

*International Journal of*

# Trade and Global Markets

**Editor:**  
Prof. Bruno S. Sergi

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## International Journal of Trade and Global Markets

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## The effect of Superleadership and perceived organisational support (POS) to performance with employee satisfaction and employee engagement as mediating variables

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**Abstract:** This study aim to analyse the Influence of Superleadership on Employee Engagement, Job Satisfaction, and Employee performance. Simultaneously, it analyses the influence of perceived organisational support (POS) on Employee Engagement, Job Satisfaction, and Employee performance. Secondly, it examines the influence of Job Satisfaction on Employee Engagement and Employee performance. Finally, it explores the relationship between Employee Engagement and Employee performance. Samples were drawn from 240 employees of a Government-Owned Commercial Bank. generalised structured component analysis (GSCA) was used for data analysis. Results show that Superleadership has a positive and significant effect on Job Satisfaction and Employee Engagement but has a positive and insignificant effect on Employee's POS. POS has a positive and significant effect on Employee Engagement but has a positive and insignificant effect on Employee Performance. Job Satisfaction has a positive and significant impact on Employee Engagement and Employee Performance.

**Keywords:** Superleadership; POS; perceived organisational support; performance; employee satisfaction; employee engagement.

**Reference** to this paper should be made as follows: Fristin, Y. and Supanto, F. (2022) 'The effect of Superleadership and perceived organisational support (POS) to performance with employee satisfaction and employee engagement as mediating variables', *Int. J. Trade and Global Markets*, Vol. 15, No. 4, pp.445–470.

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## 1 Introduction

Today's leader is fundamentally a trainer who learns good leadership through training. Based on this phenomenon, good leadership is vital when facing challenges. Good leadership can influence and motivate members or employees of the organisation to lead themselves, which is known as Superleadership. According to Manz and Sims (1990), Superleadership is a leadership style which expects the follower to lead themselves. For example, a company engaged in the banking industry must prioritise the professionalism within human resources by empowering their employees with authorities so that company performance can be improved. Rivai (2004) suggests that a Superleader is someone who leads others to lead themselves. The approach consists of the expansion of behavioural devices, all of which are intended to allow followers to possess the necessary behaviour and cognitive abilities to practice self-leadership.

Mappaenre (2014) examined the relationship between Superleader and Employee Performance. The research was conducted at several senior high schools in Makassar. Results show that Superleaders have a significant positive effect on performance. Thus, Mappaenre (2014) concluded that Superleadership plays an important role in improving employee performance. Other research has found that a Superleader does not always have a significant effect on employee performance. According to Hadi (2011), a Superleader has no significant effect on employee performance. Furthermore, changes that occur in the Superleadership indicator will not affect changes in employee performance variables.

Not only Superleadership can affect employee performance, but Organisational Support or POS can also affect it. Support from the organisation makes employees feel attentive to the company and to supervisors, who are considered the agents of the company. The existence of POS in the company is necessary to help employees achieve optimal performance. POS indicates that proper treatment by the organisation creates a general obligation, in return the employee treats the organisation in the best manner. Employee liability will be demonstrated through work-related behaviour that supports the organisation's goals. According to Levinson (1965), employees tend to personify the organisations where they work in terms of the actions of executives and corporate managers but forget the organisation as a system. POS then responds to employees' feelings about the intention of the organisation to give fair compensation for their efforts, help them meet certain needs (such as illness or work-related problems), make their work interesting and vibrant, and create a conducive working atmosphere.



The result of research conducted by Rhoades et al. (2001) suggests that organisational support creates an obligation for employees to care about the welfare of the company and help it achieve its goals. POS represents the extent to which employees believe in the company's support for the former's work and welfare (Eisenberg et al., 1986). Employee involvement in the decision-making process is one method used by the leader as a tool to motivate the follower. When employees believe that the company cares about them and their well-being, employees will try to fulfil their obligations to the company. The attachment between employees and companies is often referred to as Employee Engagement.

Bilgin and Demirer (2012) examined POS further. Results of this study indicated that POS positively influences employee commitment and job satisfaction. Christian's (2015) study also revealed that POS has a significant effect on employee job satisfaction. It supports Paille et al. (2010), who explained that POS has a significant and positive influence on employee job satisfaction. Similarly, Han et al. (2012) revealed that POS has a significant and positive impact on employee job satisfaction. The company should strive to provide optimal support to employees so they are able to feel the positive impact of the company support, to generate job engagement, and to improve their own performance.

One important factor in managing human resources in an organisation is the creation of employee job satisfaction. Job satisfaction according to Martoyo (1992) is basically one of the psychological aspects that reflects one's feelings towards his work. One will be satisfied with his skill, skill compatibility, and expectations of the work regarding career advancement and workplace environment. An increase in job satisfaction among employees would have an impact on performance. Dessler, in Handoko (2001), found there were more positive results between employees who have job satisfaction toward performance than with those who do not. Mathis and Jackson (2008) also stated that job satisfaction is a positive emotional condition of evaluating one's work experience.

Thus, employee job satisfaction has significance for employees and companies, especially for the creation of a positive atmosphere in the work environment. From these limitations on job satisfaction, it can be concluded simply that job satisfaction is a person's feelings toward his work. This means the concept of job satisfaction results from the interaction between humans and work environment. Miao (2011), Pushpakumari (2008), Edwards et al. (2008), and Christen et al. (2006) examined the relationship between job satisfaction and employee performance. These studies found that job satisfaction has a positive and significant effect on employee performance.

Apart from this explanation, which concludes that performance is influenced by the job satisfaction of employees, employee engagement has also gained recent attention as a topic. This topic arises because employee engagement affects company performance. In fact, while many opinions about factors are included in employee engagement, there remains a lack of definition and measurement of employee engagement (Robertson and Cooper, 2010). According to Macey et al. (2009), employee engagement means their appreciation towards the goal of organisation, as well as dedication in the form of initiative, effort and persistence that leads to organisation goals. This is in accordance with a study conducted by Ramadhan and Sembiring (2014), which showed that employee engagement has a significant effect on employee performance.

The findings of previous research indicate inconsistency among variables. The following findings of previous studies show these gaps:

- 1 There are inconsistencies in results related to the effect of Superleadership on employee performance, POS on employee engagement, and job satisfaction on employee performance. Hadi (2011) revealed that Superleadership has a positive but insignificant effect on performance. Research by Nusatria and Suharmono (2011) showed that POS has a positive but insignificant effect on Employee Engagement, while Kalkavan and Katrinli (2014) concluded that no relationship exists between job satisfaction and employee performance;
- 2 The novelty of this research is to propose some hypotheses about the influence of Superleadership (X1) on Job Satisfaction (Y1) and the influence of Superleadership (X1) on Employee Engagement (Y2) because of the lack of empirical studies focusing on those relationships;
- 3 The number of studies focusing on Superleadership in developing countries, especially in the banking sector, is still very limited. The existence of certain research gaps requires that studies related to Superleadership,

POS, Employee Engagement, Job Satisfaction, and Employee Performance can bridge or minimise these gaps, to aid the development of the human resources field.

To obtain effective performance by the managers in a banking business organisation, Superleadership and POSs are needed to allow the creation of job satisfaction, employee engagement and improved employee performance. Hence, this research is valuable because it tests the relationships between Superleadership, POS, Job Satisfaction, Employee Engagement and Employee Performance in a Government-Owned Commercial Bank Region with the following considerations:

- The current phenomenon is a strong commitment of stakeholders to alleviation of poverty. Therefore, it is important to solve the problem of organisational management in the field of financing to optimise the Human Resource capability in order to improve the performance of the institution;
- The role of a leader may trigger the creation of job satisfaction. Successful leader can improve employee performance when subordinates are willing to change their attitudes and embrace trust, integrity and credibility of their leader;
- POS provided by a Government-Owned Commercial Bank Branch is able to achieve improved employee performance.

The objective of this study is to analyse and explain the influence of the Superleader and POS on Employee Performance, through Job Satisfaction and Employee Engagement.

## **2 Literature review**

### *2.1 Superleadership*

Superleadership refers to the development of a transformational leadership model. Power is shared between leaders and subordinates where systems and teams can function independently without the supervision of a leader (Scaborough, 2001). A Superleader is someone who leads others to direct (lead) themselves. Self-leadership permits the design and implementation of systems that allow and teach organisational members to be leaders for themselves. According to Indra (2016), good leaders should be able to lead

themselves immediately from a given starting point. Leading itself is the key to leading others. We cannot conquer others without conquering ourselves. It is a set of strategies that focus on behaviour and ideas that can be used to exert self-influence. It can also be said that leadership itself is what people do to lead themselves (Manz and Sims, 1990).

With the leadership of the Superleader, it is possible to improve employee performance, in accordance with a study conducted by Mappaenre (2014), which indicated the Superleader is significant for performance and has a significant indirect effect through its correlation with the organisational culture. This is also supported by the study of Stander and Rothmann (2009), which showed a significant positive relationship between a Superleader and job satisfaction. Therefore, both studies claimed that a Superleader will increase job satisfaction and organisational commitment. On the other hand, Hadi (2011) showed that the Superleader has no significant effect on company performance through commitment. In contrast to Elloy (2005), who examined the relationship between a Superleader, organisational commitment, job satisfaction, and organisation in self-managed work teams, the results show that a team led by supervisors with the characteristics of a Superleader has a higher level of organisational commitment and job satisfaction (a significant positive effect). Shah (2012) mentioned individualist creative potential must be focused to ultimately foster creative culture in an organisation as a whole, and ultimately demonstrated a positive significant relationship between superleadership and creative culture in organisational settings.

## *2.2 Perceived organisational support (POS)*

POS is an employee's perception of how organisations value their contribution and care about their well-being (Eisenberger et al., 2002). It shows that the commitment of the organisation to its employees can be very useful. According to Robbins and Coulter (2009), the high level of POS leads to high job satisfaction and low turnover. Therefore, a decrease in turnover also means an increase in the retention rate of the employees.

This is consistent with the results of Nusatria and Suharnomo's study (2011), which revealed a positive and insignificant influence on Employee Engagement. Bilgin and Demirer (2012) showed a positive relationship between Work Commitment and Job Satisfaction. Thus, in connection with this research, it can be concluded that a higher level of work commitment will increase Job Satisfaction. Thus, in connection with this research, it can be concluded that a higher level of work commitment will increase Job satisfaction. Miao's research (2011) showed that work commitment has a positive and significant effect on Organisational Citizenship Behaviour (OCB), and has a significant positive effect on performance. Job satisfaction has a significant positive effect on Organisational Citizenship Behaviour (OCB), and job satisfaction has a significant positive effect on performance. Mustika and Rahardjo's research (2017) showed that work commitment has a positive and significant effect on the variable Employee Engagement but has no significant effect on Organisational Citizenship Behaviour, while Employee Engagement has a significant effect on Organisational Citizenship Behaviour. Suryani and Masruroh (2013) showed that POS, Job Satisfaction, Organisational Citizenship Behaviour (OCB), Organisational Commitment and Organisational Climate had a positive and significant effect on employee performance both partially and simultaneously.

### 2.3 *Job satisfaction*

Job satisfaction, according to Martoyo (1992), is a basic psychological aspect that reflects one's feelings toward his work. He will be satisfied with the match between his capability, his skills and his expectations with the work he faces. Satisfaction is actually a subjective condition which is the result of a conclusion based on a comparison of what an employee receives from his job as he expects and desires, with what he considers as appropriate or what he is entitled to. Every employee subjectively determines the extent to which a job is satisfactory because the level of satisfaction possessed by individuals varies.

Pushpakumari (2008) identified a positive and significant relationship between job satisfaction and employee performance. High level employees with job satisfaction are influenced by intrinsic rewards, while employees who are at a lower level are more affected by extrinsic rewards. High level employees have higher satisfaction than low level employees in private sector organisations. Rosita and Yuniati (2016) stated that job satisfaction directly affects employee performance positively and significantly, while the results of Christian's research (2015) showed that job satisfaction had a significant effect on employee job satisfaction and situational leadership had a positive and significant effect on job satisfaction.

Hafid (2013) indicated that there are mediating roles of job satisfaction, affective commitment, and felt obligation between POS and work positive behaviour. Among those mediating variables, affective commitment was not the strongest. In the results, job satisfaction was found to have the strongest impact on the mediating relationship among them.

### 2.4 *Employee engagement*

Dessler (2004) stated that employee behaviour is vital for service companies such as banks and retail stores. When employees are inept, unable to explain the company's superior products, or even impolite, it will cause any introduction to the company's products to become futile. That makes the service company highly dependent on the attitudes, behaviour, and motivation of employees, with no exception made for the emotional commitment of employees to provide the best for the company. Employee engagement is an idea in organisational behaviour that has been addressed more frequently as a topic in recent years. This topic arises because employee engagement affects overall company performance. In fact, despite many opinions about factors within employee engagement, there remains a lack of definition and measurement of employee engagement (Robertson and Cooper, 2010).

Ramadhan and Sembiring (2014) showed that Employee Engagement has a significant effect on employee performance, with a total influence of 76.6%. This demonstrates that an increase in Employee Engagement will cause Employee Performance to rise by 76.6% times the unit change. This is supported by the opinion of Handoyo and Setiawan (2017), who showed that Employee Engagement has a positive and significant effect on Employee Performance, while Lintang Sari et al. (2012) demonstrated a significant positive relationship between job satisfaction and Employee Engagement. Research by Sim (2016) showed that Employee Engagement has a significant effect on Employee Performance. This received support from Markos and Sridevi (2010). Among other constructs (job satisfaction, employee commitment and

organisational citizenship behaviour) employee engagement is the stronger predictor of positive organisational performance.

## *2.5 Employee performance*

Employee performance could be described as the achievement level of the activity by realising the goals, objectives, and vision of the organisation's mission, directed through the strategic planning of an organisation. Khan et al. (2010) emphasised the importance of Organisational Commitment on employee job performance in the oil and gas sector in Pakistan.

According to Mathis and Jackson (2002), employee performance affects the degree to which they contribute to the organisation. Meanwhile, Abdullah et al. (2013) found Extraversion, Agreeableness and Conscientiousness were significant and positive predictors of an employee's commitment to an organisation, while organisational commitment is a significant predictor of task and contextual performance of employees.

Mathis and Jackson (2002) stated that employee performance is influenced by their contribution to organisations, which included: Quantity of output, Quality of output, Duration of output, Attendance at work, and Cooperative attitude. Many factors affect the performance of employees in an organisation, as described in previous relevant research. Furthermore, Asiedu et al. (2014) mentioned a combination of organisational commitment and organisational citizenship can be utilised as an internal marketing tool to improve employee performance, as well as to focus on building OCB among employees to significantly improve performance.

## *2.6 Research hypotheses*

The hypotheses of this research were formulated as follows:

*H1: A Superleader (X1) has a significant effect on job satisfaction (Y1)*

*H2: A Superleader (X1) has a significant effect on Employee Engagement (Y2)*

*H3: Superleadership (X1) has a significant effect on Employee Performance (Y3)*

*H4: Perceived Organisational Support (POS) (X2) has a significant effect on Job Satisfaction (Y1)*

*H5: Perceived Organisational Support (POS) (X2) has a significant effect on Employee Engagement (Y2)*

*H6: Perceived Organisational Support (POS) (X2) has a significant effect on Employee Performance (Y3)*

*H7: Job Satisfaction (Y1) has a significant effect on Employee Engagement (Y2)*

*H8: Job Satisfaction (Y1) has a significant effect on Employee Performance (Y3)*

*H9: Employee Engagement (Y2) has a significant effect on Employee Performance (Y3).*

### 3 Methodology

This study examines and explains the effect of exogenous variables on endogenous variables. This type of research, in accordance with the objectives and hypotheses, is a form of quantitative research with a survey approach to describe the causal relationship between several situations described in the research model, on the basis of which a general conclusion is drawn. The unit of analysis in this study is the individual, while individuals in question are employees of one of the BUMN Banks in Malang, East Java.

The population within this research are all employees of a Government-Owned Commercial Bank Regional Office. Respondents are supervisor-level employees, including Staff, Assistant Manager, Manager, Assistant Vice President, Vice President and Executive Vice President. The criteria in selecting the respondents was established in order to obtain the information needed by researcher. Respondents who were supervisor-level employees were able to provide the desired information. The respondent data was divided into several regions as shown in Table 1.

The Slovin formula was used to determine the number of samples which consist of staff-level and supervisor. The details as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$n = 603/[1 + (603 \times 0.05^2)]$$

$$n = 240 \text{ people.}$$

**Table 1** Details of number of employees at supervisory level and above in Malang regional offices by city

<i>No.</i>	<i>City</i>	<i>Total</i>
1	Malang	139
2	Madiun	46
3	Kediri	75
4	Probolinggo	45
5	Banyuwangi	39
6	Blitar	43
7	Pasuruan	45
8	Tulungagung	39
9	Ponorogo	47
10	Jember	85
	<i>Total</i>	<i>603</i>

*Source:* Government-Owned Commercial Bank Regional Office (2017)

Furthermore, a proportional sampling technique was used, in which the sampling in each city was in accordance with the proportion of the number of employees at supervisory level and above. If the number of samples was known, then the sample number for each section was proportionally determined using the Slovin method. Table 2 showed distribution number of employees at the supervisory level from 10 cities and indicates

malang has the highest number of sample by 55 followed by Jember, Kediri, Ponorogo, Pasuruan, Madiun, Probolinggo, Blitar, Tulungagung and Banyuwangi which showed the smallest number of sample.

**Table 2** Number of sample of employees at the supervisory level and above in Malang regional office by city

No.	City	Population (people)	Calculation	Results
1	Malang	139	$139/603 \times 240$	$55.3 = 55$
2	Madiun	46	$46/603 \times 240$	$18.3 = 18$
3	Kediri	75	$75/603 \times 240$	$29.8 = 30$
4	Probolinggo	45	$45/603 \times 240$	$17.9 = 18$
5	Banyuwangi	39	$39/603 \times 240$	$15.5 = 15$
6	Blitar	43	$43/603 \times 240$	$17.1 = 17$
7	Pasuruan	45	$45/603 \times 240$	$17.9 = 18$
8	Tulungagung	39	$39/603 \times 240$	16
9	Ponorogo	47	$47/603 \times 240$	$18.7 = 19$
10	Jember	85	$85/603 \times 240$	$33.8 = 34$
	Total			240

Source: Government-Owned Commercial Bank Regional Office, processed (2017)

Superleadership designs and implements systems that allow and teach organisational members to be leaders for themselves. The indicators used to measure the Superleader level in this study were: being a role model, goal setting and reward and reprimand.

POS refers to employee perceptions about the extent to which the organisation assesses employee contributions and cares about employee well-being. It is also discerned as a guarantee that the organisation will provide help when required to make someone's work continue effectively in stressful situations. POS is influenced by the experience of by individuals, as well as observations of the daily activities of the organisation in its treatment of employees.

Job satisfaction means a person's feelings toward his work, that is, job satisfaction results from the interaction between an individual and his and work environment. In addition, a person's feeling toward his work is at the same time a reflection of his attitude toward work. Indicators used to measure Job Satisfaction in this research are: Work, Salary, Supervision, Promotion, Colleague, and Work Environment.

Employee engagement is a highly emotional and intellectual relationship that an employee has with his or her job, organisation, manager, or co-worker, whoever influences increases of discretionary effort in his work. Different form of engagement including good relationship with the manager who provides them with relevant support and counselling, or a co-worker who offers support to make the employee give maximum effort that exceeds company standards.

Employee Performance is an achievement or result of work in activities or programs, planned with the aim of achieving goals and objectives set and implemented by an organisation within a certain period. This is a latent variable measured by eight observed

variable indicators. Employee Performance indicators used in this study are output quantity, output quality, output period, workplace attendance, and cooperative attitudes.

Generalised structured component analysis (GSCA) was used for data analysis to test the hypothesis proposed in this study. GSCA was developed by Heungsun Hwang, Hec Montreal, and Yhoshio Takane in 2004. Its goal is to replace the factor in the linear combination of the indicators (manifest variables) in the SEM analysis (Solimun, 2012). GSCA can be used in structural models involving variables with reflexive and/or formative indicators.

### *3.1 Data collection*

Research data collection Instruments in the form of questionnaire sheets listed a set of questions or statements to the respondents to obtain their answers. Interviews conducted to obtain information for research purposes by means of question and answer can be held face to face or by telephone. Documentation was created to obtain the data needed to support this research. A Likert scale was used for scoring. The questions in the closed questionnaire were created using a scale of 4-1 which shows respondents' views as follows: 4: Strongly Agree, 3: Agree, 2: Disagree, 1: Strongly disagree. Likert scale modification is intended to eliminate weaknesses contained in the five-level scale, and negates the category of answers in the centre because this raises the tendency of doubtful answers, giving rise to bias. Therefore, this research instrument measured the tendency of respondents' opinions either towards agree or in the direction of not agreeing. This method is supported by Garland (1991) who stated the use of scale without the middle category is more capable of reducing social desirability compared to those using the middle category.

### *3.2 Operationalisation of variables and measurements*

#### *i A Superleader*

A Superleader uses a leadership style that leads others to direct (lead) themselves. Superleaders design and implement systems that allow and teach organisational members to become leaders for themselves. The indicators used to measure the Superleader level in this study are: setting examples, setting goals and appreciation and reprimand.

#### *ii Perceived organisational support*

POS refers to employees' perceptions of the extent to which organisations assess employee contributions and care for their welfare. POS is also considered a guarantee that assistance will be available from the organisation where necessary to continue one's work effectively when facing stressful situations. POS is influenced by the experiences of individuals, as well as observations about the daily actions of organisations in their treatment of employees.

#### *iii Job satisfaction*

Job satisfaction is one's feeling towards their job. This means that the conception of job satisfaction involves the result of human interaction with the work environment. In addition, one's feelings towards work are also a reflection of their attitude towards



work. Indicators used to measure Job Satisfaction in this study are: Employment, Salary, Supervision, Promotion, Colleagues, and Work Environment.

iv *Employee engagement*

Employee engagement is a highly emotional and intellectual relationship that an employee has with his job, organisation, manager, or colleague, that is, any factor with influence over increasing discretionary effort in his work. A good relationship with the tasks for which he is responsible, the organisation where he works, the manager who is his supervisor and provides support and advice, or co-workers who support each other all allow the individual to give the best effort that exceeds job requirements.

v *Employee performance*

Employee Performance is work-related achievement or results within activities or programs that have been planned in advance in order to achieve the goals and objectives set by an organisation and implemented within a certain period. This is a latent variable that is measured by eight indicator variables that are observed (observed variables). Employee performance indicators used in this study include: quantity of output, quality of output, duration of output, attendance at work, and cooperative attitude.

### 3.3 *Validity and reliability tests*

A validity test is performed to determine the accuracy of a questionnaire and reliability concerning the estimation of the extent of the practicability of a measuring instrument, when viewed from the stability perspective or internal consistency of the answers or statements if observations are made repeatedly. If a measuring instrument is used repeatedly and the results obtained are relatively consistent, then the measuring instrument is considered reliable (reliable). The validity test was tested with the SPSS program by looking at Pearson's Product Moment correlation for each statement indicator with a total test score. The validity results of 9 Superleader instruments were all valid. Correlation coefficients ranging from 0.572 to 0.867 ( $p < 0.05$ ) indicated a significant correlation between items and the total Superleader score. The results of the validity of the 4 instruments for POS were all valid. Correlation coefficients ranged from 0.681 to 0.795 ( $p < 0.05$ ), indicating a significant correlation between items with a total score of POS. The results of the validity of 10 items of job satisfaction instruments were all valid. Correlation coefficients ranged from 0.481 to 0.864 ( $p < 0.05$ ) indicating a significant correlation between items and the total score of job satisfaction. The results of the validity of the 6 employee engagement instruments were all valid. The correlation coefficient ranged from 0.701 to 0.910 ( $p < 0.05$ ) revealing the existence of a significant correlation between the items and the total employee engagement score. The results of the validity of 5 items of employee performance instruments were all valid. The correlation coefficient ranged from 0.435 to 0.671 ( $p < 0.05$ ) indicating a significant correlation between the items and the total score of employee performance. The reliability testing of all indicators or statements used in this study used the Cronbach alpha formula (Cronbach's alpha coefficient), which is generally considered reliable if the Cronbach's alpha value is  $> 0.6$  (Hair et al., 1995). For the results of the calculation of the reliability of the five variables in this study, Cronbach's alpha coefficient ranged from

0.722 to 0.924. This analysis provides an explanation that items measuring variables have high consistency or reliability. A linearity test was then performed to test whether the form of the relationship between the independent variable and the dependent variable was linear. The method used in testing linearity was the curve estimation test. The value of the test results would be declared significant in this study if  $\alpha < (5\%)$ . The test results show that the significance value of all exogenous variables towards endogenous variables was 0.000. This gives a significance value for all relationships smaller than the alpha that is set at 5% (0.05), so it can be concluded that the linearity assumption was fulfilled. Therefore, the model could be continued and tested using GSCA. Next, the overall model fit test was conducted with regard to the analysis of the GOF statistics generated by the program, in this case GSCA. Using GOF measurement guidelines and GOF statistical results, the suitability of the whole model can be analysed, as presented in the following table.

### 3.4 *Data analysis*

Analysis of the data used to prove the hypotheses proposed in this study used GSCA. GSCA was developed by Heungsun Hwang, Hec Montreal, and Yhoshio Takene in 2004. Its aim is to replace factors in a linear combination of indicators (manifest variables) in SEM analysis (Solimun, 2012). Tenenhaus (2008) in Solimun (2012) said that GSCA was a new and important component-based SEM method which could be used for score calculation (not scale) and could also be applied to very small samples. This analysis approach uses the least square method in the parameter estimation process. In addition, GSCA can be used in structural models that involve variables with reflexive and/or formative indicators. GSCA is powerful for testing theory-based models, in other words, to confirm theories about the relationship between variables contained in structural models (Solimun, 2012), while determining the indirect effect of research variables was based on the Sobel Test (Latan, 2014; Sobel, 1982).

### 3.5 *Conformity evaluation*

Next, the overall model fit test was carried out in relation to the analysis of the GOF statistics generated by the program, in this case GSCA. Using GOF measurement guidelines and GOF statistical results, the suitability of the whole model could be analysed, as presented in the following table.

Goodness of fit Index (Inner Model) Results Table

<i>Goodness of fit Index</i>	<i>Cut of Value</i>	<i>Results</i>	<i>Information</i>
FIT	> 0.500	0.574	Model good fit
AFIT	> 0.500	0.570	Model good fit
GFI	> 0.900	0.984	Model good fit
SRMR	< 0.080	0.165	Model less good fit

*Source:* Data processed

The overall results of the Goodness of fit Index (Inner Model) indicate that they met the conditions required in the modelling.

## 4 Results and discussion

### 4.1 Results

Descriptive analysis aims to explain the overall data collected by describing, grouping, and classifying it into tables which are then explained based on the most dominant and weakest indicators. The research data obtained by researchers from respondents' answers to a number of questions from the questionnaire supported the study. In this section, the frequency distribution of the scores of each indicator variable and the mean of each indicator variable is presented, to describe the mean values of each indicator. Indicators and variables in this study, summarised in the accumulation of respondents' answers to all research variables, are shown in the following table.

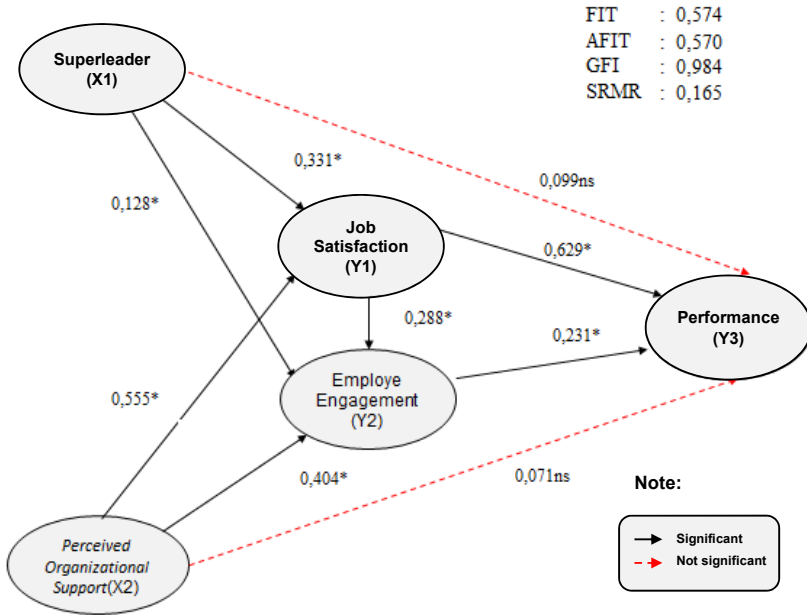
Summary table distribution of respondents' responses to variables

1	Indicator of superleader		Alternative answers				Mean	Category
			STS	TS	S	SS		
Accumulated respondents' answers		f	189	1576	395	189	3.10	High
		%	8.75	72.96	18.29	8.75		
2	Indicator of perceived organisational support		Alternative answer				Mean	Category
			STS	TS	S	SS		
Accumulated respondents' answers		f	0	60	770	130	3.07	High
		%						
3	Indicators of Job Satisfaction	%	Alternative answer				Mean	Category
			STS	TS	S	SS		
Accumulated respondents' answers		f	0	183	1977	240	3.02	High
		%	0.00	7.63	82.38	10.00		
4	Indicator of employee engagement		Alternative answer				Mean	Category
			STS	TS	S	SS		
Accumulated respondents' answers		f	0	27	1137	276	3.17	High
		%	0.00	1.88	78.96	19.17		
5	Indicators of respondent performance	f	Alternative answer				Mean	Category
			STS	TS	S	SS		
Accumulated respondents' answers		d	0	13	993	194	3.15	High
		%	0.00	1.08	82.75	16.17		

Source: Data processed (2017)

The hypothesis test can be seen from the results of the structural model evaluation of GSCA analysis results to determine the amount of information that can be explained by the structural model (influence among hypothesised variables). The structural model test results are presented in Figure 1.

**Figure 1** Path diagram of measurement model and structural model (see online version for colours)



This study tested 9 (nine) types of relationships between variables. The causal relation was not significant if the critical ratio value (CR) was equal to or less than 1.96. Otherwise, the relationship was significant if the CR value was greater than 1.96 (*t* table). A recapitulation of the structural model evaluation results for each hypothesis and R Square values is presented in Table 3.

**Table 3** Recapitulation of estimation results and hypothesis Testing

<i>Influence between variables</i>					
<i>Independent variable</i>	<i>Dependent variable</i>	<i>Path coefficient</i>	<i>Standard error</i>	<i>CR</i>	<i>Information</i>
X1	Y1	0.331	0.058	5.75*	Significant
X1	Y2	0.128	0.060	2.12*	Significant
X1	Y3	0.099	0.056	1.77	Not significant
X2	Y1	0.555	0.056	10.0*	Significant
X2	Y2	0.404	0.098	4.11*	Significant
X2	Y3	0.071	0.064	1.11	Not significant
Y1	Y2	0.288	0.092	3.14*	Significant
Y1	Y3	0.629	0.072	8.79*	Significant
Y2	Y3	0.231	0.066	3.48*	Significant

Information: X1 = Superleadership; X2 = POS; Y1 = job satisfaction; Y2 = employee engagement; Y3 = performance; \* = CR > 2.

Source: Data processed (2017)

## **5 Discussion**

### *5.1 The effect of Superleadership on job satisfaction*

The first hypothesis (H1) states that Superleadership has a significant effect on job satisfaction. The result of the hypothesis test showed that path coefficient was 0.331 and CR = 5.75. The coefficient of paths was positive and significant (CR > 1.96).

H0 was rejected and Ha was accepted. Superleadership has a direct significant effect on job satisfaction. Based on the result of the path coefficient, it can be concluded that an increase in the Superleader variable will increase employee satisfaction in the Government-Owned Commercial Bank.

Superleadership is considered to have a positive effect on job satisfaction of employees in the Government-Owned Commercial Bank. Employees may feel satisfied with a leader who trusts the employee to lead himself, so that employees can freely develop creativity and ideas. It can be concluded that Superleadership in the Government-Owned Commercial Bank in the Malang Region has a positive impact on employees, especially employee job satisfaction. This study reveals new research findings that explain the relationship between Superleadership and job satisfaction. Hence, the result of this study is expected to provide a theoretical contribution to explaining the relationship between Superleadership and job satisfaction.

### *5.2 The effect of Superleadership on employee engagement*

The result of the hypothesis test showed that the path coefficient of the Superleader to employee engagement was 0.128 and CR = 2.12. The coefficient of paths was positive and significant (CR > 1.96). Thus, the hypothesis (Ho) was rejected and Ha was accepted. A Superleader directly affects employee engagement. The second research hypothesis (H2), which states that the Superleader affects employee engagement, was accepted. It can be concluded that an increase in the Superleadership variable will increase employee engagement among employees of the Government-Owned Commercial Bank in the Malang Region.

The role of leadership in creating employees' feelings of loyalty towards the company has proven to be important. Superleadership has been proven to foster a feeling of being connected to the company. Employees feel valued because they are trusted to lead themselves. Thus, employees can develop their creativity and ideas and feel comfortable with the work environment, and especially with their leaders.

### *5.3 The effect of Superleadership on employee performance*

The result of the hypothesis test showed that the path coefficient of the Superleaders on employee performance was 0.099 and CR = 1.77. The relationship had a coefficient marked positive but was not significant (CR < 1.96). Thus, the null hypothesis (Ho) was accepted. Superleadership cannot directly explain employee performance. The third research hypothesis (H3), which states that the Superleader affects employee performance, was not accepted. These results indicate that the contribution of Superleadership in improving employee performance is not significant. This is because the Government-Owned Commercial Bank already has a system that runs based on standard operating procedures, so employee performance is not influenced by the

leadership style applied by their superiors. Nevertheless, the role of Superleadership cannot be ignored simply because Superleadership has an important influence on other variables related to employee performance. The main values developed by the Government-Owned Commercial Bank are improving competence, providing the best results, honesty, sincerity, discipline, consistency and responsibility. The Bank also aims to provide the best service through synergistic partnerships, and creative and innovative improvements, which is why Superleadership has no significant effect.

The results of this study contradict those of research conducted by Mappaenre (2014), who stated that Superleadership has a significant effect on performance. This finding could be because of the differences in the objective of each research, and the system applied to each research object.

#### *5.4 The effect of POS on job satisfaction*

The result of the hypothesis test showed that the path coefficient from POS to job satisfaction was 0.555 and  $CR = 10.00$ . This relationship had a coefficient of paths that was marked positive and significant ( $CR > 1.96$ ). Thus, the null hypothesis ( $H_0$ ) was rejected and  $H_a$  was accepted, that POS can directly explain job satisfaction. The fourth research hypothesis ( $H_4$ ), which states POS affects job satisfaction, was accepted. These results indicated in this study support research by Bilgin and Demirer (2012), who stated that there is a positive relationship between POS with Job Satisfaction. Thus, it can be concluded that the support of the organisation, in this case the Government-Owned Commercial Bank, needs to be considered because it can increase employee job satisfaction.

#### *5.5 The effect of POS on employee engagement*

The result of the hypothesis test showed that the coefficient of a path from POS to employee engagement was 0.404 and  $CR = 4.11$ . The coefficient of paths was marked positive and significant ( $CR > 1.96$ ).  $H_0$  was accepted and  $H_a$  was accepted, so POS can explain directly employee engagement. The fifth research hypothesis ( $H_5$ ), which states POS affects employee engagement, was accepted.

The results of this study support research conducted by Nusatria and Suharnomo (2011), who stated that there is a positive and significant relationship between POS and Employee Engagement. Support from the organisation makes employees feel valued. This result indicates that POS in the Government-Owned Commercial Bank Region is sufficient enough to increase Employee engagement.

#### *5.6 The effect of POS on employee performance*

The result of the hypothesis test showed that the coefficient of a path from POS to organisational performance was 0.071 and  $CR = 1.11$ . This connection had a coefficient of marked positive and insignificant ( $CR < 1.96$ ). Hence the hypothesis  $H_0$  was accepted, i.e., POS cannot directly explain the performance of the organisation. The sixth research hypothesis ( $H_6$ ), which states POS affects organisational performance, was not accepted.

The result indicates that POS has a positive and insignificant effect on employee performance. This could be because the Government-Owned Commercial Bank in the Malang Region already has their own standard operating procedure, so support given

from employees to their company is literally standard. Support from organisations to each employee will be the same in accordance with their work, so the impact of POS on employee performance is not significant.

The result of this study does not support research conducted by Miao (2011) and Judge et al. (2001) who stated that POS has a significant effect on Employee Performance. This could be due to the differences in the phenomenon of the object of research, so this study led to a different finding.

### *5.7 The effect of job satisfaction on employee engagement*

Job satisfaction is a person's feelings toward his work. Each individual will have different levels of satisfaction in accordance with the work ethics designed by the organisation that apply to him. The attitude is reflected by work morale, discipline and performance. Job satisfaction could be measured by how the employee gets to enjoy themselves in their office or even when they are on a field trip or both situations combined. These emotional feelings indicate that employee job satisfaction can lead to feelings of attachment between employees and the company.

The result of the hypothesis test showed that the path coefficient of job satisfaction to employee engagement was 0.288 and  $CR = 3.14$ . This connection had a coefficient of paths that was marked positive and significant ( $CR > 1.96$ ). Hence, the hypothesis  $H_0$  was rejected and  $H_a$  was accepted, i.e., job satisfaction can directly explain employee engagement. The seventh research hypothesis ( $H_7$ ), which states that job satisfaction has an effect on employee engagement, was accepted.

The result shows that job satisfaction has a positive and significant influence on employee engagement. It means that the increase of employee job satisfaction will increase employee engagement. It indicates that employee job satisfaction at the Government-Owned Commercial Bank Region is high, which can increase employee engagement.

### *5.8 The effect of job satisfaction on employee performance*

The result of the hypothesis test showed that the path coefficient of job satisfaction on employee performance was 0.629 and  $CR = 8.79$ . This connection had a coefficient of paths that was marked positive and significant ( $CR > 1.96$ ). Thus,  $H_0$  hypothesis was rejected and  $H_a$  was accepted, that is, job satisfaction can directly explain employee performance. The eighth hypothesis of this research ( $H_8$ ), which states that job satisfaction has an effect on employee performance, was accepted.

These results indicate that the expectations of employees for what they received are appropriate or even exceeded, so employees feel satisfied. Increased job satisfaction experienced by employees was followed by improvement of employee performance at the Government-Owned Commercial Bank in the Malang Region. Thus, the Bank needs to give special attention to increasing employee job satisfaction so employee performance also improves. The results of this study support research by Miao (2011) and Judge et al. (2001), who stated that Employee Satisfaction has a positive and significant impact on employee performance.

### 5.9 *The effect of employee engagement on employee performance*

The result of the hypothesis test showed that the coefficients of the employee engagement path to employee performance was 0.231 and  $CR = 3.48$ . This connection had a coefficient of paths that was marked positive and significant ( $CR > 1.96$ ). Thus, hypothesis  $H_0$  was rejected, and  $H_a$  was accepted, that the employee engagement can directly explain the performance of employees. The ninth research hypothesis ( $H_9$ ), which states that employee engagement has an effect on employee performance, was accepted.

Based on the research results, it can be seen that employee engagement has a positive and significant influence on employee performance. An increase in employee engagement will be followed by improved employee performance. Thus, it can be concluded that the Government-Owned Commercial Bank needs to give special attention to the creation of employee engagement, which will spur the performance of its employees. The results of this study support research conducted by Ramadhan and Sembiring (2014), whose results stated that employee engagement has a positive and significant impact on employee performance.

### 5.10 *The indirect effect of Superleadership on employee performance with job satisfaction as mediating variable*

Based on the Gesca test result, the coefficient of path value of

- i the influence of Superleader ( $X_1$ ) on Job Satisfaction ( $Y_1$ ) was 0.331 with standard error ( $S_a$ ) 0.058. Meanwhile the value of path coefficient
- ii the influence of Job Satisfaction ( $Y_1$ ) on Employee Performance ( $Y_3$ ) was 0.629 with standard error ( $S_b$ ) 0.072.

According to Table 4 shown by entering those numbers into the Sobel Test formula, a Test Statistical value of 4.777 with  $p$ -value of 0.000 was obtained. The test results through the Sobel test showed that the indirect effect was significant, as evidenced by the value in the  $p$ -value column, namely all tests both Sobel, Aroian and Goodman test which showed smaller than the alpha value of 0.05. Thus, it can be concluded that the influence of Superleadership ( $X_1$ ) on Employee Performance ( $Y_3$ ) is significantly mediated by Job Satisfaction ( $Y_1$ ).

Based on the findings, the increase in one's job satisfaction will improve performance. Employees assume that someone who works in a higher position would feel more satisfied than employees who work at a lower position. In addition, the higher position of employee hold the more they approach the level of their senior colleague, so the company gives a certain position to the person who deserves it. If there is an increase in wages, this will be regarded as a promotion, and pride in the new position will change a person's behaviour and feelings. Employee job satisfaction can also be measured by age. There is a relationship between job satisfaction and the age of employees. The relationship between employees and the leadership is very important in improving employee performance. Employee satisfaction can be measured through how much this employee gains the attention of their superior and how much they could create good relationships with their superior and their partners, such that the employees feel that they are an important part of the work organisation (sense of belonging).



**Table 4** Results of indirect effect of indices between variables  $X_1 \rightarrow Y_1 \rightarrow Y_3$

	Test statistic:	Std. Error:	p-value:
Sobel test:	4.77779519	0.04357638	0.00000177
Aroian test:	4.75600619	0.04377602	0.00000197
Goodman test:	4.79988644	0.04337582	0.00000159

*5.11 The indirect effect of Superleadership on employee performance with employee engagement as mediating variable*

Based on the Gesca test results, the path coefficient value of

- i the influence of Superleadership (X1) on Employee Engagement (Y2) was 0.128 with standard error (Sa) 0.060. Meanwhile, the value of the path coefficient
- ii the influence of Employee Engagement (Y2) on Employee Performance (Y3) was 0.231 with standard error (Sb) 0.066.

According to Table 5 by entering those numbers into the Sobel test formula, a Test Statistical value of 1.281 with p-value of 0.068 was obtained. The test results through the Sobel test showed that the indirect effect was not significant, as evidenced by the value in the p-value column, namely all tests both Sobel, Aroian and Goodman test which showed greater than the alpha value of 0.05. Thus, it can be concluded that the mediation of Employee Engagement (Y2) on the influence of Superleadership (X1) on Employee Performance (Y3) is not significant.

**Table 5** Results of indirect effect of indices between variables  $X_1 \rightarrow Y_2 \rightarrow Y_3$

	Test statistic:	Std. Error:	p-value:
Sobel test:	1.8216199	0.01623171	0.06851268
Aroian test:	1.7697145	0.01670778	0.07677471
Goodman test:	1.87837781	0.01574124	0.0603295

The employees of the Government-Owned Commercial Bank already have moderately good engagement with their work environment because they apply the company culture and behaviour. Their superior evaluates their job on a daily basis, scheduled 1 h before the office opens for the public and customers, which is a great inducement to improve performance.

*5.12 The indirect effect of POS on employee performance through job satisfaction*

Based on the Gesca test result, the path coefficient value

- i influence of Perceived Organisation support (X2) on Job Satisfaction (Y1) was 0.555 with standard error (Sa) 0.056. Meanwhile, the value of path coefficient
- ii the influence of Job Satisfaction (Y1) on Employee Performance (Y3) was 0.629 with standard error (Sb) 0.072.

According to Table 6 by entering those numbers into the Sobel test formula, a Test Statistical value of 6.553 with  $p$ -value of 0.000 was obtained. The test results through the Sobel test showed that the indirect effect was significant, as evidenced by the value in the  $p$ -value column, namely all tests both Sobel, Aroian and Goodman test which showed smaller than the alpha value of 0.05. Thus, it can be concluded that the variable Job Satisfaction ( $Y_1$ ) significantly mediates the influence of variables Perceived Organisation support ( $X_2$ ) on Employee Performance ( $Y_3$ ).

**Table 6** Results of indirect effect of indices between variables  $X_2 \rightarrow Y_1 \rightarrow Y_3$

	Test statistic:	Std. Error:	$p$ -value:
Sobel test:	6.55349937	0.05326849	0
Aroian test:	6.53480622	0.05342086	0
Goodman test:	6.57235385	0.05311567	0

### 5.13 The indirect effect of POS on employee performance through employee engagement

Based on the Gesca test results, the path coefficient value

- i influence on Perceived Organisation support ( $X_2$ ) to Employee Engagement ( $Y_2$ ) was 0.404 with standard error (Sa) 0.098. Meanwhile, the value of path coefficient
- ii influence of Employee Engagement ( $Y_2$ ) on Employee Performance ( $Y_3$ ) was 0.231 with standard error (Sb) 0.066.

According to Table 7 by entering those numbers into the Sobel test formula, a Test Statistical value of 6. 2.668 with  $p$ -value of 0.007 was obtained. The test results through the Sobel test showed that the indirect effect was significant, as evidenced by the value in the  $p$ -value column, namely all tests both Sobel, Aroian and Goodman test which showed smaller than the alpha value of 0.05. Hence, it can be concluded that the Employee Engagement ( $Y_2$ ) variable significantly mediates the influence of Perceived Organisation support ( $X_2$ ) variable on Employee Performance ( $Y_3$ ).

It is clear that the results could be explained thus: Perceived Organisational could increase Employee Engagement from the employees of the Government-Owned Commercial Bank.

**Table 7** Results of indirect effect of indices between variables  $X_2 \rightarrow Y_2 \rightarrow Y_3$

	Test statistic:	Std. Error:	$p$ -value:
Sobel test:	2.66809075	0.03497782	0.00762837
Aroian test:	2.62361143	0.03557082	0.0087003
Goodman test:	2.71491183	0.0343746	0.00662934

## **6 Conclusion and recommendations**

This study has proven that:

- 1 Superleadership has a positive and significant impact on Job Satisfaction. The result of this study is a novelty that is expected to contribute to theoretical studies as well as practical contributions.
- 2 Superleadership has a positive and significant effect on Employee Engagement. The results will most likely contribute to the growing literature on Superleadership and employee engagement.
- 3 Superleadership has a positive and insignificant effect on Employee Performance. The result of this study does not support research conducted by Mappaenre (2014), who stated that Superleadership significantly affects employee performance.
- 4 POS has a positive and significant impact on Job Satisfaction. The results of this study support the research conducted by Nusatria and Suharnomo (2011), who found that POS has a positive and significant impact on Job Satisfaction.
- 5 POS has a significant effect on Employee Engagement behaviour. The result of this study supports research conducted by Bilgin and Demirer (2012), who found that POS has a positive and significant effect on Employee Engagemen.
- 6 POS has a positive and insignificant effect on Employee Performance. The result of this study does not support research conducted by Suryani and Masruroh (2013), who found POS has a positive and significant impact on Employee Performance.
- 7 Job Satisfaction has a significant effect on Employee Engagement. The result of this study supports research conducted by Lintang Sari et al. (2012), who found that Job Satisfaction has a significant effect on Employee Engagement.
- 8 Job Satisfaction has a positive and significant impact on Employee Performance. The result of this study supports research conducted by Ramadhan and Sembiring (2014), who found that Job Satisfaction has a positive and significant impact on Employee Performance.
- 9 Employee Engagement has a positive and significant impact on Employee Performance.

The result of this study supports research conducted by Ren-Tao Miao (2011), Pushpakumari (2008), Edwards et al. (2008), and Hakim et al. (2014), who found that Employee Engagement has a positive and significant impact on Employee Performance.

The research provides the following recommendations:

- 1 The next research needs to be developed by adding other variables.
- 2 Respondents in this research are limited to employees of the Government-Owned Commercial Bank in the Malang area only. The next research needs to revise this by combining respondents from both governor-owned commercial bank and commercial bank so a clearer distinction can be obtained for refinement of this research.

- 3 Data collection methods for the next research should not only be conducted using the survey method, because respondents complete the questionnaire based on their perception, which is likely to be biased. Another possible method is the in-depth interview.
- 4 Competition and business development in the banking sector is becoming stronger and faster, so the Government-Owned Commercial Bank in the Malang region must continue to be innovative and to tailor its management and responses to existing circumstances, and thus improve employee performance.
- 5 Good Employee Performance can be achieved by taking into account various factors used in this study, among which are Superleadership, POS, Job Satisfaction, and Employee Engagement, so the company needs to pay attention to these factors.
- 6 Superleadership has a positive but insignificant impact on employee performance. Nonetheless, the Superleadership Variable has a positive and significant influence on the variable of job satisfaction and employee engagement. Thus, even though the effect of Superleadership is not directly significant on employee performance, Superleadership must be developed and monitored in order to create job satisfaction and employee engagement.
- 7 Similar to Superleadership, POS has a positive but insignificant influence on employee performance. Nonetheless, Superleadership has a positive and significant influence on the variables of job satisfaction and employee engagement.

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