

The role of commitment and satisfaction in mediating leadership on work achievement of Indonesian fishing port employees Pengambangan

Dewi Prihatini¹, Elok Sri U², Rizky Wahyu P³

Master of Management, Economic and Business Faculty
Universitas Jember, Indonesia

Purpose — This study aims to examine the role of commitment and satisfaction in mediating leadership on work achievement.

Design/methodology/approach — The sample in this study was determined using a census study population technique, so that 64 respondents were obtained at the Pengambangan Fishing Port. The analysis technique used in this study is path analysis using SPSS

Findings — Based on the results of the study it can be concluded that directly positive and significant work achievement of employees of the Pengambangan Archipelago Fishing Port (PPN) agency is influenced by leadership, commitment, and satisfaction. In addition, it is found that leadership does not affect work achievement through commitment and satisfaction.

Recommendation This research is still far from perfect, so future research needs to be improved. Future research can deepen the influence of leadership on commitment, satisfaction, and work achievement of Pengambangan Archipelago Fishing Port (PPN) employees to improve the findings of this study. In addition, future research is expected to be able to examine a larger number of samples so that the findings are more representative of conditions in the field.

Date of Submission: 28-12-2022

Date of Acceptance: 08-01-2023

I. INTRODUCTION

Human resources (HR) is the most important factor in achieving organizational success. In the organizational approach, it is necessary to be able to recognize job competition which has greatly increased and forced organizations to prioritize the quality of human resources into organizational development strategies. According to Mila Badriyah "human resources are a very vital organizational asset, so that their roles and functions cannot be replaced by other resources". Meanwhile, according to Edy Sutrisno "human resources are the only resources that have reason, feeling, desire, skill, knowledge, encouragement, power, and work (ratio, taste, and intention)". Development of work achievement in all positive areas is a very good thing by the organization. At this time, competing is common in improving work achievement. Job performance is defined as a record of the results obtained through certain job functions (Bernardin and Russel 1993). One important element in efforts to improve the work achievement of members is a leader who is able to influence his subordinates and actively involve subordinates in achieving these goals through an appropriate leadership. Another thing that is also affected by the low performance of employees is job satisfaction. Basically, whether or not an employee quits can be seen from the degree of satisfaction related to the assigned duties and responsibilities. Fulfillment of needs, differences, achievement of values, justice are linked as things that affect job satisfaction according to (Kreitner and Kinicki, 2001).

Organizational success depends on the performance of members, because to get optimal results employees must work optimally. The role of a leader is very much needed, an effective leader can not only influence his subordinates, but is also able to ensure that his subordinates can carry out their duties properly. An effective leader is also determined based on the ability possessed by a leader in reading the situation at hand and being able to make the right decisions to help the duties of his employees. Nusantara Fisheries Port (PPN) is a class B fishing port to serve fishing boats conducting fishing activities in Indonesian waters and Indonesia's exclusive economic zone. As a technical implementation unit of the Directorate General of Capture Fisheries at the Ministry of Maritime Affairs and Fisheries, Pengambangan Archipelago Fisheries Port (PPN) has the task of implementing the management and service of exploiting fish resources, as well as the operational safety of fishing vessels. In this case, it is stated in the list of budget execution through the capture fisheries development and management program which consists of 5 activities, namely: (1) Management of fishing boats and fishing gear, (2) Management of fishing ports, (3) Management of permits and services, (4) Management of fish

resources (5) Management support and implementation of other technical duties of the directorate general of capture fisheries. Work from home during the pandemic brought many challenges to the leadership of the Pengambengan Archipelago Fisheries Port (PPN) office, therefore, leaders must find the right way to take a more effective approach to improve employee performance. The head of the Nusantara Fisheries Port Office (PPN) can no longer take the same approach as normal conditions, but must adapt to virtual conditions with the aim of minimizing the spread of the covid-19 virus outbreak. In a remote environment, a leader must adapt a more inclusive leadership. Leaders must be able to adapt and engage remote workers to thrive in the environment they work in.

Phenomena that affect organizational commitment to each employee are of various kinds, including some employees who decide to commit to an agency because they feel that the incentives/salaries received are in accordance with the performance provided resulting in employee performance, some employees who decide to commit because they feel an obligation to remain in the agency because he is needed, meaning that the employee has a match of knowledge skills possessed in accordance with the place of work. And some are committed because leaving the agency will add costs that are greater than continuing to work at the agency. So that the problem of commitment needs further research related to the work commitment of an employee so that the results of this research can provide empirical answers about this phenomenon. One of the phenomena that occur in job satisfaction is influenced by co-workers, how technically skilled co-workers are in providing social support, friendliness and co-workers or cooperative team members are a source of job satisfaction for individual employees, work groups, especially strong teams that provide support, and comfort (Berry 2003). Many factors can affect employee job satisfaction. In addition to factors from within the agency itself, there are many other factors that influence it, including the social support factor of the individual co-worker (Santrock 2008) suggests that co-workers influence an employee's job satisfaction. As one of the first steps in improving employee performance, as a leader who is responsible for managing the organization he leads, the organizational leader or boss of the organization must be able to provide direction in good communication with the foundation for realizing the vision and mission of the organization. Therefore, with a very good pattern of activity, relevant and good leaderships must be included, in order to influence a person's work achievement. Commitment is a form of obligation that is binding between one person and another, from small things to certain actions, commitments can be made voluntarily or without coercion. The strong commitment of employees to the agency plays a role as a determinant of the nature and behavior of employees while in the agency. Many people commit to something because they love what they do. According to Robbins and Judge (2017) commitment is a condition in which a person is in favor of a particular organization or group, as well as his goals and desire to maintain his membership. In addition to leadership and commitment, there is an important element in improving employee performance, namely satisfaction. Every employee in an agency organization needs to get satisfaction at work. Directly or indirectly a leadership will have an impact on improving performance if an employee feels what is called satisfaction, such as Affandi (2016) which states that job satisfaction leads to increased performance, so that satisfied workers will be more productive at work. Likewise with Wirawan (2013) who stated that people's positive or negative feelings and attitudes toward their work have implications for themselves and the organization. Satisfaction with the process and work results obtained by employees will strengthen commitment and work ethic in achieving organizational goals (Ipek & Irmak, 2009).

Previous research related to leadership, satisfaction, commitment, and work achievement by Kumala, Harbelia Retna, Teni Agustina (2018) with the influence of leadership on employee performance at the Bogor District Archives and Library Service, shows a positive relationship between leadership on work achievement and the value is in the strong category. Likewise with several studies such as Yap, Nonni Yap, Meme Rukmini, Andy Chandra Pramana (2021); Mardah, Siti (2020); amulets and Sozanolo Nazara (2019); Ndruru, Melita, Paskalis Dakhi and Zagoto's Reaction (2021).

II. LITERATURE REVIEW

A. Theory Review Leadership

The definition of a leader according to Winardi in Veithzal Rivai (2014, p.265) states that a leader is "Someone who because of his personal skills with or without official appointments can influence the group he leads to exert joint efforts towards achieving certain goals. Leadership is one of the key positions where a leader must be able to influence, direct and show his ability so that all company goals can be achieved in accordance with what has been set. Mulyadi (2015: 150) in his book entitled "Organizational Behavior and Service Leadership" defines leadership as a way for leaders to influence their subordinates. While the notion of style. According to Mulyadi and Rivai (2009:42) Leadership is the overall pattern of the actions of a leader, both visible and invisible to his subordinates and describes a consistent combination of philosophy, skills, traits, and attitudes that underlie one's behavior. According to Thoha (2003: 303) leadership is a behavioral norm that is used by someone when that person tries to influence the behavior of others as he sees it. Leadership concerns

the process of social influence that is intentionally carried out by someone against other people to structure activity and influence within a group or organization (Robbins, 2006: 88).

Commitment

Commitment is a basic attitude that is embedded in the heart and mind, which controls behavior according to the agreement at the beginning. Commitment does not exist by itself, commitment is formed through a long process of life. It starts with the family, then continues with education, then is strengthened by practice and experience, then forged with burdens, problems and responsibilities, then finally has the character of commitment. According to Wayne Hogue (2013: 66) argues "Commitment is the stuff character is made of; the power to change the face of things". Commitment is the energy of change, that we (regardless of role) are determined to be a luxurious person, a complex of goodness, inspiring by example, and a model of change for a better future. Another opinion from Sri Kuntjoro which explains the meaning of commitment in the organization is a sense of identification, involvement, and loyalty expressed by someone towards the organization. Basically, commitment is binding and connects the elements of motivation and self-confidence, these two elements of commitment are important in various ways. An example of self-confidence is the belief that someone has a sense of responsibility and is able to carry out tasks. While the element of motivation in commitment explains one's enthusiasm and interest in carrying out an activity.

Satisfaction

Job satisfaction is a general attitude which is the result of several specific attitudes towards work factors, self-adjustment and individual social relations outside of work As'ad (2003: 80). Job satisfaction is a general attitude toward one's work that shows the difference between the amount of rewards workers receive and the amount they believe they should receive Robbin (2003: 78). Greenberg and Baron (2003: 148) state that job satisfaction is a positive or negative attitude made by individuals towards their work. Job satisfaction is an effective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept, a person can be relatively satisfied with one aspect of work and dissatisfied with one or more other aspects.

Work Achievement

According to Sunyoto (2012: 18) work achievement is a result of work achieved by someone in completing the work assigned to him. According to Mangkungara (2010: 67) Performance (Work Achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Work achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara 2012:193). Work achievement is a result of work achieved by employees in carrying out the tasks assigned to them based on skills, experience, and sincerity and time (Hasibuan, 2009:87). Mangkunegara (2015: 13) work achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, work results in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to him that is what work achievement means.

B. Hypothesis Development

1. The influence of leadership on work achievement

Research by Harbelia Retna Kumala, Teni Agustina (2018); Siti Mardah (2020); Totok Sasongko (2009) found the same result, that is, leadership has a positive effect on employee performance. Other research from Daniel NawoseIng'ollan & Josse Roussel (2017); Nalim Nalim, Siswoyo Haryono, Murniady Muchran (2020) with the results Affiliative leaders affect employee performance or in other words, leadership has a positive and significant effect on performance. Compared to Arief Teguh Nugroho's research (2018) the results of Leadership have no effect on Performance; meaning that good or bad leadership will not cause changes in employee performance. Based on the description above, the hypothesis is proposed:

H1: Leadership in leadership influences work achievement

2. The effect of commitment on work achievement

Research by Yusak William Suryahadi (2015); Rio Syukron Jamal, Sandy Firdaus, Yusuf Bakhtiar, Vicky F Sanjaya (2022) found the same result that organizational commitment partially has a significant effect on employee performance at the company. International research from Ahmad Azmy (2022) entitled Effect of Compensation and Organizational Commitment on Employee Performance During WFH at Digital Company, with the result that compensation and organizational commitment are necessary for successful employee performance. This is further supported by Murgianto's research, Siti Sulasmi, Suhermin (2016) entitled The effects of commitment, competence, work satisfaction on motivation, and performance of employees at the

integrated service office of East Java, which finds theoretically similar results with implications that commitment, competence, and job satisfaction affect the increase in motivation and performance, besides that work motivation also influences the increase in employee performance in the East Java Integrated Service Office.

In contrast, Novita's research (2016); Indrayanti and Riana, (2016) actually show that organizational commitment does not have a positive effect on improving employee performance. The existence of motivation within the individual is seen as the main factor in influencing the organizational commitment of an employee and is not influenced by external factors outside the individual.

Based on the description above, the following hypothesis is proposed:

H2: Commitment has an effect on work achievement

3. The effect of satisfaction on work achievement

Research by Samuel Egenius, Boge Triatmanto, Mohammad Natsir (2020); Okechukwu Omah, Onyebuchi Obiekwe (2019); Maryani & Supomo (2001); Rina Milyati Yuniastuti (2011); Henny Handayani (2017) found results that satisfaction affects performance, with the additional explanation that desired job satisfaction is needed by employees to perform at the top level. Satisfied employees are more likely to stay at work, and also tend to be more committed to helping achieve organizational goals. According to Guritno & Waridin (2005) job satisfaction affects the performance of subordinates, meaning that the performance of managers will increase when the job satisfaction of managers is in a high position. Based on the description above, the following hypothesis is proposed:

H3: Satisfaction has an effect on work achievement

III. RESEARCH METHOD

A. Type of Research

This type of research is a quantitative research with the method of path analysis (path analysis), where in this study the aim is to determine the magnitude of the influence of the independent variables on the dependent variable directly or indirectly. In this study, we wanted to know the role of commitment and satisfaction in mediating leadership on employee performance at the Pengambangan National Fishing Port (PPN) office.

B. Types and sources of data

The types and sources of data used are primary data sources, namely the first data source at the research location or research object. Respondents in this study were employees of the Archipelago Fisheries Port (PPN)

Secondary data sources are the second source of the data we need. In this case, the source of secondary data is documentation related to the research location and some supporting data. The data collection method in this study was carried out by observation by direct observation of the research object (respondents) and a questionnaire (questionnaire), namely the data collection method by providing a number of written questions in a structured way to research respondents related to the responses of various research variables.

C. Research population and samples

According to Margono (2004: 118), population is all data that concerns us in a scope and time that we specify. The population is all research subjects Arikunto (2002: 108). Sample According to Sugiyono (2016: 118), the sample is a part of the whole and the characteristics possessed by a population. Because the population is below 100, the entire population is taken as a sample with a total of 64.

IV. RESULTS AND DISCUSSION

A. Instrument Test

1. Validity Test

The validity test is intended to determine the extent to which the validity of the data obtained is based on the questionnaire given to the respondents. The validity test is said to be valid if the value of r count $>$ r table. The results of data processing can be seen in the table using SPSS.

Items	r test	r table	Description
X.1	0,526	0,2461	Valid
X.2	0,413	0,2461	Valid
X.3	0,554	0,2461	Valid
X.4	0,673	0,2461	Valid
X.5	0,464	0,2461	Valid
X.6	0,544	0,2461	Valid
Z1.1	0,561	0,2461	Valid
Z1.2	0,609	0,2461	Valid

Z1.3	0,418	0,2461	Valid
Z1.4	0,486	0,2461	Valid
Z1.5	0,187	0,2461	Valid
Z1.6	0,679	0,2461	Valid
Z1.7	0,508	0,2461	Valid
Z2.1	0,672	0,2461	Valid
Z2.2	0,583	0,2461	Valid
Z2.3	0,492	0,2461	Valid
Z2.4	0,469	0,2461	Valid
Z2.5	0,743	0,2461	Valid
Z2.6	0,490	0,2461	Valid
Y.1	0,552	0,2461	Valid
Y.2	0,698	0,2461	Valid
Y.3	0,600	0,2461	Valid
Y.4	0,647	0,2461	Valid

In the validity test or moment product correlation test, the DF value is $N - 2$. Where N is the sample size. if the sample is 30, for example, then $DF = 30 - 2 = 28$. From the table above it can be seen that all statement items for all variables have rcount values greater than rtable values, this shows that all statement items for all variables have valid information.

2. Reliability Test

According to Muhidin & Abdurahman (2017: 37) to interpret the results of the reliability test, the criteria used are:

- If the Cronbach alpha > rtable then it is declared reliable
- If the Cronbach alpha is < rtable then it is declared unreliable

Variable Test Table

Variabel	Cronbach's Alpha	Significant	Description
X	0,477	0,2461	Reliabel
Z1	0,463	0,2461	Reliabel
Z2	0,587	0,2461	Reliabel
Y	0,459	0,2461	Reliabel

From the table above it can be seen that the four variables in this study have a Cronbach alpha value greater than the rtable value, this indicates that all variables in this study are reliable.

B. Analysis of classic assumption test

The classic assumption test consists of 3 types of tests, namely normality, multicollinearity and heteroscedasticity tests. From the results of the study that the plot follows a diagonal line, it can be concluded that the data in this study are normally distributed. it can be seen that the distribution of residual data does not form a specific pattern and spreads above and below the number 0, thus it can be concluded that the model is free from heteroscedasticity symptoms.

Coefficients ^a			
	Model	Collinearity Statistics	
		Tolerance	VIF
1	X	.821	1.218
	Z1	.863	1.159
	Z2	.786	1.272

From the table it can be seen that the three independent variables have a tolerance value greater than 0.10 and no VIF value exceeds 10, therefore it can be concluded that the model has no symptoms of multicollinearity or passes the multicollinearity test.

C. Path Analysis

$$Y = PYX + PYZ_1 + PYZ_2 + \epsilon_3$$

Coefficients ^a			
	Model	Standardized Coefficients	
		Beta	
1		(Constant)	
		X	.279
		Z1	.257
		Z2	-.226

a. Dependent Variable: Y

$$Y = 0,279 X + 0,257 Z_1 - 0,226 Z_2 + 0,855\epsilon_3$$

The explanation is as follows:

1. The beta coefficient value of the leadership variable (X) is 0.279 or 27.9%, if the other variable values are constant and the X variable increases by 1%, then the work achievement variable (Y) will increase by 27.9%. And vice versa, if the values of other variables are constant and variable X has decreased by 1%, then variable Y will decrease by 27.9%.
2. The value of the beta coefficient of the commitment variable (Z1) is 0.257 or 25.7%, if the value of the other variables is constant and the Z1 variable increases by 1%, then the work achievement variable (Y) will increase by 25.7%. And vice versa, if the values of other variables are constant and variable Z1 has decreased by 1%, variable Y will decrease by 25.7%.
3. The beta coefficient value of the satisfaction variable (Z2) is -0.226 or 22.6%, if the value of the other variables is constant and the Z2 variable increases by 1%, then the work achievement variable (Y) will decrease by 22.6%. And vice versa, if the values of other variables are constant and variable Z2 has decreased by 1%, then variable Y will increase by 22.6%.
4. The error value is 0.855 or 85.5%, which is the influence of other variables that affect work achievement (Y) outside of the variables of leadership (X), commitment (Z1), and satisfaction (Z2).

D. Discussion

1. The influence of leadership on work achievement

The results of the analysis of this study indicate that leadership has a positive and significant influence on work achievement. The results of the t test on the leadership variable (X) obtained a t value of 2.121 which is greater than the t table value of 1.99897, then H0 is rejected and Ha is accepted, meaning that leadership influences work achievement (Y). Leadership concerns the process of social influence that is intentionally carried out by someone against other people to structure activity and influence within a group or organization (Robbins, 2006: 88).

Leadership has a significant effect on the work achievement of Pengambangan PPN employees. Because the ability to motivate his subordinates so that they remain enthusiastic in carrying out their duties will have been optimally implemented, so that employees are able to reach the level of performance or performance set. The results of this study are in accordance with research conducted by Harbelia Retna Kumala Research, Teni Agustina (2018); Siti Mardah (2020); Totok Sasongko (2009) found the same result, that is, leadership has a positive effect on employee performance. Other research from Daniel Nawose Ing'ollan & Josse Roussel (2017); Nalim Nalim, Siswoyo Haryono, Murniady Muchran (2020) with the results Affiliative leaders affect employee performance or in other words, leadership has a positive and significant effect on performance.

2. The effect of commitment on work achievement

The results of the analysis of this study indicate that commitment has a positive and significant influence on work achievement. The t-test results on the commitment variable (Z1) obtained a t-value of 1.999 greater than the t-table value of 1.99897, then H0 is rejected and Ha is accepted, meaning that commitment affects work achievement (Y). One of Wursanto's opinions in (Sopiah, 2008) suggests that employees' sense of belonging to their group can be seen in the following matters: There is a sense of pride from group members if the group gets a good name from the community. Even though the working environment of the Pengambangan PPN is very busy surrounded by fishing boats berths, all Pengambangan PPN employees give good performance so that outsiders cannot give unfavorable comments. Luthans (2002: 249) organizational commitment is a strong desire to become a member of a particular organization. PPN Pengambangan has succeeded in giving a good image to the surrounding environment, where people flock to want to become members of the organization. The results of this study are supported by research by Yusak William Suryahadi (2015); Rio Syukron Jamal, Sandy Firdaus, Yusuf Bakhtiar, Vicky F Sanjaya (2022) found the same result that organizational commitment partially has a significant effect on employee performance at the company. International research from Ahmad Azmy (2022) entitled Effect of Compensation and Organizational Commitment on Employee Performance During WFH at Digital Company, with the result that compensation and organizational commitment are needed for successful employee performance

3. The effect of satisfaction on work achievement

The results of the t test on the satisfaction variable (Z2) obtained a t value of 1.680 which is smaller than the t table value of 1.99897, then Ha is rejected and H0 is accepted, meaning that satisfaction does not affect work achievement (Y). That job satisfaction has a negative and significant effect on employee performance. So it can be concluded that the higher job satisfaction will actually reduce employee performance. Nevertheless Hypothesis 5 is still acceptable. Departing from the conditions of the organizational culture and the

characteristics formed by civil servants or other contract workers, making PPN Pengambangan employees what they have received so far (including salaries and awards) is considered something mediocre. So that satisfaction in their work cannot lead to work achievement or employee performance. Someone with a high level of job satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about the job.

Greenberg and Baron (2003: 159) provide suggestions to prevent dissatisfaction and increase satisfaction by making work fun, because work that they enjoy doing rather than boring will make people more satisfied. the results of this study are not in line with the research of Samuel Egenius, Boge Triatmanto, Mohammad Natsir (2020); Okechukwu Omah, Onyebuchi Obiekwe (2019); Maryani & Supomo (2001); Rina Milyati Yuniastuti (2011); Henny Handayani (2017) found results that satisfaction affects performance, with the additional explanation that desired job satisfaction is needed by employees to perform at the top level. Satisfied employees are more likely to stay at work, and also tend to be more committed to helping achieve organizational goals.

V. CONCLUSION

This study aims to examine the effect of leadership, commitment and satisfaction on the work achievement of Pengambangan PPN employees. The results of the analysis provide empirical evidence that leadership and commitment of the independent variables have a significant positive effect on work achievement, but on the contrary, job satisfaction has not. This study provides empirical evidence that leadership and commitment have a significant positive effect on the achievements of Pengambangan PPN employees. Therefore, this study recommends that the Pengambangan VAT agency always increase employee satisfaction. This research is still far from perfect, so future research needs to be perfected. Future research is expected to be able to examine a larger number of samples so that the findings are more representative of conditions in the field.

References

- [1]. A.A. Anwar Prabu Mangkunegara (2010). *Evaluasi Kinerja SDM*, PT.Refika Aditama, Bandung.
- [2]. As'ad, M. 2003. *Psikologi Industri Seri Ilmu Sumber Daya Manusia*. Edisi Keempat. Yogyakarta : Libert.
- [3]. Bernardin and Russel. 1993. *Human resources Management*, New York: Prentice Hall
- [4]. Berry, David. (2003). *Pokok-pokok Pikiran dalam Sosiologi*. Jakarta: Raja Grafindo Persada.
- [5]. Greenberg dan Baron. 2003. *Behavior in Organization, understanding and managing the human side of work*. Prentice Hall.
- [6]. Harbelia Retna Kumala, Teni Agustina. 2018. *Pengaruh gaya kepemimpinan terhadap prestasi kerja pegawai Pada dinas arsip dan perpustakaan daerah kabupaten bogor*. Vol II, No. 1.
- [7]. John W. Santrock. (2008). *Psikologi Pendidikan*. Jakarta: Prenada Media Group
- [8]. Kreitner, Robert and Angelo Kinicki, 2001. *Organizational Behavior*. Fifth Edition. Irwin McGraw-Hill.
- [9]. Mardah, Siti. 2020. *Pengaruh Gaya Kepemimpinan Terhadap Prestasi Kerja Karyawan Pada Perusahaan Pt. Pulau Indah Jaya Banjarmasin*. *Jurnal Ilmiah Ekonomi Bisnis*. Vol 6 No 3
- [10]. Mulyadi, Deddy. 2015. *Perilaku Organisasi dan Kepemimpinan Pelayanan*. Bandung: Alfabeta.
- [11]. Robbins SP, dan Judge. 2011. *Perilaku Organisasi Perilaku Organisasi*, Salemba Empat, Jakarta.
- [12]. Robbins,P. Stephen. 2006. *Perilaku Organisasi*. Edisi Sepuluh. Diterjemahkan oleh: Drs. Benyamin Molan. Erlangga: Jakarta.
- [13]. Simamora,H.2004.*Manajemen Sumber Daya Manusia*(EdisiKedua).Yogyakarta: Stie Ykpn Simarmata, Ricardo Manarintar(2020), *Pengaruh Work From Home Terhadap Produktivitas Dosen Politeknik Negeri Ambon*, Vol 2 No 01 (2020): *Intelektiva : Jurnal Ekonomi, Sosial Dan Humaniora* (Edisi, Vol 02, N0 01 Agustus 2020)
- [14]. Thoha, Miftah. 2013. *Kepemimpinan Dalam Manajemen*. Edisi Satu. Jakarta : PT Raja GrafindoPerilaku Organisasi dan Kepemimpinan Pelayanan. Bandung: Alfabeta.
- [15]. Veithzal, Rivai. 2014. *Manajemen Sumber Daya Manusia untuk Perusahaan*, Edisi ke 6. Depok: PT. Raja Grafindo Persada.
- [16]. Wayne Hogue. 2013. *Elements of Leaders of Character: Attributes, Practices, and Principles*. Bloomington-USA: WestBow Press.
- [17]. Wilson, 2012, *Manajemen Sumber Daya Manusia*, Erlangga, Bandung.
- [18]. Yap, Nonny., Rukmini, M., & Pramana, Andy Chandra Permana. (021). *Pengaruh gaya kepemimpinan terhadap prestasi kerjadi di Universitas Kediri*. *Seminar Nasional Manajemen, Ekonomi Dan Akuntansi*, 6(1), 210–216
- [19]. Yuwono, Teguh., dkk. (2020). *Analisis pengaruh efektivitas kepemimpinan transformasional dan kesiapan untuk berubah terhadap kinerja karyawan wanita di masa pandemi Covid-19*. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, 5(3), 615-632.

Dewi Prihatini, et. al. "The role of commitment and satisfaction in mediating leadership on work achievement of Indonesian fishing port employees Pengambangan." *IOSR Journal of Business and Management (IOSR-JBM)*, 25(1), 2023, pp. 43-49.