

The effect of empowering leadership, locus of control and sense of belonging on the performance of PT. Bank Mandiri Tbk employees in Sumenep with job satisfaction as an intervening variable

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Abstract

This study aims to prove and analyze the effect of empowering leadership, locus of control and sense of belonging on the performance of PT. Bank Mandiri Tbk employees in Sumenep, with job satisfaction as an intervening variable. The method used in this study is quantitative with an emphasis on hypothesis testing. The population in this study were employees of PT. Bank Mandiri Tbk in Sumenep, the sample used was 93 respondents. with saturated sampling technique. Furthermore, the analytical model used is Partial Least Square (PLS). The results of this study indicate that (1) Empowering Leadership has a positive and significant effect on Job Satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency, Empowering Leadership, Locus of control and Sense of Belonging have a positive and significant effect on employee satisfaction and performance of PT. Bank Mandiri employees. Tbk in Sumenep district, besides that, job satisfaction in this study was also found to be able to positively and significantly affect employee performance

Keywords : Empowering Leadership, Locus of control, Sense of belonging, job satisfaction, employee performance.

INTRODUCTION

Based on law number 10 of 1998 concerning banking, a bank is defined as a business substance that collects assets from the general public as reserve funds and circulates them to people in general as credit and or other forms in order to improve the welfare of the community. Reporting from the Indonesian banking statistics (SPI) OJK, the number of commercial banks in Indonesia is currently 107 banks as of July 2021. With so many banks in Indonesia, the competition is getting tougher.

Banks as financial institutions whose activities are to collect funds from the community and distribute it to the community must be able to carry out its functions properly in payment activities. In this regard, the Bank has a very

DOI :

ISSN :

important role in the country's economic activities, one of which is to support the implementation of national development in order to increase equity, economic growth, and national stability towards increasing the population so that the health of the banking community needs to be taken into account. One of the banking businesses is to support the implementation of public improvement to increase value, financial development, and public power to expand the population so that general welfare can be achieved. banking must be considered..

In its development, Bank Mandiri has made many transformations. Reported from (Bank Mandiri website) since its establishment on October 2, 1998, as one of the characteristics of the banking development program carried out by the Indonesian government. In July 1999, four state-owned banks, namely Bank Bumi Daya, Bank Dagang Negara, Bank Export Import Indonesia and Bank Pembangunan Indonesia were merged into Bank Mandiri, each of which played an important role in the progress of the Indonesian economy. Bank Mandiri's presentation continues to increase, as can be seen from profits that continue to increase from Rp1.18 trillion in 2000 to Rp5.3 trillion in 2004. Bank Mandiri led the sale of its initial shares on July 14, 2003 by 20% or equivalent to 4 billion offerings.

The future challenges that are increasingly complex and the need to continue to develop services and offer the best quality to customers make Bank Mandiri need to make continuous business changes and hierarchical administration. In view of this, in 2015 Bank Mandiri has prepared a change in its long-term vision, namely: "To be The Best Bank in ASEAN by 2020", or to become the best bank in ASEAN by 2020. In one of the formulations of its vision, Bank Mandiri is determined to become a financial institution the best in ASEAN, in terms of services, products, and returns to shareholders, as well as benefits received by society at large. by offering coordinated types of assistance and goods, financial arrangements due to an in-depth understanding of modern areas supported by mechanical advances, human quality and energy of business cooperation to additional organizations. However, this vision is not easy to achieve, as evidenced by the investment magazine Alpha Shoutheast Asia (2020), which awarded its competitor bank as the best international bank in the Southeast Asia region in 2020, the bank in question is bank BNI.

The evaluation carried out by Bank Mandiri itself is continuous, better transformation and innovation are developed by management and re-change the visionMandiri Banksimpler and more relevant to today's era, its vision is "to be your first choice financial partner". With this changing vision,PT. Bank Mandiricreate a focusing strategy, and one of the focuses is to strengthen leadership by deepening relationships with customers. In everyday life, employees will definitely interact with customers, co-workers and organizations. This relationship creates a certain reality that guides and directs employees, the synergy becomes an important element for the success of the company's vision.

Based on Article 47 paragraph 2 of Law Number 10 of 1998 concerning Banking, Bank employees are all employees and officers of the Bank. The great influence of employees in the growth and development of the Bank is to improve

the quality and quality of a good Bank that can be trusted by the public. Conditions that are not always predictable require the role of a leader who is able to answer all the challenges that exist. Empowering from a leader must be able to control and become an agent of change by transforming the company into a good thing. Even a leader must understand the character and be able to motivate his subordinates, paying attention and being able to understand is important so as to create a more effective relationship between the leader and his subordinates and quickly inspire his subordinates.

Gilmer (1966) revealed that the things that affect employee job satisfaction are job security, opportunities for advancement, salary, management, company and work and intrinsic factors, working conditions, communication, and facilities for social aspects of work. These factors can be supported and influenced by a leader. This statement can be supported by several previous studies, including research by Maulana (2019) which wrote that Empowering leadership has a significant positive effect on employee job satisfaction. Similarly, research by Mubarokah and Istina (2021) wrote that empowering leadership has a significant effect on job satisfaction. Thus, Empowering leadership is very much needed by PT. Bank Mandiri Tbk in Sumenep district.

Hidayah, (2018) in his research suggests that one of the factors that can influence an employee to behave and behave ethically is locus of control. Locus of control is the individual's capacity to control opportunities or events that occur for him, or it can be defined locus of control is the individual's point of view on an occasion whether he will be able or not to have control over the events that occur (Rotter, 1966 cited by Prasetyo, 2007). . 2002). As indicated by Soraya Eka (2010) in Brownell's (1981) assessment view it is stated that locus of control is how much an individual recognizes a moral obligation for what happens to them.

In addition to empowering leadership and locus of control, an important variable in shaping employee job satisfaction and performance is the sense of belonging, Cahyanti (2018) in her research suggests that the problem that often occurs in inhibiting employee performance is the lack of a sense of belonging role. Sense of belonging has a big role as a form of identity within oneself as well as a person's motivation to participate in the organization. Sense of belonging or what we usually call a sense of belonging is very important for the company because it will relate to the motivation, commitment, and pride that employees have. A sense of belonging is difficult to build and grow in employees if they don't do it with the right approach.

PT. Bank Mandiri Tbk in Sumenep Regency is a conventional commercial bank which is engaged in services, especially finance. There are several offices of PT Bank Mandiri Tbk in Sumenep district, including the Bank Mandiri Pragaan office, the Sumenep city office of Bank Mandiri, the Pajegelen office of Bank Mandiri, the office of Bank Mandiri's business partner Sumenep, and the Sumenep city micro business office of Bank Mandiri.

From the mission owned by PT. Bank Mandiri Tbk, one of which is oriented to the development of professional human resources, it is necessary to pay attention to the dimensions that can affect employee performance in order to work optimally. This requires the role of a leader to adjust and develop his

employees. and generate confidence, a sense of belonging to the work and be able to deal with all work problems faced by employees, so that employees are motivated to work optimally and be alert in dealing with all changes that occur both internally and externally at Bank Mandiri.

From this condition, researchers are interested in further research related to research on "The influence of empowering leadership, locus of control and sense of belonging to the performance of PT. Bank Mandiri Tbk employees in Sumenep Regency with job satisfaction as an intervening variable."

The novelty of this research is the integrated study of the influence of empowering leadership, locus of control and sense of belonging variables on employee performance with job satisfaction as an intervening variable and lies in the object of research, namely PT. Bank Mandiri Tbk in Sumenep district. The election of PT. Bank Mandiri Tbk in Sumenep district, because there is often a leadership reshuffle which is a direct policy by the head office. The fact that Sumenep Regency is a developing district in Indonesia.

LITERATURE REVIEW

Empowering leadership

Jones (2013) empowering leadership can be interpreted as a pioneer who can understand his subordinates, inspires and can set a good example, shows a leader has an interest and will often think about his workers, can convey earnestly, and can arouse employee work enthusiasm. Empowering leadership It can be said that when someone who has an attractive leadership style means a leader who can act as an influencer and can change for the better. This initiative idea also has qualities that are practically equivalent to administrative breakthroughs and emphasizes the importance of collaboration, creating self-administration capabilities or leadership skills for each employee (Mutaminah and Munadharoh, 2013).

Locus of control

Locus of control is an individual's belief in controlling events that affect him (Basak and Ghosh, 2011). As revealed by Lobo (2017) locus of control is an idea created by Julian B. Rotter in which it is revealed that every individual forms assumptions about their prosperity that depend on behavior or on things outside of themselves. Basically, according to Soraya Eka (2010) based on Brownell's (1981) assessment, it is stated that locus of control is how much someone admits a moral obligation for what happens to them.

Sense of belonging

Sense of belonging According to Goodenaw (Ting, 2010) is a feeling of being recognized, valued, feeling included or involved, and getting comfort from others and the climate, as well as the tendency that he is an "individual" who is important and valuable in group activities and life. Meanwhile, according to the Encarta World English Dictionary (in EYLF 2011) the feeling of belonging to a

place is a tendency to feel at home, especially a condition in which a person feels that he or she is recognized and enjoyed in a particular place or group. The need to feel belonging or a sense of belonging has long been seen as the basic inspiration of human beings and is an important agreement for aspects of psychology. This need is as a person's desire to form social relationships and stay away from disruptive influences in relationships and people have a need to organize certain communication with others. This interaction is related to the need to establish positive interactions with others. This interaction is related to concern for the welfare of others.

Job satisfaction

Hasibuan (2010) employee job satisfaction is a personal attitude that pleases and appreciates his work. Tunjungsari (2011) argues that job satisfaction is important considering that employees in an organization are the most dominant factor in determining the success or failure of organizational activities. Job satisfaction according to Mangkunegara (2005:17) is an attitude that upholds sentiment in job satisfaction and is related to work or work conditions. Sentiments related to work are connected with different angles such as business, performance improvement, relationships with different workers, job positions, and structure in the organization. Meanwhile, feelings relate to themselves, such as age, illness, capacity and training. Meanwhile, according to Kreitner and Kinicki (2008), Job satisfaction is a strong or profound reaction to different parts of the job. Meanwhile, Davis and John (1985) understand that job satisfaction is a set of employee feelings that are good or not pleasant.

Employee performance

Byar and Rue (1984) define employee performance as the level of job completion that accompanies one's task. Employee performance reflects how well an individual fulfills job demands. In general, employee performance is characterized as an individual's level of progress in doing his job. Robbins (2001) understands that presentation is the result achieved by work in his work according to certain standards that apply to a task.

Gibson in Kasmir (2015: 182) states that employee performance is the premise of authoritative execution which is expressly influenced by individual character, individual inspiration, assumptions, and evaluations made by executives on the achievement of individual work results.

METHOD

To find out how to conduct research, the researcher makes a research design, in which the research design chosen is a quantitative method, with a plan to discuss all quantification relationships between variables. The variables in question are the dependent and independent variables, the design made is a framework that is used as a breakdown of the relationship between variables to provide an outline from the hypothesis to data analysis. By examining causal relationships. So all the preparations used are quantitative research plans. Then in this study the object of research was carried out on employeesPT. Bank Mandiri

Tbk in Sumenep district, with a total population of 93 employees. This study uses a saturated sample technique in which all employees are assigned as samples.

The variables studied and used in this study are empowering leadership, locus of control, sense of belonging, employee job satisfaction and employee performance as the dependent variable. The measurement of the empowering leadership variable is measured using four indicators popularized by Jones (2013) including; Appreciating employees (Respect), Developing employees (Development) building a community (Community), Delegating power (Delegation). Then, the Locus of control variable is measured using two indicators such as; internal locus of control and external locus of control Rotter (1966). In addition, the sense of belonging is measured using the indicators of Hagerty (2008), namely; Appreciated and involvement (Valued Involvement), Appropriate (Fit) and Trigger or antecedent. and job satisfaction variables according to Luthans (2011) include the work itself, salary, promotions, co-workers, and supervision. Finally, for employee performance variables, Artana (2012: 8) measurements were used, including; Quality of work, Knowledge, Loyalty, Ability to cooperate, Adaptability, Initiative, Independence and Creativity

The data collection used is a questionnaire using Google Form. arranged using a Likert Scale (strongly disagree (1), disagree (2), neutral (3), agree (4), strongly agree (5)). The data analysis technique used was descriptive analysis, validity, reliability and hypothesis testing using Partial Least Square (PLS).

RESULTS AND DISCUSSION

In this study, the data analysis technique used to test the validity, reliability, and hypothesis testing was used partial least square. There are two tests in the partial least square, namely testing the outer model and inner model. The evaluation of the outer model aims to determine the validity and reliability of the measurement instrument in the research model. This is done to find out how well the questionnaire items measure the nature and concept of the variables being measured and to determine the consistency of the questionnaire items in measuring the same variables in different times and places. The values of convergent validity, construct validity, discriminant validity, and composite reliability can analyze the outer model. The results of the outer model testing can be seen below.

OUTER MODEL

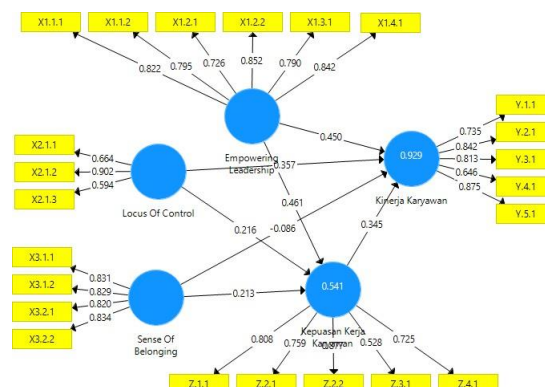
1. Convergent Validity

Convergent validity test in PLS can be done by looking at the value of each loading factor. The loading factor value describes the magnitude of the correlation between each measurement item (an indicator in the questionnaire) and the latent variable (the construct). An indicator item is said to have met convergent validity if the loading score on each path (path) between components (latent variables) and manifest variables should be > 0.5 (Ghazali, 2011). The results of the loading factor can be displayed in the table as follows:

Table 1. Loading Factor

	Empowering Leadership	Locus of Control	Sense of belonging	Job satisfaction	Employee performance
X1.1.1	0.809				
X1.1.2	0.791				
X1.2.1	0.718				
X1.2.2	0.845				
X1.3.1	0.794				
X1.3.2	0.814				
X1.4.1	0.835				
X2.1.1		0.664			
X2.1.2		0.902			
X2.1.3		0.604			
X3.1.1			0.860		
X3.1.2			0.835		
X3.2.1			0.851		
X3.2.2			0.834		
Z.1.1				0.806	
Z.2.1				0.759	
Z.2.2				0.876	
Z.3.1				0.6.25	
Z.4.1				0.730	
Y.1.1					0.733
Y.2.1					0.843
Y.3.1					0.813
Y.4.1					0.647
Y.5.1					0.874

The table above has shown that all loading factor values have met the rules of thumbs set by Ghozali (2011:22) which is >0.5 for each indicator. This means that each indicator in this study has been declared statistically valid and can be used in the research construct. The following picture shows the research model processed with SmartPLS3 as follows:



2. Construct Validity

The analysis of the outer model in the second stage is to look at construct validity. Construct validity is the validity that shows the extent to which a test measures the construct of the theory that forms the basis for the preparation of the test. The construct is said to have good construct validity if the average variance extracted (AVE) value must be > 0.5 (Abdillah 2016:24). The AVE value > 0.5 means that the probability of an indicator in a construct entering another variable is lower (less 0.5) so that the probability of the indicator converges and enters the construct in question is greater, which is above 50 percent (Abdillah 2016:24). The results of testing construct validity using SmartPLS are obtained as follows:

Table 2.Average Variance Extracted(AVE)

Variables	Average Variance Extracted (AVE)
Job Creativity	0.732
Employee performance	0.557
Percieved Organizational Support	0.705
Psychological Capital	0.757
Self-ability	0.598

Based on the table above, it can be seen that the AVE value for each variable in the analysis model of this study has a good construct validity value, namely the AVE value is greater than 0.5.

3. Discriminant Validity

Discriminant validity is a test conducted to see whether each indicator that composes a latent variable has a higher loading value than the indicators for other latent variables. In the discriminant validity test, the parameter used is to compare the roots of the AVE of a construct that must be higher than the correlation between the latent variables, or by looking at the value of cross loading (Abdillah 2016:24). In the cross loading table, it will be seen that each indicator in a construct will be different from the indicators in other constructs and accumulate in the construct in question. The following is the cross loading value of each indicator:

Table 3.Cross Loading Value

	Empowering Leadership	LocusofControl	SenseofBelonging	Job satisfaction	Employee performance
X1.1.1	0.822	0.461	0.609	0.375	0.281
X1.1.2	0.795	0.477	0.641	0.42	0.273
X1.2.2	0.726	0.474	0.643	0.414	0.302
X1.3.1	0.852	0.688	0.806	0.65	0.344
X1.3.2	0.79	0.572	0.728	0.548	0.271
X1.4.1	0.842	0.546	0.751	0.55	0.333
X2.1.1	0.174	0.322	0.335	0.664	0.386
X2.2.2	0.717	0.618	0.875	0.902	0.332
X2.3.1	0.215	0.194	0.29	0.594	0.264
X3.1.1	0.349	0.411	0.365	0.367	0.831
X3.1.2	0.27	0.367	0.264	0.261	0.829
X3.2.2	0.331	0.397	0.361	0.424	0.82
X3.3.1	0.285	0.402	0.317	0.333	0.834
Z.1.1	0.45	0.725	0.735	0.665	0.307
Z.2.1	0.761	0.686	0.842	0.595	0.349
Z.2.2	0.791	0.742	0.813	0.522	0.258
Z.3.1	0.705	0.438	0.646	0.448	0.33
Z.4.1	0.717	0.618	0.875	0.902	0.332
Y.1.1	0.588	0.808	0.625	0.436	0.392
Y.2.1	0.42	0.759	0.559	0.316	0.359
Y.3.1	0.537	0.877	0.597	0.384	0.371
Y.5.1	0.513	0.528	0.498	0.354	0.349
Y.9.1	0.45	0.725	0.735	0.665	0.307

The table above shows that the value of each indicator in a construct is higher than that of other constructs and accumulates in that one construct. So in this study it can be said to have good discriminant validity.

4. Composite Reliability

The reliability test can be seen from the value of Cronbach's alpha and composite reliability. A construct can be said to be reliable, if it has Cronbach's alpha value it must be > 0.6 and the Composite reliability value must be > 0.7 (Abdillah and Jogiyanto, 2016). The following is the value of Cronbach's alpha and Composite reliability of each variable in this study:

Composite Reliability table and Cronbach's alpha

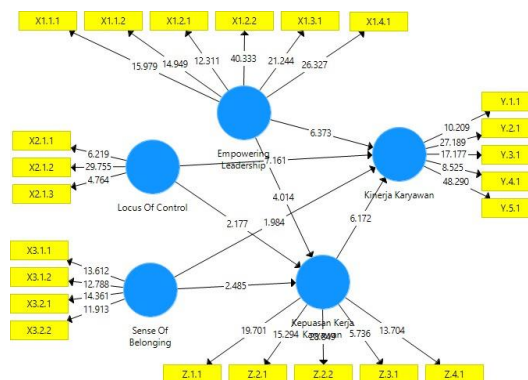
Variable	Cronbach Alpha	Composite Reliability
Empowering Leadership	0.892	0.917
LocusofControl	0.632	0.770
SenseofBelonging	0.848	0.714
Job satisfaction	0.794	0.898
Employee performance	0.842	0.889

Based on the table above, it can be seen that all constructs in this study have Cronbach's alpha values > 0.6 and Composite reliability values > 0.7, so it can be said that all constructs are reliable. This can be interpreted that each construct in the research model has internal consistency in the instrument reliability test.

INNER MODEL

1. Inner Model Evaluation

Testing of the inner model or structural model is carried out to predict causal relationships between variables or test hypotheses. This test can be seen through the results of the coefficient of determination, predictive relevance, goodness of fit, as well as path coefficients and parameter coefficients. When the significant relationship between variables is known, then it can be concluded that the hypotheses related to the variables used in this study are empowering leadership, locus of control, sense of belonging, job satisfaction, and employee performance. Hypothesis testing is done by bootstrapping. The following are the results of the PLS bootstrapping output on the research model:



2. Coefficient of Determination

The coefficient of determination can be seen in the R-square table by multiplying the R-square value by 100%, if the result is more than 67% then it indicates a good coefficient of determination, if the result is less than 67% but more than 33% indicates a moderate coefficient of determination, and if less than

33% but more than 19% indicates a weak coefficient of determination (Ghozali, 2011: 24). The following table shows the value of the coefficient of determination:

Table 5.1 R-Square

	R Square
Job satisfaction	0.541
Employee performance	0.929

Source: Results of data processing with SmartPLS3 (2022)

Based on the R-square value that has been shown in the table above and after multiplied by 100%, the coefficient of determination value for each variable is 54.1% for the job satisfaction variable. This means that the variables Empowering Leadership, locus of control, and Sense Of Belonging can explain the job satisfaction variable by 54.1%, while the remaining 45.9% can be explained by other variables outside the research model. In addition, the variables Empowering Leadership, locus of control, and Sense Of Belonging can explain the Performance variable by 92.9%, while the remaining 7.1% is influenced by other constructs outside this study.

3. Predictive Relevance

Predictive relevance in the structural model is used to measure how well the observed values are generated by the model and also the estimated parameters (Ghozali, 2011:25). The value of predictive relevance can be known through the calculation of Q-square as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1) \times (1 - R^2_2) \\
 &= 1 - (1 - 0.541) \times (1 - 0.929) \\
 &= 1 - (0.459) \times (0.071) \\
 &= 1 - 0.032 \\
 &= 0.968
 \end{aligned}$$

Based on the results of the Q-square calculation above, it can be stated that the model has a predictive relevance value of 0.968 or 96.8%, this indicates that the analytical model has good predictive relevance.

4. Goodness of Fit

Goodness of fit is a test of compatibility between certain observations (observation frequency) and the frequency obtained based on the expected value (theoretical frequency). The goodness of fit value can be known through the following calculations:

$$\begin{aligned}
 \text{Goodness of fit} &= \sqrt{AVE \times R^2} \\
 &= 0.781 \times 0.857 \\
 &= 0.818
 \end{aligned}$$

Based on these calculations, it can be seen that the goodness of fit value in this study is 0.818. GoF has three criteria, namely GoF = 0.10 of small value, GoF = 0.25 of medium value, GoF = 0.36 of large value. The calculation results above

show that the combined performance of the measurement model and the structural model has a large value, which is above 0.36. This explains that the empirical data is suitable or in accordance with the model (there is no difference between the model and the data so that the data model is said to be fit) (Ghozali, 2011: 25).

5. Hypothesis test

The last inner model test is hypothesis testing with estimated path coefficients that can be evaluated based on the T-statistics value. to predict causal relationships between variables or test hypotheses. The results of hypothesis testing in this study can be seen in the following table:

Table of Hypothesis Testing Results

Variable	Original Sample	T Statistics	P Values	Information
Empowering Leadership→Job satisfaction	0.461	3.959	0.000	significant
Empowering Leadership→Employee performance	0.450	5.966	0.000	significant
Locus of Control→Job satisfaction	0.216	2,026	0.043	significant
Locus of Control→Employee performance	0.357	6,921	0.000	significant
Sense of belonging→Job satisfaction	0.213	2,577	0.010	significant
Sense of belonging→Employee performance	0.286	2,038	0.042	significant
Job satisfaction→Employee performance	0.345	6,129	0.000	significant

Looking at the results of the table above, it can be explained that Empowering Leadership influential and significant to job satisfaction employee with parameter coefficient value 0.461. This can be seen from the path coefficient results which show the T-statistic value of $3.959 > 1.96$ and p-value $0.000 < 0.05$. Empowering Leadership influential and significant to performance employee. with parameter coefficient value 0.450. This can be seen from the path coefficient results which show the T-statistic value of $5.966 > 1.96$ and p-value $0.000 < 0.05$. Besides that, Locus of Control influential and significant to Job satisfaction employee. with parameter coefficient value 0.216. This can be seen from the path coefficient results which show the T-statistic value of $2,026 > 1.96$ and p-value $0.043 < 0.05$. Then, the table also finds that Locus of Control influential and significant to Employee performance with original sample value 0.357. This can be seen from the path coefficient results which show the T-statistic value of $6,921 > 1.96$ and p-value $0.000 < 0.05$. Besides that Sense of belonging influential and significant to Job satisfaction employee with parameter

coefficient value 0.213. This can be seen from the path coefficient results which show the T-statistic value of $2,577 > 1.96$ and $p\text{-value } 0.010 < 0.05$. The next result, Sense of belonging influential and significant to Employee performance with original sample value -0.086. This can be seen from the path coefficient results which show the T-statistic value of $2,038 > 1.96$ and $p\text{-value } 0.042 < 0.05$. Then, Job satisfaction influential and significant to Employee performance with original sample value 0.345. This can be seen from the path coefficient results which show the T-statistic value of $6,129 > 1.96$ and $p\text{-value } 0.000 < 0.05$. Thus, referring to these results, it can be concluded that the results of this study support all proposed hypotheses, namely hypothesis one to the seventh hypothesis, which states that Empowering Leadership, Locus of Control, Sense of Belonging has a positive and significant influence on job satisfaction and employee performance.

Coefficient of Determination

The coefficient of determination can be seen in the R-square table by multiplying the R-square value by 100%, if the result is more than 67% then it indicates a good coefficient of determination, if the result is less than 67% but more than 33% indicates a moderate coefficient of determination, and if less than 33% but more than 19% indicates a weak coefficient of determination (Ghozali, 2011:24). The following table shows the value of the coefficient of determination:

Table . R-Square

	R Square
Job satisfaction	0.541
Employee performance	0.929

Based on the R-square value that has been shown in the table above and after multiplied by 100%, the coefficient of determination value for each variable is 54.1% for the job satisfaction variable. This means that the variables Empowering Leadership, locus of control, and Sense Of Belonging can explain the job satisfaction variable by 54.1%, while the remaining 45.9% can be explained by other variables outside the research model. In addition, the variables Empowering Leadership, locus of control, and Sense Of Belonging can explain the Performance variable by 92.9%, while the remaining 7.1% is influenced by other constructs outside this study.

DISCUSSION

Influence Psychological Capital to Job Creativity

The findings of this study are known after the data is processed using the SmartPLS3 software and this finding can be revealed that psychological capital is proven to have a positive and significant effect on job creativity. This means that the psychological state of a positive individual is able to have a direct influence on job creativity. Thus, the submission of a hypothesis that represents that psychological capital has a positive and significant effect on job creativity is accepted, meaning that the better the psychological condition of an employee, the

better the job creativity, especially for supporting their activities at the company where they are currently working.

The findings of this study indicate that employees have had hope and optimism in solving problems and their work, then employees under certain conditions they also have confidence that they are able to face various work challenges with good psychological conditions (calm). This good psychological condition of employees can have positive implications in increasing employee creativity. This is shown when employees are able to find alternatives and solutions in solving banking problems. In addition, employees are also able to find new ideas which they can use and apply when they face problems in their work. Then,

The results of this study are relevant to several previous studies, such as the research conducted by Hadi and Hafiz Rahman (2018); Nurfaizal in (2018) which states that psychological capital directly has a positive and significant effect on job creativity. In addition, the results of this study also support the findings of research conducted by Asbari et al. (2021), they revealed that psychological capital provides potential that helps in increasing individual creativity, through psychological capital employees are able to realize problems or challenges that need to be solved. Then, they will also be able and interested and motivated to explore the nature of the problem (what is the real problem to be solved?). Furthermore, with a good level of psychological capital, an employee can identify potential solutions, in the end they can also evaluate and identify the most appropriate and practical solutions (Asbari et al., 2021). Thus, this study was found to support the previous findings (Slåtten et al., 2019).

The Effect of Empowering Leadership on Job Satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency

The results of the descriptive analysis showed that the employees who were respondents in this study considered that the average Empowering Leadership was high and the average job satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency also got a high score. The results of the Confirmatory Factor Analysis (CFA) of the Empowering Leadership variable show that the indicator of developing employees/Development has the highest loading factor, while the indicator of Building a community/community is the lowest. The results of the CFA of the employee job satisfaction variable show that the salary indicator has the highest loading factor while the promotion indicator is the lowest.

The results of the hypothesis test show that Empowering Leadership has a positive effect and significant to Job satisfaction employees of PT. Bank Mandiri Tbk in Sumenep district. The results of this study can confirm the theory put forward by Robbin & Judge (2011) that the task of a leader is to assist members in providing information, support and other resources that are important in achieving their goals, according to this theory leadership can be accepted by subordinates at a level that is reviewed by current or future satisfaction. will come. The results of this study are the same as the research conducted by Istina (2019) which found that Empowering leadership has a significant effect on job satisfaction.

The findings of this study are known after the data is processed using the SmarPLS3 software and these findings can be revealed that Empowering Leadership proven to have a positive and significant effect on Job satisfaction employees of PT. Bank Mandiri Tbk in Sumenep. This means that collective leadership, which motivates and participates positively is able to have a direct influence on employee job satisfaction. Thus, the submission of a hypothesis which represents that Empowering Leadership positive and significant effect on Job satisfaction employees of PT. Bank Mandiri Tbk in Sumenep accepted, meaning that the better the character possessed by a leader, the higher the job satisfaction of employees.

The higher the level of Empowering leadership a dreamer has, the higher the level of satisfaction that employees will have. With leaders who have good character, of course, they will make good policies and examples for their subordinates, this will make employees feel a comfortable working atmosphere, so that employees PT. Bank Mandiri Tbk in Sumenep district is satisfied in carrying out its work.

The Effect of Empowering Leadership on Employee Performance at PT. Bank Mandiri Tbk in Sumenep

The results of the descriptive analysis showed that the employees who were respondents in this study considered that the average for the Empowering Leadership variable was high and the average performance of PT. Bank Mandiri Tbk employees in Sumenep Regency got a very high score. The results of the Confirmatory Factor Analysis (CFA) of the Empowering Leadership variable showed that the indicator of developing employees/Development has the highest loading factor while the indicator of Building a community/community is the lowest. The results of the CFA of employee performance variables indicate that the creativity indicator has the highest loading factor, while the indicator of cooperation ability is the lowest.

The results of hypothesis testing indicate that Empowering Leadership has a positive and significant effect on the performance of PT. Bank Mandiri Tbk employees in Sumenep Regency. The results of this study can confirm the theory put forward by Cheong (2019) that leadership has an important role to improve the performance of Barbuto & Gifford (2012). The results of this study are the same as the research conducted by Joel (2021) who found that Empowering leadership had a significant effect on employee performance.

The findings of this study are known after the data is processed using the SmarPLS3 software and this finding can be revealed that Empowering Leadership is proven to have a positive and significant influence on the performance of PT. Bank Mandiri Tbk employees in Sumenep district. This means that leadership can improve employee performance. Thus, the submission of the hypothesis which presents that Empowering Leadership has a positive and significant effect on the performance of PT. Bank Mandiri Tbk employees in Sumenep Regency is accepted, meaning that the higher the Empowering Leadership a leader has, the higher the employee's performance.

The higher the Empowering leadership possessed by a leader, the higher the employee's performance. with leaders who have the type of Empowering will provide high commitment to their subordinates to carry out their duties as well as possible. A survey conducted by Harvard Business Review on 30,000 employees from 30 countries shows that Empowering leadership is considered more effective in influencing employees, especially in eastern cultures, Tian (2018).

Influence Percieved Organizational Support To Employee performance

The findings of this study are known after the data is processed using the SmarPLS3 software and these findings can be revealed thatpercieved organizational supportproven to have a positive and significant effect on employee performance. This means that so far employees consider the organization to have appreciated the results of the contributions they have made, then the organization/company in their place has also given care to employees by seeing the importance of employee welfare aspects, so that it is able to directly affect employee performance. Thus, the submission of a hypothesis which represents thatpercieved organizational supportpositive and significant effect on employee performance is accepted, meaning that the higher the employee's perception of the organization's concern for them, the better the employee's performance for the company.

The results of this study based on the description of the respondents' answers reveal that so far employees think that the company has provided feedback in the form of appropriate rewards for the results of employee work achievements. In addition, employees also consider that their organization/company has taken serious attention to the welfare of the employees who work in it. Not only that, but contributions made by employees are also appreciated by the company as long as these contributions have a positive impact on the progress of the company. Thus, employees perceive that all of this is a form of support provided by the organization/company, which in turn can support a better level of performance/performance. The higher the support provided by the company to employees, the employees can perceive that it can support their performance. The best performance exists because employees feel happy to be in the right organization where they always get support and attention from the organization/company.

The results of this study support the results of previous studies which also found thatpercieved organizational supportpositive and significant effect on employee performance, such as the results of research conducted by (Gunawan et al., 2018; and Junça Silva and Lopes, 2021). Then in another study it was also mentioned that perceived organizational support can contribute to job satisfaction by conveying to employees that support and assistance will always be available, so that employees feel happy and satisfied (Bernarto et al., 2020 andBachtiar et al., 2018).

The Effect of Locus of Control on Job Satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency

The results of the descriptive analysis showed that the employees who were respondents in this study considered that the average Locus of Control variable was high and the average job satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency got a high score, Result of Confirmatory Factor Analysis (CFA) variable locus of control shows that the indicator internal locus of control has the highest medium loading factor external locus of control Lowest. The results of the CFA of the employee job satisfaction variable show that the salary indicator has the highest loading factor while the promotion indicator is the lowest.

The results of hypothesis testing indicate that Locus of Control has a positive and significant effect on job satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency. The results of this study can confirm the theory put forward by Soraya (2010) that employees who can control their Locus of Control will be able to accept personal responsibility well so that they will feel satisfaction at work Brownell (1981). The results of this study are the same as the research conducted by Hidayah (2019) which found that Locus of Control had a significant effect on employee job satisfaction.

The findings of this study are known after the data is processed using the help of SmarPLS3 software and this finding can be revealed that Locus of Control is proven to have a positive and significant effect on job satisfaction of PT. Bank Mandiri Tbk employees in Sumenep district. This means that employees' control in their belief in self-efficacy can increase employee job satisfaction. Thus, the submission of the hypothesis that the Locus of Control has a positive and significant effect on the job satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency is accepted.

Better Locus of Control owned by employees, the higher the level of satisfaction possessed by employees. With a good Locus of Control, employees will be able to control themselves better in order to achieve satisfaction in their lives, especially in job satisfaction, on the contrary if employees have a low Locus of Control, employees will not focus on work and will not achieve job satisfaction.

The Effect of Locus of Control on the Performance of PT. Bank Mandiri Tbk employees in Sumenep Regency

The results of the descriptive analysis showed that the employees who were respondents in this study considered that the average Locus of Control variable was high and the average performance of PT. Bank Mandiri Tbk employees in Sumenep Regency got a very high score, the results of the Confirmatory Factor Analysis (CFA) variable locus of control shows that the indicator internal locus of control has the highest medium loading factor external locus of control Lowest. The results of the CFA of employee performance variables indicate that the creativity indicator has the highest loading factor, while the indicator of cooperation ability is the lowest.

The results of hypothesis testing indicate that Locus of Control has a positive and significant effect on the performance of PT. Bank Mandiri Tbk

employees in Sumenep Regency. The results of this study can confirm Robbin's (2003) theory which suggests that an employee or businessman who has a Locus of Control will be better able to take advantage of opportunities and have high performance. The results of this study are the same as the research conducted by Yusnaena & Salne (2018) which found that Locus of Control had a significant effect on employee performance.

The findings of this study are known after the data is processed using the SmarPLS3 software and these findings can be revealed that Locus of Control proven to have a positive and significant effect on performance employees of PT. Bank Mandiri Tbk in Sumenep. This gives the meaning that Locus of Control can improve employee performance. Thus, the submission of a hypothesis which represents that Locus of Control positive and significant effect on employee performance PT. Bank Mandiri Tbk in Sumenep district accepted, it means the higher Locus of Control owned by an employee can improve employee performance.

Better Locus of Control owned by the employee, the higher the employee's performance. With a good Locus of Control, employees will be able to focus more on carrying out their duties, confidence in the success that they will get in the future makes employees more motivated to do their jobs.

The Influence of Sense of Belonging on Job Satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency

The results of the descriptive analysis showed that the employees who were respondents in this study considered that the average for the Sense of Belonging variable was high and the average job satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency got a high score. Belonging shows that the Trigger or antecedent indicator has the highest loading factor while the Fit indicator is the lowest. The results of the CFA of the employee job satisfaction variable show that the salary indicator has the highest loading factor while the promotion indicator is the lowest.

The results of hypothesis testing indicate that Sense of Belonging has a positive and significant effect on job satisfaction of PT. Bank Mandiri Tbk employees in Sumenep Regency. The results of this study can confirm the theory put forward by Kumaley (2016) that employees who have a Sense of Belonging in a company will automatically become part of the system or environment where they work, so they will get job satisfaction Hagerty & Patusky (1995). The results of this study are the same as the research conducted by Dwina (2020) which found that Sense of Belonging had a significant effect on employee job satisfaction.

The findings of this study are known after the data is processed using the SmarPLS3 software and these findings can be revealed that Sense of belonging proven to have a positive and significant effect on employee job satisfaction PT. Bank Mandiri Tbk in Sumenep district. This means that the employee's sense of belonging to his work will increase employee job satisfaction. Thus, the submission of a hypothesis which represents that Sense of

belonging positive and significant effect on job satisfaction of employees of PT. Bank Mandiri Tbk in Sumenep district accepted.

The higher it is Sense of belonging owned by employees, the higher the level of satisfaction. with a high Sense of Belonging, employees will feel their work feels light, because a sense of belonging to work makes them happy and without a burden at work, so employees will achieve job satisfaction.

The Influence of Sense of Belonging on the Performance of PT. Bank Mandiri Tbk employees in Sumenep

The results of the descriptive analysis showed that the employees who were respondents in this study considered that the average for the Sense of Belonging variable was high and the average performance of PT. Bank Mandiri Tbk employees in Sumenep Regency got very high scores. The results of the Confirmatory Factor Analysis (CFA) of the Sense of Belonging variable indicate that the Trigger or antecedent indicator has the highest loading factor while the Fit indicator is the lowest. The results of the CFA of employee performance variables show that the creativity indicator has the highest loading factor while the indicator of cooperation ability is the lowest.

The results of the hypothesis test indicate that Sense of Belonging has a positive and significant effect on the performance of PT. Bank Mandiri Tbk employees in Sumenep Regency. The results of this study can confirm the theory put forward by Macey (2014) that an employee who has a high Sense of Belonging contributes more and has high loyalty to the company, this will automatically improve performance. Dikson (2011). The results of this study are the same as Christiyan's (2021) research which found that Sense of Belonging had a significant effect on employee performance.

The findings of this study are known after the data is processed using the SmarPLS3 software and these findings can be revealed that Sense of belonging proven to have a positive and significant effect on performance employees of PT. Bank Mandiri Tbk in Sumenep. This gives the meaning that Sense of belonging can improve employee performance. Thus, the submission of a hypothesis which represents that Sense of belonging positive and significant effect on employee performance PT. Bank Mandiri Tbk in Sumenep district accepted, it means the higher Sense of belonging owned by an employee can improve employee performance.

The higher it is Sense of belonging owned by the employee, the higher the employee's performance. with the employee's Sense of Belonging PT. Bank Mandiri Tbk in Sumenep district will make work easier to achieve, this happens because when they feel they have ownership of what they are doing, employees will feel happy and their performance will be maximized.

The Effect of Job Satisfaction on the Performance of PT. Bank Mandiri Tbk employees in Sumenep

The results of the descriptive analysis showed that the employees who were respondents in this study considered that the average employee job satisfaction variable was high and the average employee performance of PT. Bank Mandiri

Tbk in Sumenep Regency got a very high score. Confirmatory Factor Analysis The results of the CFA of the employee job satisfaction variable show that the salary indicator has the highest loading factor while the promotion indicator is the lowest. The results of the CFA of employee performance variables indicate that the creativity indicator has the highest loading factor, while the indicator of cooperation ability is the lowest.

The results of hypothesis testing indicate that employee job satisfaction has a positive and significant effect on the performance of PT. Bank Mandiri Tbk employees in Sumenep Regency. The results of this study can confirm the theory put forward by Waleed (2019) which reveals that job satisfaction can promote better employee performance, in their findings it is revealed that the direction of the relationship between the two constructs is positive and significant. (2017) who found that c had a significant effect on employee performance

The findings of this study are known after the data is processed using the SmarPLS3 software and these findings can be revealed that job satisfaction proven to have a positive and significant effect on performance employees of PT. Bank Mandiri Tbk in Sumenep. This gives the meaning that job satisfaction can improve employee performance. Thus, the submission of a hypothesis which represents that employee job satisfaction positive and significant effect on employee performance PT. Bank Mandiri Tbk in Sumenep district accepted, it means the higher employee job satisfaction it can improve employee performance.

With employee job satisfaction PT. Bank Mandiri Tbk in Sumenep district there will be a tendency to increase their performance, this is proven in this study that the majority of employees who are satisfied with their work will increase their performance. This employee performance is shown through the completion of work in a timely, thorough, and neat manner, and employees always provide the initiative to assist in carrying out and completing the work or tasks assigned to them properly.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

Based on the problem formulation, literature review, research analysis and discussion that have been described in previous chapters, the results of this study can be concluded as follows:

1. Empowering Leadership positive and significant effect on job satisfaction of employees of PT. Bank Mandiri Tbk in Sumenep district. The results of this study strengthen the previous research conducted by Istina (2019).
2. Empowering Leadership positive effect and significant to performance employees of PT. Bank Mandiri Tbk in Sumenep district. The results of this study strengthen the previous research conducted by Joel (2021).
3. Locus of control positive and significant effect on employee job satisfaction PT. Bank Mandiri Tbk in Sumenep district. The results of this study strengthen the previous research conducted by guidance (2019).

4. Locus of Control positive and significant effect on performance employees of PT. Bank Mandiri Tbk in Sumenep district. The results of this study strengthen the previous research conducted by Yusnaena & Salne (2018).
5. Sense of belonging positive and significant effect on job satisfaction of PT. Bank Mandiri Tbk employees in Sumenep district. The results of this study strengthen the previous research conducted by Dwina (2020).
6. Sense of belonging positive and significant effect on the performance of employees of PT. Bank Mandiri Tbk in Sumenep district. The results of this study strengthen the previous research conducted by Christian (2021).

SUGGESTION

1. It is hoped that further research will be carried out on different research objects and taking more samples, so that it is possible to get different research results.
2. The results of this study are expected to provide input and ideas for the development of further research in the future. In future research, it is expected to consider other factors that affect the variable Empowering Leadership, locus of control, Sense of belonging, employee job satisfaction and employee performance other than the variables used in this study.
3. The results of this study are expected to be input for employees of PT. Bank Mandiri Tbk in Sumenep in HR management which aims to improve performance.

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