



## The Role of Leadership Style and Work Discipline on Work Performance

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### Abstract

This study's objectiveness is to know the Effect of Competence, Education, and Work Experience on the Employees Performance. Based on the background described above, this study's problems can be formulated as follows: 1) Does competence positively affect performance? 2) Does work experience have a positive impact on performance? 3) Does the level of education have a positive effect on the account? 4) Does competence, work experience, and level of education positively affect employees' performance. Head of Sub Division of Planning Finance Subdivision Head of Subdivision of General and Civil Service Budget Sector, Treasury Sector and Asset Management Field. This study's result is the leadership style significantly affects employees' performance in the Regional Division of BULOG Sulselbar. Discipline has a significant effect on the performance of employees at Perum DIVRE BULOG Sulselbar.



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## 1 Introduction

The development in the world of work is increasing, and competition is very fierce spurred agencies or companies to continue improving their performance to create a product or service that can benefit society. Therefore, every work unit or organization must have quality human resources, have experience as a step to carry out tasks according to their abilities, and have a sufficient education level (Iqbal M.Z, 2011). Human resources determine the success or failure of an organization. This is because the organization's resources will not give optimum results if human resources do not support optimum performance. Therefore, the human resource factor needs to be given top priority in its management so that the utilization is as expected by the organization to achieve predetermined goals (Banfield, 2013; Spence & Keeping, 2011). Many factors affect human resources, including competence, work experience, and education. Many factors cause human resources to have superior performance to encourage organizational success, one of which is competence. The organization will develop and survive if it is supported by employees who are competent in their fields. According to (Ikram et al., 2019; Spencer & Spencer, 2008), one of the concerns to the level of employee com-

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petence is to conduct comprehensive research so that each organization knows how much the employee's real competency is, the factors that influence it, and the impact of the competency level on employee performance. Currently, the concept of performance is often associated with the idea of competence. Many organizations, both government and private, are very concerned about this by applying the concept of performance-based on employee competencies. Based on Indonesia Government law No. 23 of 2004, the National Professional Certification Agency (BNSP) is an independent body and reports directly to the President to organize professional certification through a competency test. The opening of the BNSP is also following Law No.13 of 2003 concerning human resources, article 18 paragraph 4 and paragraph 5. The Decree of the Minister of Manpower and Transmigration No. 195 / MEN / IV / 2007 concerning Determination of Indonesian National Work Competency Standards (SKKNI) in the sub-company service sector. Other corporate services sector office administration services. The laws and Ministerial Decrees above are also the driving force for the availability of competent Human Resources in their respective fields and a driving factor in measuring performance based on competence.

One other factor that can affect employee performance is work experience. Work experience is obtained from employees who have worked more hours expected to solve multiple problems, according to each employee's abilities. Theoretically, if employees or employees have high work experience, it can improve employee performance. As stated by (Jennifer et al., 2003a, 2003b; Sinabariba et al., 2018), work experience positively affects employee performance. This means that the more work experiences an employee has, the higher its performance will be. Conversely, the less the employee's work experience, the lower the employee's performance, work experience, knowledge, or skills that someone has known and mastered due to an act or job carried out for a certain period. With the experience gained, a person will be more competent and skilled and carry out their job duties. Repetitive practice will strengthen and enhance one's knowledge and abilities. Examples of work experience that affect improving quality both in terms of numbers and from new efficient findings occur because of the reduced knowledge of employees in the field they are engaged in, besides that work experience can be found in employees/workers who have been involved in their work for the long term. He found innovations in his field of work armed with this experience; it is expected that each employee has high-quality human resources in improving higher work performance, the skills possessed by employees are more comfortable to do work with efficiency using tools and thoughts, so that it is expected to be able to improve workability, both in the speed of work and in the quality of the results. A person's expertise in carrying out their duties and activities is obtained along with the years of service in the dynamic field. The success of employees in achieving high work performance is related to the work experience of employees. Work experience is one of the factors that underlie employees in carrying out their duties.

The results of (Lee & Wilbur, 1985; Maslach et al., 2001; Park et al., 2020) research provide a specific view of work experience that is identified with tenure, namely the length of time a person has held a job position. An extended period of work indicates more understanding than someone with other colleagues. The work experience size can affect someone in managing and carrying out their duties and their income level. Besides, the results of an empirical study from (Jennifer et al., 2003a) states that work experience informal sector jobs are generally considered to improve a person's workability. A person will have the opportunity to increase income and productivity with a much longer experience. In addition to competence and work experience, education also affects employee performance achievement. Even though employees of an agency have the high average motivation, often attend training, and have adequate work experience, if not supported by an ever-increasing level of education, it gives maximum results. Therefore, employee performance is primarily determined by the education level of the employee. Indeed, when the level of education follows the work plan carried out, the result is that the employees' performance is not as planned. So that organizations or government agencies must look at human resources in terms of their level of education. Carrying out an agency's activities requires an adequate level of education to maximize the performance of these activities. As the goal of the education level is to improve the performance of employees produced through human resources in an institution with good quality of work made (Bono & Judge, 2003; Hayati & Caniogo, 2012). The importance of competency issues, work experience, and educational level focus on DIVRE BULOG employees. This government agency manages the regional financial system so that high performance is required from each employee. This study's objectiveness is to know the Effect of Competence, Education, and Work Experience

on the Employees Performance. Based on the background described above, this study's problems can be formulated as follows: 1) Does competence positively affect performance? 2) Does work experience have a positive impact on performance? 3) Does the level of education have a positive effect on the performance? 4) Does competence, work experience, and level of education positively affect employees' performance.

## 2 Research Method

The approach used in this research is a quantitative approach by distributing questionnaires. The type of research used is survey research to find the relationship between the influence and the relationship of independent variables (Competence, Experience, and Education Level) to the dependent variable (Employee Performance). Here are employees who work at Perum DIVRE BULOG. The Subject of this research used during the study until completing the thesis preparation is estimated to be approximately four weeks starting from June 2019 to July 2019. This research was conducted at the Perum DIVRE BULOG. This study's population was 180 employees. (Mashur et al., 2019) states that to determine the minimum sample required if the population size is known, the Slovin formula can be used as follows:

$$n = N / (1 + (N \times e^2))$$

Dimana:

n = Number of samples

N= Number of Population

e = Error rate (percent less thoroughness due to error in sampling)

population (N) of 180 Perum DIVRE BULOG office and the error rate (e) of 10% or 0.01, the sample size is:

$$n = 180 / (1+(180 \times 10\%))$$

$$n = 180 / (1+(180 \times 0,12))$$

$$n = 180 / (1+(180 \times 0.01))$$

$$n = 180 / (1+(180 \times 5\%))$$

$$n = 180 / (1+ 1,8)$$

$$n = 180 / 2.8$$

$$n = 64,285 \rightarrow 65 \text{ samples.}$$

**Table 1. Population and Sample**

| No    | Staff  | N   | n  |
|-------|--|-----|----|
| 1     | Head of Sub Division of Planning                 | 27  | 12 |
| 2     | Finance Subdivision                              | 32  | 10 |
| 3     | Head of Subdivision of General and Civil Service | 34  | 11 |
| 4     | Budget Sector                                    | 32  | 10 |
| 5     | Treasury Sector                                  | 25  | 10 |
| 6     | Asset Management Field                           | 30  | 12 |
| Total |  | 180 | 65 |

So the number of samples used in this study was 65 respondents, while the sampling method used the stratified random sampling method. Data collection methods used to get the best information and data, assuming that the writing objectives can be achieved a) Observation, namely making direct observations at the research location to obtain field data information. b) Interview, namely a research technique conducted by candid interviews with employees. C). Questionnaire data collection techniques by distributing several questionnaires to employees. The data analysis method used is descriptive analysis to determine the effect of competence, work experience, and education level on employee performance through a questionnaire distributed to several samples in this study. The research instrument test consisted of validation and reliability tests. The validity test is used to measure whether the questionnaire is valid or not. A correlation coefficient test is usually carried out in determining whether or not an item will be used. If the correlation of these factors is positive and the amount is 0.3, and above, the instrument used can be valid (Field, 2009). For this reason, the

questionnaire can be said to be useful if all indicators in the study have a number above 0.30. In comparison, the reliability test is reliable if the measurement is consistent (careful) and accurate—data reliability test to measure a questionnaire which is an indicator of the variable. A questionnaire is reliable or reliable if a person's answer to a statement is consistent or stable from time to time. Reliability indicates whether the measurement results are compatible or not. Cronbach's Alpha measures reliability. A constructor variable is said to be reliable if it gives ( $\alpha$ ) 0.60 (Field et al., 2013; Ghozali, 2011). This study uses Multiple Linear Regression Analysis to determine whether the resulting regression is useful for estimating the dependent variable's value. This analysis aims to assess the independent variables' effect on the dependent variable, namely competence, education level, and work experience that affect employees' performance. The multiple linear regression formula used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e_i$$

Info:

|                |   |                        |
|----------------|---|------------------------|
| Y              | = | Employee Performance   |
| X1             | = | Competence             |
| X2             | = | Education level        |
| X3             | = | Work Experience        |
| a              | = | Constant value         |
| b1; b2; b3     | = | Regression Coefficient |
| e <sub>i</sub> | = | Standard error         |

The classical assumption test is a statistical requirement that must be met in multiple linear regression analysis. The classical assumption test is as follows: 1) The normality test aims to test whether confounding or residual variables have a normal distribution in the regression model. It is known that the t and F tests assume that the residual value follows a normal distribution. If this assumption is violated, the statistical test will be invalid for a small sample size. There are two ways to detect whether the residuals are normally distributed or not, namely by graph analysis and statistical tests (Ghozali, 2011). In this study, the normality test used the P-Plot curve. If the data spread around the diagonal lines and follows the diagonal lines, it shows a regular distribution pattern. If the data is far from the diagonal line and does not follow the diagonal line's direction, it offers an abnormal distribution pattern. 2) Multicollinearity Test. To test the multicollinearity by looking at the VIF value of each independent variable, if the VIF value  $<10$ , it can be concluded that the data is free from multicollinearity symptoms. 3) Heteroscedasticity test aims to test whether there is an inequality of variance from one observation's residuals to the experimental word in the regression model. Others (Ghozali, 2011: 139). A regression model that meets the requirements is useful if there is similarity or heteroscedasticity does not occur. This test can be seen from the graph plot between the dependent variable's predicted value and its residual. The basis for forming a specific or regular pattern, then the identification has occurred heteroscedasticity. Conversely, if the points spread above and below the number 0 or Y axis, there is no heteroscedasticity. The research instrument was used to measure the variables under study using a score. The variable's operational definition is then developed into a research instrument to measure the variables under investigation. The measurement of this research variable was carried out through a questionnaire distributed to respondents. In calculating the respondent's answer, filling out a questionnaire on competency, motivation, job satisfaction, and employee performance variables are measured using a Likert scale. According to (Tangngisalu et al., 2020), the Likert plate is designed to examine how strongly the Subject agrees or disagrees with statements on a five-point scale.

### 3 Result and Discussion

#### 3.1. Data Respondent

From the respondents' questionnaires, the respondents' identity data were obtained—presentation of data

regarding the respondent's identity to provide an overview of the respondent's condition. The age concerning individual behavior in the work location usually reflects personal experiences and responsibilities. The tabulation of respondents' periods can be seen in Table 1. Most respondents' ages were 31-40 years with 55.9, followed by ten respondents or 29.4%. This shows that the South Sulawesi Bulog Drive Office employees in Makassar City are mostly still young and at a very productive age. This indicates that at a relatively young age, their work morale is still relatively high. Gender, in general, can make a difference in a person's behavior. In a field of work, gender can often differentiate the activities carried out by individuals. Based on table 1, most respondents are male, which is 52.9% compared to women (47.1%). This shows that the male gender is a larger proportion of female employees who work at the Bulog Drive Office in South Sulawesi, Makassar City. This is because, for jobs that require physical labor, men are generally considered better than women. Education is often seen as a condition that reflects one's abilities. Table 1 shows the data that the largest number of respondents are from the respondents with undergraduate education is 55.9% of the total respondents. This indicates that the South Sulawesi Bulog Drive Office employees in Makassar City mostly have undergraduate education (S1). This data is to determine the proportion of respondents' length of work. Table 1 shows that the employees of Perum Bulog DIVRE Sulsel in Makassar, the majority of respondents, have a working period of 1 - 5 years with a total of 47.1%. In comparison, the rest have a work period of less than 6 - 10 years with a total of 32.3% and between 11 - 20 years a total of 20.6%.

### 3.2. Data analysis

The validity test is used to test the measuring device's accuracy to reveal the concept of the symptoms/events being measured. Questionnaire items are declared valid if the value of  $r_{\text{count}} > r_{\text{table}} (n-2)$ . Complete validity testing can be seen in the following table:

**Table 2. Validity Test Results**

| Variable/Indicators     | r-statistics | r-table | Info  |
|-------------------------|--------------|---------|-------|
| <b>Leadership Style</b> |              |         |       |
| X1.1                    | 0,45         | 0,34    | Valid |
| X1.2                    | 0,58         | 0,34    |       |
| X1.3                    | 0,81         | 0,34    |       |
| X1.4                    | 0,77         | 0,34    |       |
| X1.5                    | 0,63         | 0,34    |       |
| <b>Work Discipline</b>  |              |         |       |
| X2.1                    | 0,76         | 0,34    | Valid |
| X2. 2                   | 0,79         | 0,34    |       |
| X2. 3                   | 0,53         | 0,34    |       |
| X2. 4                   | 0,72         | 0,34    |       |
| <b>Work Performance</b> |              |         |       |
| Y1                      | 0,63         | 0,34    | Valid |
| Y2                      | 0,63         | 0,34    |       |
| Y3                      | 0,35         | 0,34    |       |
| Y4                      | 0,52         | 0,34    |       |
| Y5                      | 0,7          | 0,34    |       |
| Y6                      | 0,7          | 0,34    |       |
| Y7                      | 0,47         | 0,34    |       |

Table 2 shows that each indicator's correlation to each variable's total construct score shows a significant result and shows that  $r_{\text{statistics}} > r_{\text{table}}$ . So it can be concluded that all question items are declared valid. A reliability test is used to test a measuring device's reliability to be used again for the same research. Reliability testing in this study is to use the Alpha formula. The results of reliability testing for each variable are summarized.

**Table 3. Reliability Testing Results**

| Variables        | Alpha | Info     |
|------------------|-------|----------|
| Leadership Style | 0,740 | Reliable |
| Work Discipline  | 0,633 | Reliable |
| Work Performance | 0,653 | Reliable |

The results of the reliability test indicate that all variables have a reasonably large Alpha coefficient, which is above 0.60, so that it can be said that all the measuring concepts of each variable from the questionnaire are reliable so that additional items in each of these variable concepts are suitable for use as a tool.

### 3.3. Data analysis method

To obtain research results following the study's objectives, correct data analysis methods are needed. Tests were carried out using the help of SPSS 20 software. SPSS (Statistical Package for the Social Sciences) is a computer program used to analyze statistics. The data analysis techniques in this study are as follows:

#### a. Variable Descriptive Analysis

Analysis of this variable's characteristics aims to determine the description of the respondent's answer to the variable. The variables contained in this study are Employee Performance (Y), Leadership Style (X1), and Work Discipline (X2). Descriptive results on this variable have a minimum value of 25 and a maximum of 29 with a mean of 27 and a standard deviation of 1. Furthermore, employee performance data is categorized using average scores (M) and standard deviation (SD). The number of questions for the performance variable is seven questions, each of which has a score of 1, 2, 3, 4, 5. Categorization for employee performance variables is shown in table 3 below:

**Table 3. Employee Performance Categorization**

| Categorization | Interval Score      | Frequency | %           |
|----------------|---------------------|-----------|-------------|
| Good           | $X \geq 25$         | 2         | 5,9%        |
| Medium         | $26 \leq X \leq 28$ | 28        | 82,4%       |
| Less           | $X < 26$            | 4         | 11,8%       |
| <b>Total</b>   | <b>34</b>           | <b>34</b> | <b>100%</b> |

Based on table 3, it can be concluded that the respondents have a moderate level of performance, with a total of 28 respondents (82.4%). Whereas in the excellent category, there were two respondents (5.9%), and in the low class were four respondents (11.8%). This means that it can be concluded that the employee performance of the employees at Perum DIVRE BULOG Suselbar is in the medium category. There are no employees with an outstanding performance level, but there are no employees with an abysmal performance level. Descriptive results on this variable have a minimum value of 19 and a maximum of 24 with a mean of 20 and a standard deviation of 1. Furthermore, the leadership style data is categorized using average scores (M) and standard deviation (SD). The number of questions for the leadership style variable is five questions, each of which has a score of 1, 2, 3, 4, 5. Categorization for the leadership style variable is shown in table 4 below:

**Table 4. Leadership Style Categorization**

| Categorization | Interval Score      | Frequency | %           |
|----------------|---------------------|-----------|-------------|
| Good           | $X \geq 21$         | 8         | 23,5%       |
| Medium         | $19 \leq X \leq 21$ | 26        | 76,5%       |
| Less           | $X < 19$            | 0         | 0%          |
| <b>Total</b>   | <b>34</b>           | <b>34</b> | <b>100%</b> |

Based on table 4, it can be concluded that the leadership has a leadership style level in the medium category with a total of 26 respondents (76.5%). There were eight respondents (23.5%) for the excellent type, and there was no low category from the respondents. This means that it can be concluded

that the leadership style applied by the leadership of Perum DIVRE BULOG Sulselbar is not in a suitable category but also not in an inferior type. Descriptive results on this variable have a minimum value of 12 and a maximum of 18 with a mean of 15 and a standard deviation of 1. Furthermore, data on work discipline are categorized using average scores (M) and standard deviation (SD). The number of questions for the work discipline variable is four questions, each of which has a score of 1, 2, 3, 4, 5. Categorization for work discipline variables is shown in table 5 below:

**Table 5. Categorization of Leadership Style**

| Categorization | Interval Score | Frequency | %           |
|----------------|----------------|-----------|-------------|
| Good           | $X \geq 16$    | 10        | 29,4%       |
| Medium         | $14 < X < 16$  | 21        | 61,8%       |
| Less           | $X < 14$       | 3         | 8,8%        |
| <b>Total</b>   | <b>34</b>      | <b>34</b> | <b>100%</b> |

Based on table 5, it can be concluded that the majority of respondents have a level of work discipline in the medium category, with 21 respondents (61.8%). There were ten respondents (29.4%) for the excellent type, and the low sort were three respondents (8.8%). This means that it can be concluded that the level of discipline of the employees of Perum DIVRE BULOG Sulselbar is still at a moderate level. There are no respondents with an outstanding discipline level and no respondents with an abysmal level of discipline.

b. *Results of the Prerequisite Analysis*

The prerequisite analysis test is carried out before testing the hypothesis, including the normality test, linearity test, and multicollinearity test. Test the prerequisite analysis using SPSS. The analysis prerequisite test results are presented below: A normality test is done to see whether the residual value is normally distributed or not. The normality test aims to test one of the basic assumptions of multiple regression analysis, namely that the independent and dependent variables must be normally distributed or close to normal. The simple statistical test used to test the normality assumption is to use the normality Kolmogorov Smirnov test. The test method for normal data distribution is whether or not it is carried out by looking at the significance value of the variable; if the significance value is more significant than 0.05 at the 5% alpha significance level, it indicates normal data distribution. In this study, using the Kolmogorov-Smirnov test with the following results:

**Table 6. Normality Test Results**

| Variable         | Significance | Result |
|------------------|--------------|--------|
| Work Performance | 0,078        | Normal |
| Leadership Style | 0.318        | Normal |
| Work Discipline  | 0,340        | Normal |

Based on table 6, it can be concluded that all variables are standard. This can be seen from the significance level of all above 0.05. From these results, it is known that the Asymp. Sig. (2-tailed) on the performance variable is 0.078, leadership style is 0.318, and work discipline is 0.340  $\geq$  0.05. This means that it can be concluded that the data for each variable is normally distributed—linearity Test. Two variables are said to have a linear relationship if the significance is more than 0.05. This test is usually used as a prerequisite for linear regression analysis. Two variables are said to have a linear relationship if the significance is more significant than 0.05. The results of the Linearity Test can be seen in the following table:

**Table 7. Linearity Test Results**

| Variable         | Significance | Result |
|------------------|--------------|--------|
| Leadership Style | 0,637        | Linear |
| Work Discipline  | 0.606        | Linear |

Based on table 7 above, it can be concluded that the variables of leadership style and work discipline are linear to employee performance variables. This can be seen from the significance level of all above 0.05. Leadership style on performance has a significance of 0.637, and work discipline on performance has a significance value of 0.606. Multicollinearity Test. The value commonly used to indicate multicollinearity is a tolerance value above 0.1, which means that there is no correlation between independent variables whose weight is more excellent than 95% or equal to the VIF value below 10. The multicollinearity test results can be seen in the following table:

**Table 8. Linearity Test Results**

| Variable         | Tolerance | VIF   | Result |
|------------------|-----------|-------|--------|
| Leadership Style | 0,983     | 1,017 | Linear |
| Work Discipline  | 0,983     | 1,017 | Linear |

Table 8 shows that the leadership style and work discipline have a tolerance value of 0.983 and VIF of 1.017. Based on the multicollinearity test data results, it can be concluded that all variables have a tolerance value above 0.1 and a VIF value below ten so that multicollinearity does not occur or there is no correlation between the independent variables.

c. *Hypothesis Test Results*

F test (simultaneous hypothesis testing) To test the independent variables' effect together, tested using the F test. The results of simultaneous regression calculations are obtained as follows:

**Table 9. Simultaneous regression analysis results**

| Model        | Sum of Squares | Mean Square | F     | Sig.              |
|--------------|----------------|-------------|-------|-------------------|
| 1 Regression | .520           | .260        | 2.915 | .000 <sup>a</sup> |
| Residual     | 37.480         | 1.209       |       |                   |
| Total        | 38.000         |             |       |                   |

Testing the independent variables' effect on the dependent variable was carried out using the F test. The results of statistical calculations showed the value of F count = 0.215. By using the 0.05 limit, the significance value is smaller than 0.05. This means that the hypothesis which states that simultaneously the leadership style variable influences employee performance. The T-test (Partial Hypothesis Test) The assumption in this study is tested for correctness using a partial test. Testing is done by looking at the level of significance (p-value); if the level of relevance generated from the calculation is below 0.05, the hypothesis is accepted; on the other hand, if the significance level of the calculated results is more significant than 0.05, the assumption is rejected.

**Table 10. Partial t-test results**

| Independent Variables | t-statistics | Sig. t |
|-----------------------|--------------|--------|
| Leadership Style (X1) | 2.407        | 0,000  |
| Work Discipline (X2)  | 2.156        | 0,011  |

d. *Hypothesis testing ( H1 )*

Ho:  $\beta_i = 0$  there is no positive influence between leadership style and employee performance.

Ha:  $\beta_i > 0$  there is a positive influence between leadership style and employee performance.

Table 10 shows that the leadership style hypothesis testing results show the t-value of 2.407 with a significance level of 0.000. The significance level is more significant  $< 0.05$ , which means that this study's hypothesis is accepted. Thus, the hypothesis H1 leadership style positively affects employee performance in the Bulog Drive Office of South Sulawesi, Makassar City. Meanwhile, discipline

shows a t-value of 2.156 with a significance level of 0,011. The significance level is significant < 0.05, which means that this study's hypothesis is accepted. Thus, the discipline H2 hypothesis does positively affect Employee Performance in the Office of Bulog Drive Sulsebar Makassar City.

### 3.2. Discussion

#### 1. *The Effect of Leadership Style on Employee Performance*

The research results on leadership style on performance showed a significance level. The significance level is significant < 0.05, which means that the leadership style positively influence employee performance in the Bulog Drive Office of South Sulawesi, Makassar City. The leadership style needs to strive to improve the performance of its employees by being assertive in terms of duty-oriented, so that employees will understand their duties well and have a disciplined attitude because of the firmness of the leader himself, besides that between the leadership and employees must have a vision and the same mission, with this similarity can make them work to achieve the same target (which has been mutually agreed) so that in their work they will be more focused on achieving one thing together. This certainly can improve employee performance to a higher level because all existing human resources work with the same goal. This opinion is reinforced by the theory of Robbins (2008), which states that leaders can stimulate subordinates to think creatively and innovatively in carrying out and achieving work (targets). Furthermore, in research (Akob et al., 2020; Mappamiring et al., 2020), State that the leadership style affects employee performance by influencing employees' behavior and perspective, meaning whether or not the leadership style applied by superiors affects employees' performance is good.

#### 2. *The Effect of Discipline on Employee Performance*

The disciplinary research results on the performance show a significant influence. The level of significance is more significant than 0.05, which means that discipline does not positively affect Employee Performance in the Bulog Drive Office of South Sulawesi, Makassar City. Adherence to work standards plays a significant role and is needed to improve employee performance. Because when employees adhere to work, their work will have good results because it is based on the predetermined criterion. Based on the research location, there is still work indiscipline in this indicator of adherence to work standards because there are always employees who are late to collect work. This, of course, will affect their performance because being late in carrying out their duties and obligations will delay the completion of other work that they should be doing. This shows that it is essential for employees to work following existing work standards. With employees' high work standards, employees can complete their duties and obligations on time to no longer be delays in implementing and collecting tasks in work.

### 4. Conclusions

Starting from the previous discussion and referring to the formulation of the problems that have been determined, the authors conclude that the leadership style has a significant effect on employees' performance in the Regional Division of BULOG Sulsebar. Discipline has a substantial impact on the performance of employees at Perum DIVRE BULOG Sulsebar.

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