



DOI: <https://doi.org/10.38035/ijam.v5i1>
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The Influence of Leadership Style and Supervision Through Coaching on The Performance of BOS Fund Managers at High School, Vocational School, and Special Needs School In The State Unit In Jambi City

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Abstract: The purpose of this study is to describe the leadership, supervision, coaching and performance of BOS fund managers SMA SMK SLB in the state unit in Jambi City. Then to analyze the influence of leadership style and supervision on coaching, analyze leadership style and supervision on the performance of BOS fund managers, then analyze the influence of coaching on the performance of BOS fund managers, then analyze the influence of leadership style through coaching on the performance of BOS fund managers and the influence of supervision through coaching on the performance of BOS fund managers. This research uses a descriptive and verifiable research method, which is a method for researching a group of people, an object, a situation, and the condition of a thought system with the aim of making a systematic description according to the facts being investigated. The verifiable research aims to test the hypothesis about the influence between variables in this study. This study involved 23 public schools in the city, and each school had 8 people as the BOS management team, using a saturated sample where, from 23 schools, each school had 8 people, so the total number of respondents was 184 people, and analyzed using PLS. SEM. The results of the study show that the leadership style is in good condition, supervision in good condition of coaching is in good condition and the performance of BOS fund managers is in high condition, that leadership style has a positive and significant effect on coaching, supervision does not have a significant effect on coaching, that leadership style has a positive and significant effect on the performance of BOS fund managers, supervision has a positive and significant effect on the performance of BOS fund managers, coaching has a positive and significant effect on the performance of BOS fund managers, leadership style through coaching does not have a significant effect on the performance of BOS fund managers and supervision through coaching does not have a significant effect on the performance of BOS fund managers. In terms of leadership style, it shows that leaders are considered able to provide direction, motivation, coaching, and be an example for subordinates in the implementation of BOS Fund management. The highest statement is found in the leader's ability to prioritize the interests of the organization over personal interests. The coaching carried out is considered to be able to improve the knowledge, skills, work attitude, and confidence of BOS Fund managers in carrying out their duties and

responsibilities. If you look at the performance of BOS Fund managers, they have good work skills, especially in the use of technology, BOS Fund management administration, communication, and teamwork.

Keywords: Leadership Style, Supervision, Coaching and Performance of BOS Fund Managers.

INTRODUCTION

As a form of the government's commitment to improving the quality of education, the government has established various strategic policies, one of which is through the School Operational Assistance Program (BOS). The BOS program is a form of government assistance that aims to help fund school operations to ease the burden on the community on education costs while improving the quality of educational services in the Education unit, Good management of BOS funds is very decisive in achieving the goals of the education program. Therefore, professional, transparent, accountable, effective, and efficient school financial governance is needed. In its implementation, the management of BOS funds involves the principal as the person in charge, the school treasurer as the executor of financial administration, and other management elements involved in the process of planning, implementing, reporting, and accounting for the use of BOS funds.

The principal has a central role as a responsible leader in managing school resources, including ensuring that the governance of BOS funds runs in accordance with applicable regulations. Leadership is an important factor that influences the success of an organization. According to Muafi (2019), strong leadership is able to encourage the achievement of organizational goals, while weak leadership can hinder the effectiveness of task implementation. In the context of BOS fund management, the principal's leadership style greatly determines the effectiveness of coordination, communication, internal supervision, decision-making, and work motivation of the fund manager. The principal's leadership style plays an important role in determining the quality of coaching for BOS fund managers. Principals who apply participatory, communicative, and transformational leadership styles tend to be able to create a targeted coaching process through routine evaluations, providing technical direction, administrative assistance, and work motivation to fund managers. Robbins and Judge (2017) "Leadership style is an influencing activity with the ability to convince others to lead in the process of achieving predetermined company goals.

In addition to leadership style, another factor that affects the coaching of BOS fund managers is supervision. Supervision is a management function that aims to ensure that the implementation of activities runs in accordance with the plan, provisions, and standards that have been set. Siagian (2013), stated that supervision is the process of observation of the implementation of all organizational activities to ensure that all the work that is being carried out runs according to the predetermined plan. In the context of BOS fund management, supervision is carried out through monitoring, reconciliation, internal audit, external audit, administrative evaluation, and technical supervision. Effective supervision not only serves as a control tool, but also becomes an instrument of coaching through the provision of feedback, corrections, technical direction, and continuous evaluation.

Coaching is the process of providing guidance, direction, mentoring, supervision, training, and technical assistance aimed at improving the ability, understanding, skills, and professionalism of BOS fund managers in carrying out their duties. Coaching has a strategic role because BOS fund management regulations continue to be adjusted, so fund managers are required to always update their understanding of applicable administrative policies and procedures, Coaching that is carried out systematically will improve technical competence,

administrative accuracy, regulatory understanding, and coordination ability of BOS fund managers, which ultimately has an impact on improving performance. Mathis R.L & Jackson (2002) Coaching is a series of activities designed to improve an individual's knowledge, skills, attitudes, and performance through a planned training and development process.

The performance of BOS Fund managers in education units has an important role in ensuring the achievement of the BOS program goals, which are to support school operational financing to improve the quality of education services (Said et al., 2023). Good fund management is shown through the manager's ability to prepare budget planning appropriately, carry out the use of funds according to the priority needs of the school, carry out administration in an orderly manner, prepare accountability reports accurately, and fulfill all administrative obligations according to a predetermined schedule.

METHOD

This research is designed to answer the formulation of problems and achievable goals as well as test hypotheses. The survey method was used as a research method by compiling questionnaires to respondents (karyawan) who answered statements about the impact of leadership style, supervision of coaching and performance of BOS fund managers. Tools to analyze questions through the questionnaire given to respondents to answer. Previously, the truth of the respondents examined must be ensured based on the respondent criteria. According to Ghozali (2021), the scale that is often used in the preparation of questionnaires is the Likert scale. Samples are part of the number and characteristics possessed by the population (Sugiyono, 2017). So in this study, the sample used was 184 people with a sampling technique called "saturated sampling", which is a sample determination technique when all members of the population are used as a sample, involving 184 respondents from 23 schools and 8 respondents from each school. PLS Analysis. SEM is used for data analysis.

RESULT AND DISCUSSION

From the results of the survey conducted, the Leadership Style in the State Vocational High School Education Unit in Jambi City is in a good position. Leadership Style shows that the total Leadership Style score is 10,409 and the average is 650.56, which is in the good category. The statement with the highest score is in the 4th item, namely "Leaders prioritize organizational interests over personal interests" with a total score of 676 and is included in the good category. Then, for the statement with the lowest score, it is in the 15th item, namely "Leaders listen to subordinates' complaints" with a total score of 616 and is included in the category of quite good.

The results of data processing on Supervision showed that the supervision of BOS Funds at the high school, vocational school, and SLB levels in Jambi City was good with a score of 6,559 and an average of 655.9. The highest score was on "Supervision results can be used as a guideline for work improvement" with a score of 679 in the good category. Meanwhile, the lowest score was on the statement "The implementation of supervision does not burden the budget excessively" with a score of 625 in the category of quite good.

Coaching showed a coaching score of 4,724 in the good category with an average of 674.86. Furthermore, for the highest score, namely in the statement of coaching given, it added to my knowledge related to work with a score of 708 in the good category. Meanwhile, the lowest score was on the statement of the boss helping me overcome difficulties at work. ini with a score of 655 in the good category

The performance of the BOS Fund Manager shows that the score is 7,734 and the average is 703.09 with a high category. The statement with the highest score was in the 2nd item, namely "I am able to operate the computer well" and the 9th item, namely "I am able to work together in a team with a score of 734 in the high category. While the lowest score is recorded

on the statement I have the initiative to work without having to wait for the command of a score of 670 in the high category.

The information on the results of the questionnaire in table 4.4 about Coaching shows that the Coaching score is 4,724 in the good category with an average of 674.86. Furthermore, for the highest score, namely in the statement of coaching given, it added to my knowledge related to work with a score of 708 in the good category. Meanwhile, the lowest score was on the statement of the boss helping me overcome difficulties at work. ini with a score of 655 in the good category

Loading factor is a coefficient that shows the strength and direction of the relationship between a latent variable and the indicator that measures it. The loading factor indicates how much the indicator contributes to the latent construct or variable. In simpler terms, it is a measure of how well an indicator describes the construct in question. Results of the Initial Research Model Calculation.

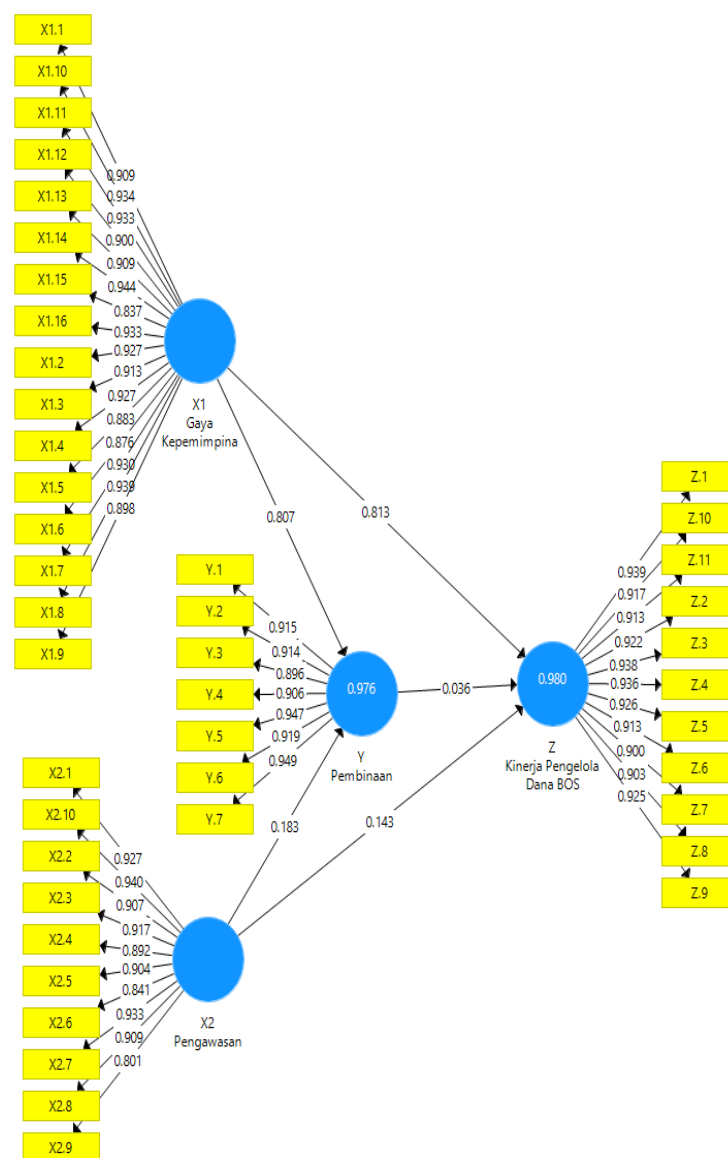


Figure 1. Results of the Initial Research Model Calculation

The image above is the first step to answer research objectives number 2-8. The figure above shows that all variable indicators have an outer loading value above 0.7. For more details,

see the following table: In factor analysis, it refers to the correlation between variables (indicators) and the factors identified in the model. The loading factor value indicates how much an indicator contributes to a factor. In general, higher loading factors indicate better indicators of representing those factors. In research, loading factors are often used to test convergent validity.

Testing outer loadings is carried out to prove that an indicator in a construct will have the largest loading factor in the construct it forms than the loading factor in another construct. Based on table 4.1, all loading factors are above 0.70. The results of this model's calculation are considered reliable because all loading factors are above 0.70.

The R-Square value shows that the research model has a very strong explanatory ability.

Tabel 1.Outer Loadings

Variabel	Leadership Style (X1)	Supervision (X2)	Pembinaan (Y)	BOS Fund Manager Performance (Z)
X1.1	0.909			
X1.2	0.927			
X1.3	0.913			
X1.4	0.927			
X1.5	0.883			
X1.6	0.876			
X1.7	0.930			
X1.8	0.939			
X1.9	0.898			
X1.10	0.934			
X1.11	0.933			
X1.12	0.900			
X1.13	0.909			
X1.14	0.944			
X1.15	0.837			
X1.16	0.933			
X2.1		0.927		
X2.2		0.907		
X2.3		0.917		
X2.4		0.892		
X2.5		0.904		
X2.6		0.841		
X2.7		0.933		
X2.8		0.909		
X2.9		0.801		
X2.10		0.940		
Y.1			0.915	
Y.2			0.914	
Y.3			0.896	
Y.4			0.906	
Y.5			0.947	
Y.6			0.919	
Y.7			0.949	
Z.1				0.939
Z.2				0.922
Z.3				0.938
Z.4				0.936
Z.5				0.926
Z.6				0.913

Variabel	Leadership Style (X1)	Supervision (X2)	Pembinaan (Y)	BOS Fund Manager Performance (Z)
Z.7				0.900
Z.8				0.903
Z.9				0.925
Z.10				0.917
Z.11				0.913

Source: Smart PLS 3 (2026)

Average Variance Extracted (AVE) is a measure used in factor analysis and structural models to assess the convergent validity of latent constructs in a model. AVE measures how much variance of an indicator (manifest variable) can be explained by the latent construct in question. This is an important indicator to determine the extent to which latent constructs direct the variability of the indicator. The purpose of the AVE calculation is to ensure that the latent constructs measured by its indicators have good convergent validity, i.e. that they consistently reflect the same constructs. The results of the AVE score are as follows:

Tabel 2. Average Variance Extracted (AVE) Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X.1_Leadership Style	0.987	0.987	0.988	0.833
X.2_Supervision	0.973	0.975	0.977	0.807
Y_Coaching	0.970	0.970	0.975	0.848
Z_BOS Fund Manager Performance	0.982	0.982	0.984	0.849

Source: Smart PLS 3 (2026)

An AVE value greater than 0.5 indicates that the latent construct explains more than 50% of the variance of its indicators. In other words, the latent construct has good convergent validity if the AVE is more than 0.5.

The results of the composite reliability test show that the value of all variables can be said to be reliable because it has a composite reliability value greater than 0.70. This means that all variables can be said to be reliable, trusted, and research data can be used to produce the best research.

Hair et.al. (2017) revealed that the coefficient of determination is a measure of the combined ability of exogenous latent variables to predict the construct of endogenous variables, that is, the coefficient represents the sum of variance in endogenous constructs described by all exogenous constructs associated with it. The R² value ranges from 0 to 1, with higher levels indicating a higher level of prediction accuracy as with multiple regressions, the adjusted determination coefficient (Adjusted R²) is used as a criterion to avoid bias towards complex models. These criteria are modified according to the number of exogenous variable constructs (Hair et.al., 2017). In Table 1.3. shows results for the R-square value of Coaching of 97.6 percent, and the Performance of BOS Fund Managers of 98.0 percent. This shows the influence of Leadership and Supervision Style on Coaching including a strong category. Then the influence of Leadership and Supervision Style on the Performance of BOS Fund Managers is included in the strong category.

Table 3. R Square

	R Square	R Square Adjusted
Performance of Fund Managers BOS_(Z)	0.980	0.980
Pembinaan_(Y)	0.976	0.976

Source : Data Processing with PLS (2026)

Haryono (2016), A model is considered to have a relevant predictive value if the value of Q square is greater than 0 (> 0). The *predictive-relevance* value is obtained by the following formula. The *predictive-relevance value* is obtained by the formula:

$$Q^2 = 1 - (1 - R^2_{12}) (1 - R^2_{22})$$

$$Q^2 = 1 - (1 - 0,9802) (1 - 0,9762)$$

$$Q^2 = 1 - (1 - 0,9604) (1 - 0,95257)$$

$$Q^2 = 1 - (0,0396)(0,04774)$$

$$Q^2 = 1 - 0.0019$$

$$Q^2 = 0.998$$

The result of the calculation of Q square in this study is 0.998, meaning that the model in this study is feasible to explain the endogenous variable because the value is $0.998 > 0$.

Examination of the effect of endogenous variables on known exogenous variables based on useful effect size (f^2) values shows the strength of the relationship between independent and dependent variables in a regression model, especially in the context of multiple regression models. f^2 is not just the presence or absence of a relationship, but also how strong the relationship is. A larger value of f^2 indicates that the variable has a stronger influence on the dependent variable. means that f^2 gives an idea of the specific contribution of each independent variable to the variation of the dependent variable.

Interpretation of f^2 Value:

- $f^2 < 0.02$: Very small or negligible influence.
- $0.02 \leq f^2 < 0.15$: Small influence.
- $0.15 \leq f^2 < 0.35$: Medium influence.
- $f^2 \geq 0.35$: High influence.

In this study, the value of f^2 is presented in the following table

Table 4. F Square

	Leadership Style_(X1)	Supervision_(X2)	Construction_(Y)	Performance of Fund Managers BOS_(Z)
Leadership Style_(X1)			0.781	0.539
Supervision_(X2)			0.040	0.029
Construction_(Y)				0.002
Performance of Fund Managers BOS_(Z)				

Source : Data Processing with PLS (2026)

Based on the table above, it is known that f^2 for the relationship between Leadership Style and Coaching is 0.781, this shows that Leadership Style has a high influence on Coaching. While f^2 for the relationship between Supervision and Coaching is 0.040, this shows that Supervision has a small influence on Coaching, f^2 for the relationship between Leadership Style and BOS Fund Manager Performance is 0.539, this shows that Leadership Style has a high influence on BOS Fund Manager Performance. While f^2 for the relationship between Supervision and BOS Fund Manager Performance is 0.029, this shows that Supervision has a small influence on BOS Fund Manager Performance, f^2 for Coaching relationship with BOS Fund Manager Performance of 0.002, this shows that Coaching has a very small influence on BOS Fund Manager Performance.

If you look closely, the Leadership and Coaching variables have a high impact on the performance of BOS fund managers, while the Supervision and Coaching variables have a small impact on the Performance of BOS Fund Managers, and for the coaching variable has a very small influence on the Performance of BOS Fund Managers.

Leadership Style has a positive and significant effect on Coaching, Supervision has a positive and significant effect on Coaching, Leadership Style has a positive and significant effect on the Performance of BOS Fund Managers, coaching does not have a significant effect on the Performance of BOS Fund Managers., Supervision has a positive and significant effect on the Performance of BOS Fund Managers This means that if Supervision increases, performance will increase, Leadership Style does not have a significant effect on the Performance of BOS Fund Managers through Coaching, Supervision does not have a significant effect on the Performance of BOS Fund Managers through Coaching.

Previous research also stated that Sutrisno (2011) explained that leadership often has a stronger direct influence on performance than through certain intervening variables, especially if employees already have adequate work competencies. In addition, Sumartini (2025), Aris et al. (2024), Santoso et al. (2024) and Suhartiningtyas (2022) the results of your research showing that Leadership Style does not have a significant effect on the Performance of BOS Fund Managers through Coaching are still in line with several studies, namely Suhariyanto and Putro (2018) show that supervision does not have a significant effect on employee performance because supervision is more administrative control than employee development. In addition, research by Siregar (2023) regarding the influence of supervision on employee performance also found that supervision does not have a significant effect if it is not supported by factors of coaching, motivation, and optimal human resource development. Terry (2017) who stated that supervision is an effort to determine what has been achieved, evaluate implementation, and apply corrective actions if necessary so that work runs as planned. This theory shows that supervision is more administrative and corrective, so its influence on coaching tends to be indirect.

CONCLUSION

1. The leadership style variable in the managers of the BOS SMA, SMK, and SLB Negeri Funds in Jambi City is in the good category. This shows that leaders are considered to be able to provide direction, motivation, coaching, and be an example for subordinates in the implementation of BOS Fund management. The highest statement is found in the leader's ability to prioritize the interests of the organization over personal interests.
2. The supervision variable is in the good category. This shows that the implementation of BOS Fund supervision has been running quite effectively, especially in providing guidelines for work improvement and supporting the administrative order of BOS Fund management in schools.
3. The coaching variable is in the good category. The coaching carried out is considered to be able to improve the knowledge, skills, work attitude, and confidence of BOS Fund managers in carrying out their duties and responsibilities.
4. The performance variables of BOS Fund managers are in the very good category. This shows that BOS Fund managers have good work skills, especially in the use of technology, BOS Fund management administration, communication, and teamwork.
5. Based on the results of hypothesis testing using SmartPLS, leadership style has a positive and significant effect on the performance of BOS Fund managers with a coefficient value of 0.813 and a p-value of 0.000. This shows that the better the leadership style, the better the performance of the BOS Fund manager.
6. Leadership style has a positive and significant effect on coaching with a coefficient value of 0.807 and a p-value of 0.000. This means that a good leadership style is able to increase the effectiveness of coaching for BOS Fund managers.
7. Supervision has a positive and significant effect on the performance of BOS Fund managers with a coefficient value of 0.143 and a p-value of 0.022. This shows that good supervision can improve the quality of performance of BOS Fund managers.

8. Supervision has a positive and significant effect on coaching with a coefficient value of 0.183 and a p-value of 0.048 This means that the implementation of supervision carried out has an effect or is able to encourage an improvement in the coaching process for BOS fund managers.
9. The coaching did not have a significant effect on the performance of BOS Fund managers with a coefficient value of 0.036 and a p-value of 0.595. This shows that the coaching carried out has not been able to provide real changes to improve the performance of BOS fund managers.
10. The coaching has not been able to mediate the influence of leadership style on the performance of BOS Fund managers with an indirect effect value of 0.029 and a p-value of 0.596. This means that coaching mediation does not succeed in bridging the influence of leadership style on performance. The management of BOS funds tends to be procedural and regulative so that the manager's performance is determined more by technical ability and compliance with technical instructions than the influence of coaching that comes from the leadership style.
11. The coaching has not been able to mediate the influence of supervision on the performance of BOS Fund managers with an indirect effect value of 0.007 and a p-value of 0.650. This shows that supervision is not yet continuous coaching, supervision may only find faults without follow-up capacity improvement.

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