability value lower than 0.05. Based on these results, it can be stated that the effect of Organizational Commitment on Employee Satisfaction was significant, and hypothesis 2 is proven to be accepted. This means that if you want to increase employee satisfaction what must be improved is the Organizational Commitment. The amount of influence of organizational commitment on employee satisfaction is 0.301. This figure explains that if there is an increase in Organizational Commitment by 1 unit, it will increase employee satisfaction by 0.301 units. This coefficient figure is relatively large in the results of the independent variable model test that affects employee satisfaction so that it is revealed that organizational commitment is the biggest determinant of employee satisfaction at the DJKN Aceh regional office. And also, the higher the increase in Organizational Commitment, the higher the increase in employee job satisfaction at the Regional Office of DJKN Aceh.

### **H3 : Employee Psychological Capital significantly affected Employee Satisfaction**

Based on the test results table, it can be seen that the result of testing the effect of Employee Psychological Capital on employee satisfaction produces a Critical Ratio (CR) value of 5.449 and a significance value based on a probability value (P) of 0.000. The two values generated prove that hypothesis 3 has met the requirements for acceptance, namely a CR value higher than 1.96 and a probability value lower than 0.05. Based on these results, it can be stated that the effect of Employee Psychological Capital on Employee Satisfaction was significant, and hypothesis 3 is proven to be accepted. The coefficient of the influence of Employee Psychological Capital on employee satisfaction is 0.253. This figure explains that if there is an increase in Employee Psychological Capital by 1 unit, it will increase employee satisfaction by 0.253 units. The higher the increase in Employee Psychological Capital, the higher the increase in employee job satisfaction at the Regional Office of DJKN Aceh.

#### **H4 : Effect of Managerial Coaching Behavior on Employee Performance**

Based on the table of test results, it can be seen that the result of testing the Effect of Managerial Coaching Behavior on Employee Performance produces a Critical Ratio (CR) value of 3.492 and a significance value based on a probability value (P) of 0.000. The two values generated prove that hypothesis 4 has met the requirements for acceptance, namely a CR value higher than 1.96 and a probability value lower than 0.05. Based on these results, it can be stated that the effect of Managerial Coaching on Employee Performance was significant, and hypothesis 4 is proven to be accepted. The amount of the influence coefficient of Managerial Coaching Behavior on Employee Performance is 0.232. This figure explains that if there is an increase in Managerial Coaching Behavior by 1 unit, it will increase employee performance by 0.232 units. The higher the increase in Managerial Coaching Behavior, the higher the increase in employee work performance at the Regional Office of DJKN Aceh.

#### **H5 : Organizational Commitment significantly affected Employee Performance**

Based on the test results table, it can be seen that the test result of the Effect of Organizational Commitment on Employee Performance produces a Critical Ratio (CR) value of 5.451 and a significance value based on a probability value (P) of 0.000. The two values generated prove that hypothesis 5 has met the requirements for acceptance, namely a CR value higher than 1.96 and a probability value lower than 0.05. Based on these results, it can be stated that the influence of Organizational Commitment on Employee Performance was significant, and hypothesis 5 is proven to be accepted. The coefficient of the influence of Organizational Commitment on Employee Performance is 0.194. This figure explains that if there is an increase in Organizational Commitment by 1 unit, it will increase employee performance by 0.194 units. The higher the increase in Organizational Commitment, the higher the increase in employee work performance at the Regional Office of DJKN Aceh.

#### **H6 : Employee Psychological Capital significantly affected Employee Performance**

Based on the test results table, it can be seen that the result of testing the effect of Employee Psychological Capital on Employee Performance produces a Critical Ratio (CR) value of 5.450 and a significance value based on a probability value (P) of 0.000. The two values generated prove that hypothesis 6 has met the requirements for acceptance, namely a CR value higher than 1.96 and a probability value lower than 0.05. Based on these results, it can be stated that the effect of Employee Psychological Capital on Employee Performance was significant, and hypothesis 6 is proven to be accepted. The coefficient of the influence of organizational commitment on employee performance is 0.234. This figure explains that if there is an increase in Employee Psychological Capital by 1 unit, it will increase employee performance by 0.234 units. The higher the increase in Employee Psychological Capital, the higher the increase in employee work performance at the Regional Office of DJKN Aceh.

#### **H7: Employee Satisfaction significantly affected Employee Performance**

Based on the test results table, it can be seen that the result of testing the Effect of Employee Satisfaction on Employee Performance produces a Critical Ratio (CR) value of 5.280 and a significance value based on the probability value (P) of 0.000. The two resulting values prove that hypothesis 7 has met the requirements for acceptance, namely a CR value higher than 1.96 and a probability value lower than 0.05. Based on these results, it can be stated that the effect of employee satisfaction on employee performance is significant, and hypothesis 7 is

proven to be accepted. The coefficient of the influence of employee satisfaction on employee performance is 0.381. This figure explains that if there is an increase in employee satisfaction by 1 unit, it will increase the employee's performance by 0.381 units. This coefficient is a relatively large number in the results of the model test for the independent variables that affect employee performance, so that it is revealed that employee satisfaction is the biggest determining factor in employee performance in the Regional Office of DJKN Aceh. The higher the increase in employee Job Satisfaction, the higher the increase in employee work performance at the Regional Office of DJKN Aceh.

#### 4. Conclusion

The results of research on employees at the Regional Office of DJKN Aceh proved that Managerial Coaching Behavior significantly affected Employee Satisfaction, Organizational Commitment significantly affected Employee Satisfaction, Employee Psychological Capital significantly affected Employee Satisfaction, Managerial Coaching Behavior significantly affected Employee Performance, Organizational Commitment significantly affected employee performance, and employee psychological capital significantly affected employee performance. This tested model is the novelty of research in the world of management, where the influence between variables is proven to be significant at the Regional Office of DJKN Aceh. This evidence can be the basis for further research, where further research can develop this model by adding other variables such as moderating variables in the form of gender or age, which can strengthen the influence of Managerial Coaching Behavior, Organizational Commitment, and Employee Psychological Capital both on satisfaction and performance. Employees. These findings can also contribute as a rationale for practitioners, especially leaders in the Regional Office of DJKN Aceh. The findings of causality in the model can explain what strategies should be used in improving the performance of employees in the Regional Office of DJKN Aceh.

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