

The Relationship Among Superleader, Perceived Organizational Support and Work Performance Mediated By Work Satisfaction and Employee Engagement



Yuntawati Fristin, Umar Nimran, M. Al Musadieg, Hamidah Nayati Utami

Abstract: *The research aims to analyze and explain the effect of Superleader on Employee Engagement; the effect of Superleader on work satisfaction; the effect of Superleader on work performance; the effect of Perceived Organizational Support on Employee Engagement, the effect of Perceived Organizational Support on work satisfaction; the effect of job satisfaction on Employee Engagement; the effect of job satisfaction on work performance and the effect of Employee Engagement on work performance. The number of samples used in this research was 240 people. The data was analyzed by using Generalized Structured Component Analysis (GSCA). The result shows that Superleader had both positive and significant effect on work performance, Superleader led significantly to Employee Engagement, Superleader had positive effect but insignificant on work performance, Perceived Organizational Support had a positive and significant relationship on job satisfaction, Perceived Organizational Support had positive and significant effect on Employee Engagement, Perceived Organizational Support led positively but insignificantly to work performance, Job Satisfaction led to Employee Engagement both positively and significantly, Job Satisfaction had a positive and significant effect as well on work performance. While the indirect relationship between Superleader and Performance mediated by Satisfaction based on Sobel test showed insignificant effect. The insignificant effect of Perceived Organizational Support variable on Performance mediated by Satisfaction showed significant result. Moreover, the indirect effect between Perceived Organizational Support variable on Performance mediated by Employee Engagement also indicated a significant result.*

Key-words: *Superleader, Employee Engagement, Perceived Organizational Support, Performance, Satisfaction.*

I. INTRODUCTION

A leader now days is the same as a trainer or a coach. A great

leader learn that role through training or coaching. Based on this phenomena, it is definitely needed to have a leader whose leadership can face both the challenges of the present time and the future. It is leadership that focuses on organization members to be able to make those members lead themselves. It was called Superleader. "Superleader is the one who leads others to lead themselves" (Manz and Sims, 1990). In a business organization – handling banking business – professional human force is absolutely important to be able to respond its customers' expectation through improving the organization performance. Rivai (2004) suggested a Superleader was a leader who leads others to lead themselves. This covered a set of attitudes which were intended to make subordinators possess their own attitudes and cognitive required to train self-leadership.

Mappaenre (2014) studied the relationship between Superleader and Performance. This research was conducted in some senior high schools in Makassar. The results showed that Superleader had a positive and significant effect on performance. It could be concluded that Superleader is totally important in improving subordinators work performance. Other studies also reveal that Superleader did not always have significant effect on subordinators work performance. Hadi (2011) conveyed that superleader did not have significant effect on subordinators work performance. This meant that the changes taking place in Superleader indicator will not affect the changes in the variable of subordinators work performance. Not only does Superleader affect employee work performance, but also Perceived Organizational Support affects employee work performance. Perceived Organizational Support makes employee feel that they are appreciated by both their supervisor and the company as the agents of the company. Perceived Organizational Support in a company is believed as something that can direct and lead employee to work optimally. Perceived Organizational Support shows that positive and good treatment by the company creates general obligation. In returns, employees will show their concern to their company and give sound treatment to the company. Employees' duties will be shown through work-related attitudes which back up the organization goals. Levinson (1965) states that employees tend to personify the company where they work for as a set of decisions and actions executed by the executives and managers.

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* Correspondence Author

Yuntawati Fristin*, Lecturer, University of Merdeka Malang, Indonesia. Email: yuntawati.fristin@unmer.ac.id

Umar Nimran, Lecturer, University of Brawijaya Malang, Malang, Indonesia. Email: umar.niran15@gmail.com

M. Al Musadieg, Lecturer, University of Brawijaya Malang, Malang, Indonesia., Email: almusadieg@gmail.com

Dr. Hamidah Nayati Utami, Lecturer, University of Merdeka Malang, Malang, Indonesia. Email: hamidah.lecture@gmail.com

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They forget the company or the organization as a system. Perceived Organizational Support (POS), then, respond how much employees feel the company where they work for intend to give fair compensation upon their work efforts; offer help to them on certain situations such as in sickness and when they find difficulty with their work; make the jobs interesting and encouraging; and providing conducive working conditions.

The result of a research by Rhoades, et al. (2001) points out that Perceived Organizational Support generates obligation to employees to show their concern to the well-being of the company and assist the company accomplish the goals.

Eisenberg, et al. (1986) states that Perceived Organizational Support is the belief of employees concerning how much the company supports its employees and the well-being of its employees. Taking employees into decision-making process is a method used by some leaders as a means to motivate employees. When employees are convinced that the company gives a good care to them and o their well-being, then employees will certainly be wholeheartedly fight for fulfilling their duties. The attachment between employees and their company is called employee engagement.

Bilgin and Demirer (2012) makes further research on Perceived Organizational Support. The result demonstrates that POS affects positively to commitment and satisfaction. Christian (2015) in his research reveals that POS affects significantly to work satisfaction. This result definitely backs up Paille's research (2010) which pointing out that POS has both positive and significant effect on job satisfaction. This also happens with Han, et al. (2012) who states that POS positively and significantly affects job satisfaction. It goes without saying that the company or the organization tries hard to give optimal support to its employees. So, the employees can feel a positive impact of company's backups and can create job satisfaction to improve work performance.

Saks (2006) conveys that there are relationships among POS and satisfaction, commitment, and performance. However, there is no relationship between POS and Employee Engagement. There is a research gap. There is a different result of the researches conducted by the previous researchers. It is interesting to study the relationship between job satisfaction and work performance since job satisfaction has had affected positively to work performance as revealed by many literatures and researches.

One of important factors in managing human force in a business organization is creating employee job satisfaction. Job satisfaction – as seen by Martoyo (1992) – is basically one of psychological aspects which reflects someone's feeling to his/her job. He/she will feel contented when there is compatibility among his/her competency, skill, and expectancy with the job he/she has. The satisfied an employee with his work is the higher work performance he/she performs. Dessler (2000) states that there is a big difference between an employee having job satisfaction and the one who doesn't have one. Having evaluated an employee's work experience, Mathis (2008) also states that job satisfaction is a positive emotional state. The unsatisfaction appears when expectations are not met.

So, job satisfaction means a lot for both employees and company to create a conducive working atmosphere. From these explanations, it can be concluded that job satisfaction is simply someone's feeling toward his work. This means the concept of job satisfaction is viewed as the result of human's

interaction with his work environment. In addition, someone's feeling toward his work must be at the same time his reflection of his attitude toward his work. Miao (2011), Pushpakumari (2008), Edwards, et al. (2008), and Christen, et al. (2006) study the relationship between satisfaction and work performance. From the studies it is found out that job satisfaction has a positive and significant effect on work performance.

From these explanation, it can be concluded that performance is also affected by job satisfaction. SO, it is necessary for a company or an organization to pay attention to job satisfaction of its employees. Besides job satisfaction affects work performance, employee engagement has had its attraction in recent years. Its attraction springs up due to the fact that employees. In fact, there are still no clear definitions and accurate measurements of employee engagement (Robertson and Cooper, 2010). Macey, et al (2009) states that employee engagement constitutes an employee's comprehension to the goals and the energy focused in the forms of initiatives, efforts, and perseverance directing to the organization goals. This is in line with the research done by Ramadhan and Sembiring (2014) indicating that employee engagement affects significantly on work performance.

The findings of previous studies reveal the difference result among variables. The inconsistency among variables of those findings has been found and shown as the following: first, there are differences on the finding related with the effect of superleader on employee work performance, perceived organizational support on employee engagement, and job satisfaction on employee work performance. Hadi's findings (2011) indicate that superleader has positive but not significant effect on work performance. Nusatria's and Suharmono's findings (2011) show that Perceived Organizational Support affects positively but insignificantly on employee engagement, whereas kalkavan's and Katrinli's findings (2014) show that there is no relationship between job satisfaction and work performance. Second, there is no empirical backups to some hypotheses which stating about the effect of Superleader on Job Satisfaction, the effect of Superleader on Employee Engagement, and the number of research concerning superleader in developing countries in banking sectors – particularly – is very limited.

This explanation indicates the research gap which is quite necessary to be studied for the sake of the development of human resource especially the ones concerning superleader, perceived organizational support, employee engagement, job satisfaction, and work performance as well.

To improve work performance of the executives in banking business now days, superleaders and perceived organizational support are needed. The ones who can create job satisfaction, employee engagement, and who are capable to increase work performance. Thus, this research is interesting to be done since it examines the relationship model among Superleader, Perceived Organizational Support, Job Satisfaction, Employee Engagement on Work Performance in Bank Negara Indonesia '46 Malang Region based on the following considerations: (1) there is a strong commitment from the authority to alleviate poverty.

For the purpose, managing organization in financing sector is crucial. Optimizing human resource is vital to improve the organization performance; (2) the role of leader in creating job satisfaction is very important. Thus, the implementation of leadership which is suitable with characteristics of Bank Negara Indonesia '46 Malang Region is a prominent resource for the organizational success. Then, the employee work performance will finally improve.

When subordinators are willing to change their attitudes to be in accordance with the organization, it is believed that they have strong trust to the integrity and credibility of their leader; (3) Perceived Organizational Support given by PT. BNI '46 (Persero), Tbk Malang Branch is able to get on optimal work performance.

II. LITERATURE REVIEW

A. SuperLeader

Superleader is the development of transformational leadership model. Power of a leader is shared with subordinators in order to make system and team function independently without supervision and control from a leader (Scabrough, 2001). Superleader is a leader who leads others to direct and lead themselves. Self-leadership designs and implements a system which allows and teaches members of organization to become a leader for himself. Indra (2016) states that a great leader must be able to lead himself in almost all aspects of himself. Self-leadership is the key to be able to lead others. It covers a set of strategies focusing on behavior and ideas and concepts which can be used to mobilize oneself. In other words, self-leadership is everything people do to lead themselves (Mars and Sims, 1990).

B. Perceived Organizational Support

Perceived Organizational Support (POS) is perception of employees toward how on organization appreciate and value their contribution and how it take a good care of their well-being (Eisenberg, 2002). This shows that an organization is committed to its employees, and it is vital. Robbins and Coulter (2009) views that the high level of Perceived Organizational Support leads to the high level of satisfaction which bringing down turnover.

C. Job Satisfaction

Martoyo (1992) says that job satisfaction basically is one psychological aspects that reflects someone's feeling toward his work; he will feel satisfied with the compatibility of his skill, competency and expectation with the works he faces. Satisfaction is actually a subjective psychological state which is deducted from a comparison on what employees receive from their work compared to what subjectively decides how his work satisfies him since the level of satisfaction varies among the employees.

D. Employee Engagement

Dessler (2000) says that employee's work attitudes or behaviors is extremely essential for service-related organizations such as bank and retailers. If an employee is clumsy, unable to explain the company's premium products, and even ill-mannered, the company will lose. Its attempts in promoting its products will come to vain. This fact drives service, related organizations rely on their employees' conduct, manner, motivation, and psychological commitment

to give. Their best to their companies. Employee engagement has been on interesting concept in organizational behavior recently. The attraction of employee engagement comes into existence because employee engagement affects organization performance. In fact, there are still many factors involved in employee engagement. There is no clear measurement of employee engagement and inadequate definition of employee engagement.

E. Employee Work Performance

Performance is a reflection of the work-accomplishment level of a program or a policy in executing organizational vision and mission which have been put in well planned-strategies of the organization. Sedarmayanti (2011) conveys that performance means the output of an employee, a through managerial process in which that output must be able to be both proved and measures – compared to the establishes standards. Hasibuan (2002) says that performance is the output accomplished by an employee in conducting his jobs with his efforts, opportunities, and competency.

III. METHODOLOGY

A. Population and Sample

The population in this research is the whole employees of BNI '46 Malang district. The respondents are the supervisor – level employees covering Assistants, Assistants to managers, managers, Assistants to Vice Presidents, Vice Presidents, and executive Vice President. This selection is taken with a logical reason. The information needed can be obtained from this level of employees since they do have the information. Besides, they meet the criteria set by the researcher. The following is the details of the respondent data.

Table 1. The number of supervisor – level officials and above this level in Malang District

| No. | City | Total |
|-----|--------------|------------|
| 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 |
| | Total | 603 |

Slovin Formula is applied to decide the number of sample as follows.

$$n = 603 / [1 + (603 \times 0.052)]$$

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

Next, proportional sampling technique is used to get a proportional sample of each city which is in line with the number of supervisor – level officials and above. When the number of sample is identified, the number of each division is set proportionally by applying Slovin method.

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Table 2. The Number of Sample for Supervisor – Level Officials and Above in Malang District

| No. | City | Population (people) | Calculation | Results |
|--------------|-------------|---------------------|---------------|------------|
| 1 | Malang | 139 | 139/603 x 240 | 55,3 = 55 |
| 2 | Madiun | 46 | 46/603 x 240 | 18,3 = 18 |
| 3 | Kediri | 75 | 75/603 x 240 | 29,8 = 30 |
| 4 | Probolinggo | 45 | 45/603 x 240 | 17,9 = 18 |
| 5 | Banyuwangi | 39 | 39/603 x 240 | 15,5 = 15 |
| 6 | Blitar | 43 | 43/603 x 240 | 17,1 = 17 |
| 7 | Pasuruan | 45 | 45/603 x 240 | 17,9 = 18 |
| 8 | Tulungagung | 39 | 39/603 x 240 | 16 |
| 9 | Ponorogo | 47 | 47/603 x 240 | 18,7 = 19 |
| 10 | Jember | 85 | 85/603 x 240 | 33,8 = 34 |
| Total | | | | 240 |

B. Variabels and Measurement

Superleader is a leadership style which leads others to direct or lead themselves. Superleader designs and implements system allowing and teaching organizational members to become a leader for themselves. The indicators used to measure leadership level in this study are role model, goal settings, reward, and reprimands.

Perceived Organizational Support refers to employees' perception on how good an organization values its employees' contribution and takes care of its employees' well-being. Perceived Organizational Support (X2) is also viewed as a guarantee of having assistance or helps by an organization every time employees need them to execute their jobs effectively and when they face a depressing work situation. POS (X2) is affected by work experience of an employee and an employees' observation on how an organization treats him on a daily basis.

Satisfaction is someone's feeling on his work. It means that work concepts sees it as the result of human interaction with his work environment. Besides, that feeling, at the same time, is a reflection of his behavior toward his work. The indicators used to measure satisfaction in this study are work, salary or reward, supervision, promotion, workmates, and work environment.

Employee engagement is a relationship between emotional states and the high intellectual level an employee has toward his work, company or organization, manager, co-workers who give effect to increase discretionary effect in his work. A good relationship with his work, his supervisor who backs up him, and supportive co-workers will definitely make an employee contributes his best beyond any job requirements.

Performance is a work achievement or the output an employee can perform in an activity or a program which has been planned in advance to accomplish or reach the goal set by an organization and executed in a time frame. This variable is a latent one which is measured by 8 observable variable indicators. They are the quantity of output, the quality of output, the time frame of output, work attendance, and cooperative attitude.

C. Data Analysis Technique

Data analysis used to confirm or prove the hypothesis proposed in this study is Generalized Structured Component Analysis (GSCA). GSCA is developed by Heungsun Hwang, Hec Montreal, and Yhoshio Takene in 2004. The purpose is to replace a factor in a linier combination of an indicator (manifest variable) in SEM analysis (Solimun, 2012). Tenehaus (2008) in Solimun (2012) says that GSCA is an

updated version of component – based SEM which is very important and can be used for score counting (not scale counting) with a small number of samples. This analysis applies least square method in a parametric process. In addition, GSCA can also be applied for structural models involving variables with reflexive indicators and or formative ones.

IV. FINDING AND DISCUSSION

Hypothesis tests of this study can be seen from the result of structural model evaluation on GSCA to know how much information can be explained by this model as presented in Figure 1. This study tests 9 different kinds of relationship among variables. Causal relationship criteria is insignificant if critical ratio score (CR) is equal to or less than 1.96 (t-table). Table 3 describes the recapitulation of structural model evaluation for each hypothesis and R-square.

Figure 1. Path Diagram of Measurement Model and Structural Model

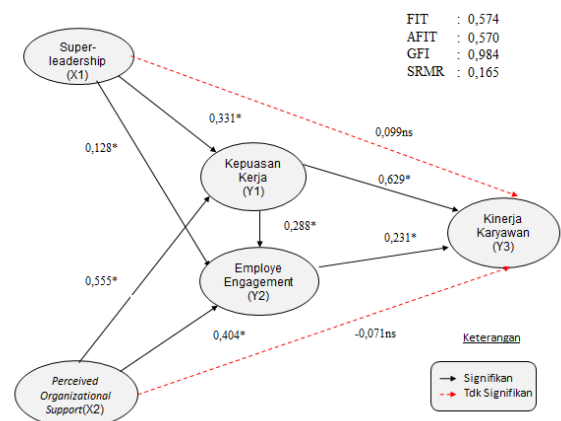


Table 3. Recapitulation of Estimation Results and Hypothesis Testing

| Influence between Variables | Path Coefficient | Standard Error | CR | Information | |
|-----------------------------|--------------------|----------------|-------|-------------|-----------------|
| Independent variable | Dependent variable | | | | |
| 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 |

A. The Effect of Superleader on Satisfaction

A business organization requires a leader who is capable and is willing to take an initiative to act proactively and take advantage of any business opportunity. A leader who can response new challenges. Besides, he is also the one who can take responsibility to face depressing business world with lots of uncertainties behind it. The future organizational leader must possess clear vision concerning what must be done professionally or personally.



He must also be the one who has a strong endurance to face setbacks even failures. A leader should be visionary and comprehends indeed where the organization will be navigated to. Leadership as a process of social influence determines the organizational goals, encourages positive habits of employees to reach the goal, and influences the sustainability of a business organization (Yukl, 1999).

A leader functioning both as a manager and a transformational leader is the main actor and the most decisive one to bring his organization to become a thriving business organization with its competitive advantage. The success of a leader mostly depends on his willingness to take ethical and moral responsibility motivation and behaviour of an organizational leader are essentially universal and prevalent in the world.

Superleader leadership is a leadership approach to lead oneself (Manz and Sims, 1990). Rivai (2004) conveys that a superleader is the one who leads others to be able to lead themselves. This approach covers an expansion of a set of behaviour devices intended to make subordinates possess attitudes and cognitive ability which are vital to train self-leadership.

The first hypothesis (H1) conveys that superleader affects significantly on job satisfaction. The result indicates that path coefficient from superleader toward job satisfaction is 0.331 and CR = 5.75. This relationship has a positive and significant path coefficient (CR > 1.96). Thus, hypothesis H0 is denied and H_a is accepted. Superleader directly and significantly affects job satisfaction. Based on the result of that path coefficient, we can draw a conclusion that an increase in Superleader variable will increase job satisfaction of PT. BNI Malang district employees.

Superleader is considered to have positive effect on the job satisfaction of PT. BNI Malang District employees. Employees can feel satisfied with their job when there is a leader in the organization who trust them to be able to lead themselves. Then, they have room to develop their creativity and ideas. It can be concluded that having superleader in PT. BNI Malang District has a positive impact on job satisfaction of its employees.

This findings is a novelty explaining a relationship between superleader and job satisfaction. This study is expected to give theoretical contribution on the studies between superleader and job satisfaction.

B. The Effect of Superleader on Employee Engagement

Employee engagement is a high emotional and intellectual bonding owned by employees to their job, organization, manager, and co-workers which gives effect to increase discretionary effect in their work. A good relationship with a job an employee is responsible for; with the organization where he works for; with the manager who supports him; with co-workers who give mutual backups can make an employee does his best beyond any requirement of a job (Hughes and Rog, 2008). A manager as a leader has an important contribution in creating employee engagement, so that the researcher attempts to relate superleader variable with employee engagement.

Path coefficient from superleader to employee engagement is 0.128 and CR = 2.12. this relationship has path coefficients marked positive and significant (CR > 1.96). Thus, hypothesis nol (H0) is denied and H_a; superleader can explain employee engagement directly. The second hypothesis (H2) stating that

superleader has an effect on employee engagement is accepted. Based on the result of this study, it can be concluded that an increase in Superleader variable will increase employee engagement of PT. BNI '46 Malang district employees.

The role of leader in creating employee engagement toward the organization is proven to be vital. Superleader is proven to foster employees' emotional bonding toward organization. This takes place due to the fact that employees feel appreciated since they are trusted to be able to lead themselves. So, employees can develop their creativity and ideas, and they feel comfortable with their working atmosphere, with their leader in particular.

This finding is a novelty explaining a relationship between superleader and employee engagement. The result of this study is expected to give theoretical contribution on the studies between superleader variable and employee engagement.

C. The Effect of Superleader on Job Satisfaction

Rivai (2004) states that a superleader is someone who leads others to lead themselves. This approach covers an expansion of a set of behavioural devices meant to make subordinates or followers possess an important behaviour and cognitive ability to train self-leadership. Applying this superleader is aiming at improving job or work performance of employees which is eliminating in improving organizational performance.

Path coefficient from superleader to employee performance is 0.099 and CR = 1.77. This relationship has path coefficient which is marked positive but insignificant (CR < 1.96). Thus hypothesis nol (h0) is accepted; superleader cannot explain directly explain employee performance. The third hypothesis of this research (H3) which conveys that superleader affects employee performance is denied. This finding shows that the contribution of superleader in improving employee performance is not significant or significant. This takes place due to the fact that PT. BNI, Tbk has already had a system which is run based on a fixed operating procedure standard. Employee performance, then, does not depend on and is not affected by leadership style applied by their leader. In addition, the result of the cross-tab between the recent position and the length of holding the recent position shows that most leaders hold their recent positions for one year which is considered a new category. This phenomena is due to the fact that in 2016 PT. BNI, Tbk had a new regulation – East Java Province was split into 2 big areas. They are Surabaya Area and Malang Area offices. However, the role of Superleader cannot be ignored considering superleader has a vital effect on other variables related to employee performance. Further, BNI has implemented its own Value of Work Culture which covers Professionalism, Integrity, Customer – Oriented Service, and Continuous Improvement.

Whereas, the primary core values developed by BNI are improving competency, providing the excellent output, being honest, being sincere, being disciplines, being consistent and responsible, providing a high quality of services through a synergistic partnership and continuously creative but innovative improvement.

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These factors drive to the fact that superleader does not give significant effect.

This finding is contrary to the finding of the study done by Mappaenre (2014) indicating that Superleader has a significant effect on performance. This takes place due to the different objects of the research where the system applied to each study is not the same.

D. The Effect of Perceived Organizational Support on Job Satisfaction

Employees in any business organization definitely need organizational support apart from reward given by the business organization. Organizational support does affect employees' psychological state in working. A positive psychological state, employees can do their best to the organization. Employees who feel supported and care with the organization will be fully committed to every single activity of the organization. Studies done before have found that Perceived Organizational Support (X2) has a positive relationship with work attendance and work measurement (Ahmad and Yekta, 2010).

Path coefficient from POS on Job Satisfaction is 0.555 and CR = 10.00. This relationship has path coefficient marked with positive and significant (CR > 1.96). Thus hypothesis nol (H0) is denied and Ha accepted. POS can directly explain job satisfaction. The fourth hypothesis which states that POS affects job satisfaction is clearly accepted.

The finding of this study backs up the one conducted by Bilgin and Demirer (2012) indicating that there is a positive relationship between POS and job satisfaction. To point this, it can be conducted that organizational support – PT. BNI – is necessary to take into consideration since it is proven to be able to improve their employees' job satisfaction.

E. The Effect of POS on Employee Engagement

Rhoades and Eisenberger (2002) points out that any decision and action made by an organization agent is frequently considered as an indication of an organization seriousness, not only simply as a personal motive. Employees regard both pleasant and unpleasant treatment of an agent as indication that their organization like them or not. From this explanation with its dimensions it can be concluded that POS is any emotional and non-emotional organizational support which is meant to step up the bond and contentment of employees toward organization.

Path coefficients from POS to employee engagement is 0.404 and CR = 4.11. This relationship has a path coefficient which is marked positive and significant (CR > 1.96). So, hypothesis H0 is accepted and Ha is also accepted. POS can directly explain employee engagement. The fifth hypothesis (H5) stating that POS does affect employee engagement is accepted.

This finding does confirm the one conducted by Nusatria and Suharmono (2011) which points out that there is a positive and significant relationship between POS and employee engagement. Attention and backs up from organization is viewed as something that can make employees feel appreciated. This can drive employees to be engaged to their organization. From this study, it is understood that POS applied in PT. BNI Malang Area is relatively good to improve its employee engagement.

F. The Effect of POS on Job Performance

A specific goal of an organization is to improve its employees' job performance (Ahmad and Yekta, 2010). Employees' backed – up by their organization will feel appreciated and well – liked. In addition, this support can also in the form of something employees need to do their job. This will drive them to feel engaged to their job.

Path coefficient from POS to organizational performance is 0.071 and CR = 1.11. This relationship has path coefficient which is marked positive and insignificant (CR < 1.96). Thus, H0 is accepted. POS cannot directly explains organizational performance. The sixth hypothesis (H6) stating that POS affects organizational support performance is denied.

This clarifies that POS has a positive but insignificant effect on employee performance. This takes place since PT. BNI Malang Area has had its standard operating procedures so that its support to its employees is relatively standard. Organizational back-up or support given to every single employee is equal to its employee. As a result, the impact of POS on employee performance is not significant.

This finding does not confirm the study conducted by Ren – Tao Miao (2011) and Hakim, et al. (2014) conveying that POS affects significantly toward employee performance. This occurs due to the difference phenomena on the objects of the research. That is the reason why the finding of this study is not the same with the previous studies.

G. The Effect of Job Satisfaction on Employee Engagement

Job satisfaction is the psychological state of an employee to his job, it means that a conception of job satisfaction views it as a result of human interaction with his work environment. Further, this psychological state, at the same time, does reflex his behavior toward his job. Fundamentally, job satisfaction is individual. Every single individual has a certain level of job satisfaction is which varies depended on his own value system. Hasibuan (2002) points out that job satisfaction is a pleasant emotional state that loves one's job. This attitude can be seen from work morale, work achievement, and being disciplined. Job satisfaction is felt and enjoyed within any work, outside work, and the combination of the two. The presence of this emotional state shows that the existence of job satisfaction leads an engagement between an employee and his organization.

Path coefficient from job satisfaction to employee engagement is 0.288 and CR = 3.14. This relationship has path coefficient which is marked positive and significant (CR > 1.96). Thus hypothesis H0 denied and Ha is accepted. Job satisfaction can directly explain employee engagement. The seventh hypothesis stating that job satisfaction affects employee engagement is accepted. The finding of this study indicates that job satisfaction has a positive and significant effect on employee engagement. This result means that the improvement of job satisfaction is followed by the improvement of employee engagement. It is also found out that job satisfaction of BNI Malang Area is relatively good to improve its employee engagement.

H. The Effect of Job Satisfaction on Employee Performance

Martoyo (1992) states that job satisfaction basically is one of a set of psychological aspects reflecting someone’s feeling toward one’s job or work. He will feel satisfied with the compatibility among competency, skill, and expectation with his job he faces.

Satisfaction, in fact, is subjective. It is a result of conclusion which is based on the comparison between what an employee receives from his job and what he expects, wants, and thinks as something worth having. Whereas every single employee subjectively decide how he is satisfied with his job.

From the explanation, it can be concluded that job satisfaction is someone’s feeling toward his job. It means that the concept of job satisfaction views it as a result of human interaction with work environment. Furthermore, this feeling, at the same time, definitely constitutes a reflection of one’s attitude or behavior to his job. Fundamentally, job satisfaction is something which subjective to everyone. Every single individual has his own level of satisfaction that is different to each other depended on his value system. This condition is due to the fact that every individual is different from each other. The more aspects of jobs suitable to one’s expectation, the higher his level of job satisfaction and vice versa. It can be concluded that job satisfaction felt by an employee has a positive effect on his job.

The path coefficient from job satisfaction to employee performance is 0.629 and CR = 8.79. This relationship has a positive and significant path coefficient (CR > 1.96). Thus hypothesis H0 is denied and Ha is accepted. Job satisfaction can directly explains employee performance. The eighth hypothesis of this study stating that job satisfaction affects employee performance is then accepted.

This finding indicates that employee expectation suits the reward they receive – even beyond it – to make them feel contented. The increase of job satisfaction level felt by employees leads to the growing level of employee performance at PT. BNI Malang Area. In this case, PT. BNI Malang Area should give special attention to its employees to improve its employees’ job satisfaction in order to improve their performance. This finding backs up the study conducted by Ren – Tao Miao (2011) and Hakim, et al. (2014) conveying that job satisfaction affects positively and significantly on employee performance.

I. The Effect of Employee Engagement on Employee Performance

Employee engagement is defined as an intellectual and emotional commitment toward an organization. In other words, it is amount of effort exceeding any discretionary effort done by employees in handling their job (Saks, 2006). Employees are aware to engage themselves to their job. Once they are engaged, they will do their best and express themselves physically, cognitively, and emotionally. It can be concluded that employees engaged to their organization will strive their best beyond the target. Thus, employee engagement in crucial in managing the human force.

Based on this finding, it can be comprehended that employee engagement has a positive and significant effect on employee performance. The more employees engaged to their organization the better their performance is. Thus, it can be concluded that in this case PT. BNI Malang Area should pay a

special attention to its employees in order to elevate its employees’ work performance. The finding of this study backs up the one conducted by Ramadhan and Sembiring (2014) confirming that employee engagement does have a positive and significant effect on employee performance.

J. The Indirect Effect of Superleader (X1) On Employee Performance (Y3) Through Job Satisfaction (Y1)

Based on the result of GSCA Test, we can see that the path coefficient (a) of superleader effect on job satisfaction (Y1) is 0.331 with 0.058 as its standard error (Sa) While path coefficient (b) of job satisfaction effect (Y1) on employee performance (Y3) is 0.629 with 0.072 as its standard error (b). Inserting this value to the formula of Sobel Test, we obtain a value as big as 4.777 of statistic test. So, it can be concluded that the effect of superleader variable (X1) an employee performance (Y3) is significantly mediated by job satisfaction (Y1).

The finding indicates that the improving of someone’s job satisfaction will lift up his job performance. The satisfaction one gets from his organization – among other things – is position. Employees view that someone with higher level of position will feel more satisfied with his job compared to the one having lower position. Besides, position has its own different levels. A job gives someone a position. When there is a pay raise, it will be considered as a raise in positions and the pride on this new position will alter employees’ attitude and feeling.

The quality of relationship between employees and their leader is crucial in improving employees’ performance. Job satisfaction is obtained through attention and a sound relationship between employees and their leader. This drives to the situation that employees are the most important part of an organization or sense of belonging.

Figure 2. The Result of Computation of Indirect Effect among Variables X1, Y1, and Y3

| | 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 |

The Indirect Effect of Superleader (X1) On Employee Performance (Y3) Through Employee Engagement (Y2)

Based on the result of GSCA Test, path coefficient (a) of superleader effect (X1) on employee engagement (Y2) is 0.128 with 0.060 of standard error (Sa). While path coefficient (b) of employee engagement effect (Y2) on employee performance (Y3) is 0.066 standard error. Inserting this into sobel test formula, we can obtain statistic test value as big as 1.821 with its p – value as big as 0.068. P – Value is 0.05 bigger than alpha value.

Then, it can be concluded that the mediation of employee engagement (Y2) to the effect of superleader variable (X1) on employee performance (Y3) is not significant.

Employee Engagement posed by PT. BNI Persero, Tbk employees has been adhered with them since they have been applying work culture value and the BNI prime attitudes that is evaluated and



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observed by their leader before starting working. Daily evaluation is conducted an hour before working hours start for customer service. With this daily evaluation does elevate work performance without having employee engagement from PT. BNI Persero, Tbk.

Figure 3. The Computation Result of Indirect Effect Among Variables X1, Y2, and Y3

| | 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 |

Indirect Effect of Perceived Organization Support (X2) On Employee Performance (Y3) Through Job Satisfaction (Y1)

Based on GSCA Test, path coefficient value (a) of Perceived Organizational Support effect (X2) on Job Satisfaction (Y1) is 0.555 with 0.056 standard error (Sa). Whereas path coefficient value (b) of job satisfaction effect (Y1) on employee performance (Y3) is 0.629 with its 0.072 standard error (Sb). Inserting these values to Sobel Test, we can obtain 6.553 of statistical test value with its 0.000 p – value. P – Value is smaller than smaller than alpha value which is 0.05. So, we come to a conclusion that job satisfaction variable (Y1) significantly mediates Perceived Organizational Support variable (X2) to employee performance (Y3).

Job satisfaction of an employee which is measured by job, salary or financial reward, supervision, promotion, co – worker or workmate, and work atmosphere in PT. BNI, Tbk has been obtained to make him feel satisfied and content.

Figure 4. Computation Result of Indirect Effect Among Variables X2, Y1, and Y3

| | 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 |

Indirect Effect of Perceived Organizational Support (X2) On Employee Performance (Y3) Through Employee Engagement (Y2)

Based on GSCA test, path coefficient value (a) of perceived Organizational Support (X2) effect on Employee Engagement (Y2) is 0.404 with its 0.098 standard error (Sa). While path coefficient value (b) of Employee Engagement (Y2) effect on Employee Performance (Y3) is 0.231 with its 0.066 standard error (Sb). Inserting these values into Sobel test formula, we obtain statistical test value 2.668 with 0.007 p – value. P – Value is smaller than alpha value – that is 0.05. It can be concluded that employee engagement (Y2) variable significantly mediates the effect of Perceived Organizational Support (X2) variable on employee performance (Y3).

Organizational support and concern is viewed as something that can drive employees feel appreciated to make them feel engaged to their organization. From this finding it can be comprehended that Perceived Organizational Support in PT. BNI Malang Area is already well – applied to left up its employee engagement.

| | 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 |

Figure 5. Computation of Indirect Effect Among Variables X2, Y2, and Y3

V. CONCLUSION AND SUGGESTION

The research confirmed that: (1) Superleader significantly and positively affects Job Satisfaction. The finding of this study is a novelty. It is expected that this finding gives a meaningful contribution both theoretically and practically; (2) Superleader significantly and positively affects employee engagement. The finding of this study is a novelty. It is expected that this finding provides a meaningful contribution both theoretically and practically; (3) Superleader positively but insignificantly affects employee performance. The finding of this study does not back up the study conducted by Meppaenre and Ahmad (2014) indicating that superleader significantly affects employee performance; (4) Perceived Organizational Support positively and significantly affects Job Satisfaction. The finding of this study backs up the one conducted by Nusatria and Suharmono (2011) indicating that Perceived Organizational Support positively and significantly affects job satisfaction; (5) Perceived Organizational Support significantly affects Employee Engagement behaviour. The finding of this study backs up the one done by Bilgin and Demirer (2012) showing that Perceived Organizational Support positively and significantly affects employee engagement; (6) Perceived Organizational Support positively but insignificantly affects employee performance. The finding of this study does not back up the one done by Suryani and Masruroh (2012) indicating that Perceived Organizational Support significantly and positively affects employee engagement; (7) Job satisfaction significantly affects employee engagement. The finding of this study backs up the one conducted by Lintang Sari (2012) showing that job satisfaction significantly affects employee engagement; (8) Job satisfaction positively and significantly affects employee performance. The finding of this study backs up the research done by Ramadhan and Sembiring (2014) showing that Job Satisfaction positively and significantly affects employee performance; (9) Employee engagement positively and significantly affects employee performance. The finding of this study backs up the ones done by Ren – Tao Miao (2011), Pushpakumari (2008), Edwards, et al. (2008), Hakim, et al. (2014) indicating that employee engagement positively and significantly affects employee performance. The research provides the following suggestions: (1) The future research need to be developed for subsequent research by adding other variables; (2) Respondents who were sampled in this study were limited to employees of PT. Bank Negara Indonesia (Persero) Tbk. Malang area only. Subsequent research needs to review again by combining the respondents from bank employees with respondents from bank customers so that a clearer gap can be obtained for the refinement of this research; (3)

Data collection methods for subsequent research should not only be done by using survey method, because the survey respondents in filling out the questionnaire are more based on their perception and there is likely to be biased because respondents give answers that they think fit with him. For the next research can be by using the in-depth interview; (4) Competition and business development in the banking sector are getting tighter and certainly, this cannot be underestimated PT. Bank Negara Indonesia (Persero) Tbk. Malang region must continue to innovate and adjust management to the development of existing circumstances, so it can always improve employee performance; (5) Increased employee performance can be achieved by taking into account various factors used in this study, among others, Superleadership, Perceived Organizational Support, Job Satisfaction, and Employee Engagement so that PT. Bank Negara Indonesia (Persero) Tbk. The Malang region needs to pay particular attention to these factors; (6) Variables Superleadership has a positive but not significant 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 Superleadership is not directly significant effect on employee performance, Superleadership still need to be developed and taken care of further in order to create job satisfaction and employee engagement on employees of PT. Bank Negara Indonesia (Persero) Tbk. Malang area; (7) Similar to Variable Superleadership, Perceived Organizational Support variable has a positive but not significant influence on employee performance. Nonetheless, the Superleadership Variable has a positive and significant influence on the variable of job satisfaction and employee engagement.

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AUTHORS PROFILE



Yuntawati Fristin, was born in pamekasan, March 24, 1972. She has been teaching at Merdeka Malang University since 1998, was The Secretary of Business Administration in 2003 - 2007, The chairman of Business Administration in 2007 - 2016, is The vice dean of entrepreneurship and staff department in 2019 until now, Bachelor degree at merdeka malang university in 1996, Masrter degree at Brawijaya Malang University in 2003, Doctoral degree at

Brawijaya Malang University in 2018. Her publication is The Importance of Work Satisfaction in Mediating The Relationship Between Superleader and Employee Performance, The effect of product quality and brand image towards purchasing decision.



Prof. Dr. H. Umar Nimran MA, was born in Dampu, August 2, 2019. Bachelor degree at Brawijaya Malang University in 1975, Master Degree at Ohio University in 1982, Doctoral Degree at Melbourne university-Australia 1990. He was the former directur of brawijaya malang university, The Former of brawijaya university's polytechnic, The dean servant at the faculty of administration science brawijaya malang university. He is the book author of organizational behavior, He is the author of The

Effect of Organizational Culture and Organizational Commitment to Job Involvement, Knowledge Sharing, and Employee Performance. He is a lecturer at Airlangga university Surabaya, was guest lecturer at chulalongkorn Thailand university



Dr.Drs. Mochammad Al Musadieg, M. BA., Bachelor degree at Brawijaya malang universitu, master degree at Australia, doctoral degree at brawijaya malang university. He is Head Assistant of the faculty of business administration brawijaya malang university. His journals are the effect of safety and work health towards employee's work motivation, the effect of carrier development and self-efficacy towards employee's work, the effect of work training

and intensifve salary towards work satisfaction and impact towards organizational commitment, the need for management information systems on strategic planning process in Libyan health service organizations, and the effect of organizational commitment towards performance, the effect of wrok compensation and work environtment towards work motivation.



Dr. Hamidah Nayati Utami , Bachelor degree at brawijaya malang university in 1994, master degree at brawijaya malang university in 1997, doctoral degree at bogor agricultural university in 2007. Her journal are the effect of work motivation and organizational commitment towards employee's work, the effect of training,compensation, and work discipline towards employee's work achievement,the effect of training, compensation towards

employee's work satisfaction, the effect of compensation and work satisfaction toars organizational citizenship behavior and employee's work, The effect of transformational leadership, organizational culture, reward to organizational citizenship of employee behavior at PT Barata Indonesia (Persero), and The effect of empowerment of the organizational commitment and the job satisfaction of the employees of the National Electricity Company (Ltd.) in South Sulawesi Province Indonesia.