

Superleadership, Perceived Organizational Support, and Employee Performance: Mediating Roles of Job Satisfaction and Employee Engagement in Indonesian Hajj Dormitory Units

Meyla Faiya^{1*}, Alean Kistiani Hegy Suryana², Unna Ria Safitri³

^{1,2,3}Management Study Program, Universitas Boyolali, Indonesia

*Corresponding Author

e-mail: meylafaiya169@gmail.com

Received: June 11, 2026; **Revised:** July 27, 2026; **Accepted:** August 30, 2026

Abstract: This conceptual paper develops an integrative model of how superleadership and perceived organizational support relate to employee performance, proposing job satisfaction and employee engagement as parallel and serial mediating mechanisms. Rather than testing hypotheses against primary data, the paper synthesizes recent literature (2023–2026) on superleadership, perceived organizational support, job satisfaction, employee engagement, and employee performance, drawing on Organizational Support Theory, Social Exchange Theory, Self-Determination Theory, and the Job Demands-Resources model to build a coherent explanatory framework. Fourteen propositions are advanced: nine concern the direct associations among the five focal constructs, three concern the mediating roles of job satisfaction and employee engagement, including a serial mediation pathway, and two are boundary-condition propositions specifying when the strength of certain associations should vary. The model is illustrated but not empirically tested using the operational realities of public-service organizations with seasonal workload and a heterogeneous workforce that includes non-civil-servant personnel, typified by hajj dormitory management units in Indonesia, as a motivating applied context. The paper's contribution is theoretical: it integrates streams of research that have largely developed in isolation, clarifies how superleadership differs from adjacent leadership constructs, and offers a set of falsifiable propositions and a research agenda for future empirical validation, for which partial least squares structural equation modeling (PLS-SEM) is a candidate method for small, single-organization samples, provided that sample adequacy is justified through an a priori power calculation or a post hoc sensitivity analysis rather than through the general observation that PLS-SEM tolerates small samples. Tentative managerial implications are offered, understanding that they remain propositions to be tested rather than demonstrated findings.

Keywords: Employee engagement, job satisfaction, job performance, perceived organizational support, and superleadership.

How to Cite: Faiya, M., Suryana, A. K. H., & Safitri, U. R. (2026). Superleadership, Perceived Organizational Support, and Employee Performance: Mediating Roles of Job Satisfaction and Employee Engagement in Indonesian Hajj Dormitory Units. *Journal of Economic Education and Entrepreneurship Studies*, 7(5), 203–217. <https://doi.org/10.62794/je3s.v7i5.473>

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INTRODUCTION

Public-service and other organizations increasingly depend on employees who exercise autonomy and initiative, and leadership built solely on control and oversight is widely regarded as insufficient for sustaining performance. Disengagement, particularly among younger workers, is a recognized practical symptom of this mismatch (Saraiva & Nogueiro, 2025). Two organizational resources have been repeatedly proposed as responses: leadership that develops employees' capacity to lead themselves, known as superleadership, and perceived organizational support (POS), employees' belief that the organization values their contributions and cares about their well-being. Superleadership was conceptualized by Manz and Sims (1991) as leadership that leads others to lead themselves. Rather than relying on direct supervision, superleaders cultivate followers' self-goal setting, self-reward, constructive thought patterns, and personal responsibility, so that employees internalize organizational objectives instead of merely complying with instructions (Manz & Sims, 1991; Park & Byon, 2024). The construct is distinct from its neighbors. Self-leadership is the follower's own set of self-influence strategies, whereas superleadership is the leader behavior that cultivates that capacity in others (Reichard et al., 2025). Servant leadership centers on the leader's ethical duty to followers' growth, authentic leadership on the leader's self-awareness and relational transparency, and transformational leadership on inspirational vision; none is defined, as superleadership is, mainly by the deliberate transfer of self-regulatory capacity from leader to follower. Findings on these neighboring constructs are therefore treated in this paper as adjacent evidence, labeled as such, and not as direct evidence about superleadership.

Direct evidence on superleadership is limited. The closest integrated test, conducted in an Indonesian government-owned commercial bank ($n = 240$), linked superleadership to job satisfaction and employee engagement and POS to engagement, while POS showed no significant direct association with performance (Fristin & Supanto, 2022). Elsewhere, superleadership has been linked to athletes' self-leadership and commitment in university sports teams (Park & Byon, 2024). Adjacent constructs show related patterns: supervisor support has been examined in relation to job performance through psychological factors (Zeb et al., 2025), servant leadership in relation to intrinsic motivation and performance (Hartnell et al., 2023), and transformational leadership in relation to job performance through an ability-motivation-opportunity framework (Waseem et al., 2025). POS refers to employees' beliefs about the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Malik & Malik, 2024; Sindu Bharathi & Sujatha, 2024). Grounded in Organizational Support Theory, it creates a felt obligation to reciprocate through positive attitudes and behaviors, although whether obligation or gratitude best explains reciprocity is still debated (Eisenberger et al., 2025). POS has been related to job satisfaction (Bahadir et al., 2024; Pinnington et al., 2024) and work engagement (Pimenta et al., 2024; Saks, 2019), but its direct association with performance is less settled: one study treats POS as an antecedent of employee performance with job satisfaction as a moderator (Abdullahi et al., 2024), whereas the integrated bank study found no significant direct association (Fristin & Supanto, 2022).

Job satisfaction is a favorable emotional state arising from the appraisal of one's work experiences (Sapkota et al., 2025; Yeo & Ha, 2025). It has been widely studied as an outcome of workplace practices (Zhang et al., 2024) and as a mediator between those practices and commitment or performance (Pepple & Ambilichu, 2024). Employee engagement is a persistent, positive, work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli, 2014, 2021). Satisfied employees are generally expected to show better attendance, greater adherence

to organizational rules, and more citizenship behavior (Robbins & Coulter, 2012). Four theoretical perspectives are combined, each explaining a different part of the model. Organizational Support Theory (Eisenberger et al., 1986) and Social Exchange Theory (Cropanzano & Mitchell, 2005) explain why perceived support and empowering leadership create an obligation to reciprocate through positive attitudes. Self-Determination Theory (Ryan & Deci, 2000) explains why autonomy-supportive practices such as superleadership satisfy the need for autonomy, competence, and relatedness, thereby fostering satisfaction and engagement; its application in military and police organizations, themselves public-service settings, has been systematically reviewed (Loverre et al., 2024). The Job Demands-Resources model (Bakker & Demerouti, 2007) treats both superleadership and POS as job resources whose motivational value is greatest when demands are high. The four are not redundant: the first two address why employees reciprocate, the third which psychological needs are met, and the fourth how these mechanisms operate within the wider resource environment. Jointly, they predict that superleadership and POS relate to performance mainly by shaping job satisfaction and engagement rather than through a strong direct path, the prediction formalized in P10–P12.

Three gaps motivate this study. First, evidence on superleadership is limited relative to better-established constructs, and the closest integrated test comes from a commercial bank (Fristin & Supanto, 2022), a setting without the seasonal workload and mixed civil-servant and non-civil-servant workforce of many public-service units. Second, findings on POS and engagement are described as inconsistent, and one recent study finds that POS influences engagement indirectly through satisfaction (Eviana, 2024), which points to unassessed mediators. Third, few studies have theoretically specified how superleadership and POS jointly shape performance when an attitudinal mediator (job satisfaction) and a motivational mediator (employee engagement) operate together. Whether the two antecedents work through a single shared pathway, parallel but independent pathways, or a serial pathway in which satisfaction precedes engagement has not been directly addressed by prior integrative studies, and this unresolved question, not the mere co-occurrence of five familiar constructs, motivates the mediation propositions P10–P12. Because the same constructs have already been modeled empirically in Indonesia, the paper does not claim new constructs. Its contribution is an integrated and theoretically justified model, together with two boundary conditions derived from the setting (BC1 and BC2).

Therefore, this paper develops an integrative conceptual model of how superleadership and POS relate to job satisfaction, engagement, and performance; advances propositions on the mediating roles of satisfaction and engagement, including a serial pathway; and specifies two boundary conditions. It aims to integrate fragmented research, clarify the boundaries of superleadership relative to adjacent constructs, and set out an agenda for future empirical testing, following the model-building approach to conceptual articles (Jaakkola, 2020).

METHOD

Research design

This is a conceptual article that builds on theory rather than testing it. It follows the model-building approach to conceptual articles described by Jaakkola (2020), in which constructs and relationships from separate literatures are integrated into a new explanatory framework. It is guided by the criteria for a conceptual contribution set out by MacInnis (2011) and Whetten (1989): specifying which constructs are involved, how they are proposed to relate, and why. The

outputs are propositions to be tested in future research, not hypotheses tested on the data. No primary data were collected for this study.

Literature search and synthesis

The model was built through narrative synthesis rather than a systematic review, and no claim is made of PRISMA-style completeness ([Jaakkola, 2020](#)). Peer-reviewed literature was located through Scopus, Web of Science, and Google Scholar between 1 January 2026 and 25 September 2026, with the final search on 25 September 2026. [Authors to confirm that these databases, dates, and search combinations match the search actually conducted.] The principal search logic paired each focal construct with each of the other four (for example, “superleadership” AND “performance”) and with “public service,” “outsourcing,” and “PLS-SEM”; these were the complete combinations used. The search prioritized work published in 2023–2026, supplemented by foundational sources where a construct's origin required them, namely the original formulations of superleadership ([Manz & Sims, 1991](#)) and perceived organizational support ([Eisenberger et al., 1986](#)) and the theoretical foundations of the model ([Bakker & Demerouti, 2007](#); [Cropanzano & Mitchell, 2005](#); [Ryan & Deci, 2000](#)). Sources were included if they examined at least two of the five focal constructs, or one in enough depth to inform its definition or measurement. Each cited source was checked against the specific claim it supports. Sources addressing a differently defined construct under a similar label (self-leadership, servant, transformational, or general superior leadership) were excluded or labeled as adjacent evidence at the point of use, and sources whose construct, outcome, or design did not match the claim were removed. Contradictory findings are reported side by side and treated as further justification for the mediation propositions. Included sources were organized around the four theories to identify convergence, divergence, and unresolved tension, from which the fourteen propositions (P1–P12 and BC1–BC2) were derived.

Illustrative applied context

The propositions are illustrated with hajj dormitory management units in Indonesia, public-service organizations that operate accommodation facilities for pilgrims during hajj departure and return. The facility used as the reference case, a provincially owned hajj dormitory in Central Java, is a management unit formed under Governor's Regulation No. 120 of 2008 and placed under the provincial asset-management agency, and its facilities are designated for intensive use during the hajj operational period and for other uses outside the hajj season ([Badan Pengelolaan Keuangan dan Aset Daerah \[BPKAD\] Provinsi Jawa Tengah, n.d.](#); [Pemerintah Provinsi Jawa Tengah, 2008](#)). Workload is correspondingly seasonal: in the 2023 season, for example, the manager recruited approximately 200 seasonal cleaning workers on 31-day contracts for pilgrim departure ([Faizah, 2023](#)). More broadly, many Indonesian public-service employees hold non-civil-servant or outsourced status, with shorter contracts and weaker job security than civil servants ([Nugroho et al., 2025](#)). These features underpin BC1 and BC2. The illustration is not a case study, and no data were collected from the unit.

Ethical considerations

This study involved no human participants, interviews, surveys, or personal data, and reported no confidential organizational information. It draws only on published literature, publicly available government documents ([BPKAD Provinsi Jawa Tengah, n.d.](#); [Pemerintah Provinsi Jawa Tengah, 2008](#)), and published news reports ([Faizah, 2023](#)), all cited as published. Therefore, formal ethical approval and informed consent were not required.

RESULTS AND DISCUSSION

This section presents the proposed model and develops each proposition by combining the supporting literature with the theoretical rationale. The propositions are expectations to be tested and not findings.

Proposed model

Figure 1 illustrates the model. Superleadership and POS are the antecedents, job satisfaction and employee engagement are the intervening attitudinal and motivational states, and employee performance is the outcome of this study. P1–P9 are the direct paths drawn in the figure, P10–P12 are indirect pathways formed by chaining them, and BC1–BC2 are the conditions on specific paths.

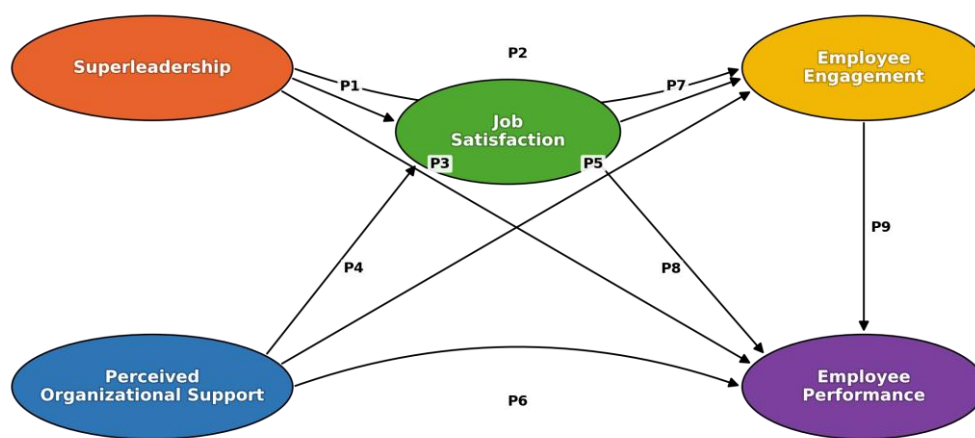


Figure 1. Proposed conceptual model

Note. P10 (mediation via job satisfaction) = P1+P8 and P4+P8; P11 (mediation via engagement) = P2+P9 and P5+P9; P12 (serial mediation) = P1/P4 → P7 → P9. BC1 (employment status) conditions P4 and P5, and BC2 (seasonal workload intensity) conditions P2. BC1 and BC2 are not drawn as arrows; they are developed under the boundary conditions below.

Propositions P1 to P12

P1. Superleadership and job satisfaction

P1: Superleadership is positively associated with job satisfaction.

Superleaders encourage employees to set their own goals, regulate their own work, and take responsibility for results. Employees who experience this autonomy would be expected to feel greater control and meaning in their work, which should raise satisfaction. Self-determination theory supplies the mechanism: autonomy-supportive practices satisfy the need for autonomy and competence (Ryan & Deci, 2000). An integrated bank study reported a significant association between superleadership and job satisfaction (Fristin & Supanto, 2022), and authentic leadership, an adjacent construct, has likewise been studied alongside job satisfaction and performance (Kusnadi & Ramli, 2025). Because the association has already been tested once in Indonesia, P1 extends an existing finding to a different organizational type rather than introducing it; Indonesian scholarship has also connected superleadership to local and Islamic leadership traditions (Rivai & Arifin, 2009).

P2. Superleadership and employee engagement

P2: Superleadership is positively associated with employee engagement.

Leadership that builds self-direction and intrinsic motivation would be expected to increase the cognitive, emotional, and physical energy employees invest in their roles. In Job Demands-Resources terms, autonomy-granting leadership is a job resource that stimulates engagement (Bakker & Demerouti, 2007). The integrated bank study reported a significant association between superleadership and engagement (Fristin & Supanto, 2022), and superleadership has been linked to athletes' self-leadership and exercise commitment, a motivational outcome outside the workplace that is conceptually adjacent to engagement (Park & Byon, 2024). Adjacent leadership constructs point in the same direction: engaging leadership is argued to promote work engagement (Schaufeli, 2021), transformational leadership has been related to engagement through psychological empowerment (Huang et al., 2025), and supportive supervisor behavior to engagement and helping behavior (Zhu et al., 2024). P2 is conditioned by BC2.

P3. Superleadership and employee performance

P3: Superleadership is positively associated with employee performance.

This direct association is expected to be more modest than those in P1 and P2, because leadership influence on performance is often carried through intervening states. Superleaders do not control task execution; by fostering autonomy and self-regulation, they enable employees to perform more effectively in complex, dynamic work. Direct evidence is limited: the integrated bank study examined performance with satisfaction and engagement as mediators (Fristin & Supanto, 2022), and adjacent constructs show performance effects attributed to intervening mechanisms, such as supervisor support operating through psychological factors (Zeb et al., 2025) and transformational leadership through the ability-motivation-opportunity framework (Waseem et al., 2025). A modest direct path is therefore proposed, with most of the association expected to run through P10-P12.

P4. Perceived organizational support and job satisfaction

P4: Perceived organizational support is positively associated with job satisfaction.

Employees who believe that the organization values their contributions and cares about their well-being would be expected to evaluate their jobs more favorably. Organizational Support Theory and Social Exchange Theory explain this through reciprocity: favorable treatment creates an obligation to respond with positive attitudes (Cropanzano & Mitchell, 2005; Eisenberger et al., 1986). Studies relating POS to satisfaction support the association (Bahadır et al., 2024; Pinnington et al., 2024), and a PLS-SEM study found that POS influenced engagement indirectly through satisfaction (Eviana, 2024). P4 is conditioned by BC1.

P5. Perceived organizational support and employee engagement

P5: Perceived organizational support is positively associated with employee engagement.

Perceived support functions as a motivational resource that encourages employees to invest themselves in their work. Saks (2019) found that POS is a significant predictor of work engagement; POS has been identified as a link between socially responsible HR management and work engagement (Pimenta et al., 2024), and as part of the path from support to creativity through engagement (Aldabbas et al., 2023). Saks (2022) argues that caring HR management fosters engagement. However, the findings are not uniform, as the POS-engagement relationship

is described as inconsistent across studies, and in one study, runs indirectly through satisfaction (Eviana, 2024). P5 is therefore stated as an association whose route, direct or through satisfaction, is addressed by P10–P12, and it is conditioned by BC1.

P6. Perceived organizational support and employee performance

P6: Perceived organizational support is positively associated with employee performance.

This direct association is expected to be comparatively modest relative to P4 and P5, because support may not translate into performance unless it is internalized as positive psychological states. Evidence is mixed. One study treats POS as an antecedent of employee performance, with job satisfaction as a moderator (Abdullahi et al., 2024); POS has been related to innovative work behavior (Ergun et al., 2025); and public-sector research links organizational support to employee outcomes and organizational performance (Abdulkareem et al., 2025). Yet, the integrated bank study found no significant direct association between POS and performance (Fristin & Supanto, 2022), and work on professional commitment finds POS operating together with burnout and well-being rather than as a simple direct driver (Ilyas et al., 2023). POS is therefore best understood as an enabling condition rather than a direct performance driver.

P7. Job satisfaction and employee engagement

P7: Job satisfaction is positively associated with employee engagement.

Employees who are satisfied with their jobs are expected to experience greater vigor, dedication, and absorption. Affective–motivational reasoning and the Job Demands–Resources sequence, in which favorable appraisals of job resources foster motivational states, support this order (Bakker & Demerouti, 2007). Satisfaction and engagement are consistently associated (Nguyen & Ha, 2023), and several studies model satisfaction as contributing to engagement (Eviana, 2024; Mittal & Kumar, 2025), as did the integrated bank study (Fristin & Supanto, 2022). The direction deserves caution, however. Cross-sectional associations cannot establish temporal order, and Saks (2019) reports that engagement predicts job satisfaction, the reverse ordering. Therefore, P7 is a theoretically motivated directional proposition, with the reverse path an alternative to be tested in longitudinal or cross-lagged designs.

P8. Job satisfaction and employee performance

P8: Job satisfaction is proposed to be positively associated with employee performance.

Satisfied employees are expected to be more motivated, committed, and willing to exert discretionary effort, which should enhance performance (Robbins & Coulter, 2012). Individual studies report satisfaction–performance associations among millennial employees (Indrayani et al., 2024) and in Slovenian enterprises (Kosec et al., 2022), and satisfaction appears as a mediator between HR practices and performance (Batta et al., 2023). The integrated bank study also reported a significant association between satisfaction and performance (Fristin & Supanto, 2022), and Evada Rustina et al. (2025) examined satisfaction and engagement together as predictors of performance. These are individual studies rather than meta-analytic evidence, so P8 rests on convergent but not synthesized support.

P9. Employee engagement and employee performance

P9: Employee engagement is positively associated with employee performance.

Engaged employees are expected to show higher energy, resilience, and persistence, which should support stronger performance, even under demanding conditions. Engagement appears

to be the mechanism linking leadership to performance outcomes in nursing (Huang et al., 2025), tourism (Sarwar et al., 2020), and creative performance (Liu et al., 2024), and Evada Rustina et al. (2025) examined it directly as a predictor of performance. Most of this evidence comes from adjacent leadership constructs rather than superleadership. Engagement is therefore proposed as a proximal antecedent of performance, without a claim about the size of the association.

P10–P12. Mediating pathways

P10: Job satisfaction mediates the positive association between superleadership and perceived organizational support with employee performance.

P11: Employee engagement mediates the positive association between superleadership and perceived organizational support with employee performance.

P12: Job satisfaction and employee engagement are proposed to serially mediate the positive associations of superleadership and perceived organizational support with employee performance, such that leadership and support relate to job satisfaction, which relates to employee engagement, which, in turn, relates to employee performance.

P10–P12 extend P1–P9 by proposing that job satisfaction and engagement do not merely co-occur with the antecedents and performance but transmit their influence. If P1, P4, and P8 hold, job satisfaction should carry part of the association between the antecedents and performance (P10); if P2, P5, and P9 hold, engagement should do the same (P11); and because P7 links satisfaction to engagement, a serial pathway (P12) is plausible. Partial analogs exist: POS has been found to influence engagement through satisfaction (Eviana, 2024), and empowering leadership is linked to contextual performance through serial mediation by organizational support and commitment (Pazetto et al., 2024). Establishing mediation requires more than significant direct paths; the specific indirect effects must be estimated, typically with bootstrapped confidence intervals, because a chain of significant paths does not show that the indirect pathway is significant or that it runs in the proposed order. Therefore, P10–P12 are propositions for formal mediation analysis, not conclusions from P1–P9.

Boundary conditions (BC1 and BC2)

P1–P12 propose associations. BC1 and BC2 are of a different type: they propose conditions under which the strength of specific associations should vary. Together with P1–P12, they make up the fourteen propositions of the model.

BC1: The positive associations of perceived organizational support with job satisfaction (P4) and employee engagement (P5) are proposed to be weaker or to depend on the organizational referent among non-civil-servant (outsourced or seasonal) personnel than among civil servants and structural officials.

Non-civil-servant personnel in Indonesian public service typically face shorter contracts and weaker job security than civil servants (Nugroho et al., 2025), and seasonal workers are engaged only for the hajj period (Faizah, 2023). Organizational Support Theory assumes a clearly identified exchange partner (Eisenberger et al., 1986). Outsourced personnel may identify the contracting company rather than the hajj dormitory unit as the source of support, and insecure employment gives the reciprocity norm a less stable basis. The opposite pattern is also conceivable, because support-related resources may matter more when employment is insecure; autonomy support, for example, has been examined as a moderator of turnover responses to furlough (Zheng et al., 2025). The direction is an empirical question.

BC2: The positive association between superleadership and employee engagement (P2) is proposed to be stronger during peak workload periods than during routine off-peak periods.

Workload in hajj dormitory units is concentrated during the hajj operational period (BPKAD Provinsi Jawa Tengah, n.d.; Faizah, 2023). The Job Demands-Resources model holds that job resources matter most when demands are high (Bakker & Demerouti, 2007); thus, the autonomy and self-regulatory capacity that superleadership cultivates should be most functionally necessary at peak. A rival expectation is that sustained peak demand erodes the capacity for self-regulation and weakens the association; which expectation holds is for empirical resolution. BC1 and BC2, rather than the combination of five familiar constructs, are where this paper locates its contextual theoretical contribution.

Implications

The model theoretically integrates exchange-based, need-based, and resource-based explanations into one account, specifies where superleadership differs from adjacent constructs, and poses a concrete question about the order of satisfaction and engagement on the path to performance. The boundary conditions show how features of a public-service setting can become testable theoretical claims rather than background descriptions.

Practically, and strictly as propositions to be tested, the model suggests that public service managers could invest in autonomy-supportive leadership development and visible organizational support, and that support intended for outsourced and seasonal staff should make clear which organization is providing it. It does not support claims about service quality or operational effectiveness, which were not examined.

Testing P1–P12 and BC1–BC2 requires primary data from employees of comparable organizations. PLS-SEM is a candidate method because the model is complex and prediction-oriented (Hair et al., 2014), provided that sample adequacy is justified by a priori power calculation or post hoc sensitivity analysis rather than by the general observation that PLS-SEM tolerates small samples. A study should report validated instruments with their source, item count, and response format; measurement-model evidence (loadings, reliability, average variance extracted, discriminant validity); specific direct and indirect effects with bootstrap confidence intervals for P10–P12; a multi-group or interaction analysis comparing civil servants with outsourced and seasonal personnel for BC1; peak versus off-peak data collection for BC2; an explicit statement of which organization the POS items ask respondents to evaluate; separate sources for performance ratings where feasible; and a longitudinal or cross-lagged design to examine the satisfaction–engagement order in P7.

Limitations

Several limitations apply. None of the 14 propositions has been tested, and some may fail or hold with a different sign or magnitude; the reasoning establishes plausibility, not empirical support. The narrative synthesis involves selection: it draws heavily on 2023–2026 studies and on Indonesian and other Asian public-sector contexts, so the model may reflect the boundary conditions of that literature, and much of the evidence for several propositions comes from adjacent leadership constructs rather than superleadership. The hajj dormitory context is illustrative, and claims about how its features shape the relationships remain speculative until tested. The only directly comparable integrated empirical test (Fristin & Supanto, 2022) used a different organizational type and analytic method; therefore, its results cannot be assumed to

transfer. Finally, the model treats superleadership and POS as parallel antecedents operating through satisfaction and engagement; other mechanisms, moderators beyond BC1 and BC2 (for example, hierarchical level or job type; [Eviana, 2024](#), found no identifiable tenure effect), and reverse or reciprocal relationships are not excluded.

CONCLUSION

This paper developed an integrative conceptual model linking superleadership and POS to employee performance through the parallel and serial mediating roles of job satisfaction and employee engagement. Fourteen propositions were advanced: P1–P9 specify direct associations, P10–P12 specify mediating pathways, including a serial pathway from satisfaction through engagement to performance, and BC1–BC2 specify employment status and seasonal workload intensity as boundary conditions. Drawing on Organizational Support Theory, Social Exchange Theory, Self-Determination Theory, and the Job Demands-Resources model, this study argues that superleadership and POS are likely to relate to performance mainly by shaping satisfaction and engagement, and it illustrates this reasoning with hajj dormitory management units as a public-service context. The contribution is theoretical: it integrates fragmented research, clarifies how superleadership differs from adjacent constructs, and sets out the measurement, sample-adequacy, mediation, and moderation requirements for testing P1–P12 and BC1–BC2. Until such testing is done, managerial implications should be treated as propositions warranting investigation, not as demonstrated recommendations.

Author Contributions

Meyla Faiya: Conceptualization, Methodology, Investigation, Formal Analysis, Visualization, Writing – Original Draft, Project Administration. Alean Kistiani Hegy Suryana: Conceptualization, Validation, Supervision, Writing – Review & Editing. Unna Ria Safitri: Data Curation, Validation, Writing – Review & Editing.

Generative AI Use Statement

During the revision of this manuscript, the authors used Claude (Anthropic) to assist with restructuring the manuscript into a conceptual article, drafting and editing the text, checking cited sources against publicly available records, and preparing responses to reviewers. The authors reviewed and edited all AI-assisted content and took full responsibility for the content of the manuscript.

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