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The Role of Leadership Style and Work Discipline on Work Performance

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Abstract

The objective of this study is 1). To find out which leadership style affects the performance of employees at Perum BULOG Regional Division of South Sulawesi in Makassar City, 2) To find out which discipline affects the performance of employees at Perum BULOG Regional Division of South Sulawesi in Makassar City, and 3) To find out which indicators of leadership style and discipline that has a dominant effect on employee performance at the South Sulawesi BULOG Drive Public Corporation office in Makassar City. In this research, the data collection method is primary data obtained from the results of direct research in the field at the company that is the object of research through distributing questionnaires (Ferdinand, 2010). This study's population was all Public Company BULOG South Sulawesi Regional Division employees in Makassar City, totaling 34 employees. Analysis Method Using multiple linear regression. The study results concluded that leadership style does not have a significant effect on employee performance at Perum DIVRE BULOG Sulselbar. Discipline does not have a substantial impact on the performance of employees at Perum DIVRE BULOG Sulselbar.



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1 Introduction

Human resources are one of the main driving forces for every operation of an agency so that efforts in HR development are the primary strategy for enforcing global competition (Dong & Phuong, 2018). The purpose of understanding and studying human resource management is the knowledge needed to have analytical skills in dealing with management problems, especially in the field of the organization (Kahneman et al., 1990). Factors that become criteria for achieving the smoothness of an organization's goals are identifying and measuring its employees' performance. If an organization can achieve the goals that have been set, it can be said that the organization is effective (Mappamiring et al., 2020; Firman et al., 2020; Suriyanti et al., 2020; Lestari et al., 2020). For management activities to run well, the company must have knowledgeable and highly skilled employees and efforts to manage the company optimally to increase employee performance (Andreeva & Garanina, 2017). Akob et al. (2020) State that employee performance is the result or performance of employees assessed in terms of quality and quantity based on their work standards. Good perfor-

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mance is optimal performance, namely, the performance that follows organizational measures and supports organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources because this is a critical factor in improving employee performance (Zimmermann et al., 2019). Every company always expects its employees to have achievements because having high-performing employees will provide optimal results. Besides, by having high-performing employees, the company can also improve its performance (Mashur et al., 2019). Because companies often face problems regarding their human resources. Over time, all employees must have high performance and mobility and compete to provide the best service.

Chiu & Lin (2019) state performance is a description of the level of achievement of implementing an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in the strategic planning of an organization. With this definition, it can be said that these employees play an essential role in carrying out all company activities to grow and develop to maintain the company's survival. Employee performance can also affect the progress or setbacks of a company or agency. The success or failure of an organization in maintaining an organization's existence and being able to fulfill its social responsibility starts from the employees themselves, especially the leader's strategy in increasing maximum effectiveness and efficiency. If the leaders can put their functions properly and well, the organization can achieve its goals. An organization needs an effective leader who can influence its subordinates. So that a leader will be recognized as a leader if he can control and direct his employees in achieving organizational goals (Cooke et al., 2020).

The leader's quality is often considered an essential factor in an organization's success or failure (Meiyani & Putra, 2019; Leana, 1986). Sometimes, an organization's success or failure is perceived as the success or failure of a leader. For the office's innovation process to run well, an office head or manager needs to act as a leader. By understanding this metaphor, a leader must avoid creating a pattern of relationships with employees who rely solely on power. On the other hand, he must emphasize peer-to-peer cooperation, avoid creating a frightening work atmosphere, and create a situation that makes all employees confident; abstain from the rhetorical discourse, on the contrary. It is necessary to prove that they can work professionally, avoid being hateful and envious, it is required to develop an enthusiasm for the work of employees; avoid blaming employees, but must be able to correct employee mistakes; and avoiding themselves so as not to cause the employee's work to become dull, but on the contrary, it can create a work atmosphere that makes employees interested and at home doing their job. This has the consequence that leaders must pay full attention to their subordinates to foster, mobilize, and direct their associates in achieving organizational goals.

In other words, leadership attempts to use a type of influence, not coercion, to motivate employees to achieve specific goals (Nohe & Michaelis, 2016; Kalodimos & Leavitt, 2020). To be effective in leading, each leader needs to use various leadership styles, whether authoritarian, democratic or laissez-faire, under the situation and conditions at hand. As leaders in a company, managers are required to act out these various leadership styles, affecting employee performance. According to Sahir et al. (2020), Leadership is an activity or art of influencing others to be willing to work together based on that person's ability to guide others in achieving the goals the group wants. To achieve the desired goals, the leader must determine what leadership style is appropriate for a company or agency. Therefore, efforts to improve employee performance are the most severe management challenges because success in achieving goals and the institution's survival (organization) depends on the quality of its human resources' performance. In this case, a conclusion can be drawn between employees and the company have a very close relationship because they both need each other.

As is commonly known, leadership is the ability possessed by a person to influence others to work in positive ways to achieve specific goals and targets according to the company's regulations. In contrast, the leader is the chairman or role in the system in a group or organization (Meiyani & Putra, 2019). Regarding leadership, there are still many people who tend to judge or say that influential leaders have specific characteristics that are very important; for example, charisma, outlook, persuasion, and intensity. And indeed, when we think of heroic leaders such as Napoleon, Washington, Lincoln, Churchill, Sukarno, General Sudirman, and so on, we must admit that such traits are inherent in them and have been utilized to achieve their desired goals. In this case, a leader's role is also significant to establish good ties to employees and the organization's scope. Without effective leadership (both formal and informal), individuals and groups tend to be directionless, dis-

satisfied, and less motivated. (Milliman et al., 2018). Robbins & Judge (2008) there are four kinds of leadership styles, namely as follows:

- 1) Charismatic leadership style. Namely, a leadership style that triggers followers by displaying heroic or extraordinary abilities when observing their leaders' behaviors.
- 2) Transactional leadership style. Namely, a leadership style guides or motivates followers towards the goals set by clarifying roles and tasks' requirements.
- 3) Transformational leadership style. It is a leadership style that inspires followers to go beyond their interests and can have a profound and extraordinary impact on their followers' person.
- 4) Visionary leadership style. A leadership style can create and articulate a realistic, credible, and attractive vision of an organization's future or organizational unit that is growing and improving.

The type of leadership style used in this study is the type of leadership proposed by Robbins & Judge (2008) because this type of leadership style follows the conditions and environment in the research location. This type of leadership style is commonly used in research and discussion of related variables. Talking about employee work performance as one of the successes of the leadership style and discipline applied, it is necessary to know how employees assess their superior leadership from the point of view of the level of work performance they provide. Employees who have an attitude of struggle, dedication, discipline, and professional abilities are very likely to carry out their duties to be efficient and successful. Based on the data, it is necessary to research whether the leadership and discipline factors which are considered as the control motor of an agency are one of the factors that affect employee work performance so that in the future, the leader can overcome, anticipate or predict the possible problems that arise related to with leadership carefully and accurately.

Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to obey all company regulations and prevailing social norms (Lengnick-Hall et al., 2009; Lee & Ahn, 2020). Arianto (2013) Argues that discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms. Based on the above understanding, it is concluded that work discipline is an attitude, behavior, and actions following the rules, both written and unwritten. If it violates, there will be sanctions for the violation. De Gooyert et al. (2017) explain about indicators:

- a. Presence; This is a fundamental indicator to measure, and usually, employees who have low work discipline are accustomed to being disciplined to be late in work.
- b. Compliance with work regulations; employees who comply with work regulations will not neglect work procedures and always follow their work guidelines.
- c. Adherence to work standards; This can be seen through the size of the employee's responsibility for the assigned tasks.
- d. High level of alertness; Employees who have great attention will always be careful, calculating, and thorough in their work, and always use something effectively and efficiently.
- e. Work ethically; Some employees may act disrespectfully to customers or engage in inappropriate behavior. This is a form of disciplinary action so that ethical work is a manifestation of employee work discipline.

Spence & Keeping (2011) explains performance is the results of the work function of a person or group in an organization in a certain period that reflects how well a person or group meets the requirements of a job to achieve organizational goals where there are four indicators to measure employee performance:

- 1) Work quality; employees perform the following existing work standards, on time, and accurately.
- 2) Work quantity is the work target that has been set and successfully achieved by the employee, and the volume of work that the employee does is following the superior's expectations.
- 3) Knowledge, namely the ability of employees to understand work-related tasks and complete work assigned by superiors.

- 4) Collaboration with colleagues, employees have a positive attitude towards every teamwork. Employees are willing to help work team members in completing work.

The indicators used in this study are referring indicators Spence & Keeping (2011), Namely indicators of quality of work, the quantity of work, knowledge, and cooperation. The objective of this study is 1). To find out which leadership style affects the performance of employees at Perum BULOG Regional Division of South Sulawesi in Makassar City, 2) To find out which discipline affects the performance of employees at Perum BULOG Regional Division of South Sulawesi in Makassar City, and 3) To find out which indicators of leadership style and discipline which has a dominant influence on the work performance of employees at the Perum BULOG Drive Sulsel office in Makassar City ?. So that the expected impact of this study is on the managerial aspect, namely as a reference for finding out the weaknesses and strengths of the policies taken by the company, so that in the future the related organizations can determine the right policies, especially regarding the leadership system that is implemented. Second, namely as additional knowledge, insight, and reference, especially for students in the field of HR management.

2 Research Method

This research is a causal associative study using a quantitative approach. The causal associative analysis aims to determine the effect of two or more variables (Umar, 2005). This study describes the relationship affecting and being influenced by the variables to be studied. Using a quantitative approach because the data to analyze the relationship between variables is expressed by numbers or a numerical scale. This study examines the effect of work discipline and leadership on employee performance. This study's independent variables are Work Discipline (X1) and Leadership Style (X2). The dependent variable used in this study is Employee Performance (Y). Research subjects at the Office of Logistics Affairs Agency (BULOG) Drive South Sulawesi, Makassar City. The research was carried out for 3 (three) months, starting from November 2019 to February 2020. In this study, the data collection method was primary data obtained from direct research in the field at the company that was the research object through distributing questionnaires (Ferdinand, 2010). This study's population was all Public Company BULOG South Sulawesi Regional Division employees in Makassar City, totaling 34 employees. The analysis method used in solving the problems discussed is:

1. Descriptive Analysis, which is an analysis that describes, describes, and explains office activities related to leadership and discipline on employee performance.
2. Multiple Regression Analysis is used to determine the magnitude of the influence between work discipline and leadership style on employee performance. The general equation for multiple regression is:

$$Y = a + bX_1 + cX_2$$

Information:

- X1 = work discipline
- X2 = leadership style
- Y = employee performance
- a = constant
- b and c = regression constant

Furthermore, the operational definition in this study is the leadership style with items (e.g., Authoritarian Leadership Style, Leadership Style, Democratic Leadership Style, Laissez-Faire Leadership Style), the discipline variable is a condition that is created and formed through the process of a series of behaviors that show values the value of obedience, obedience, loyalty, regularity and order, and work performance variables, namely work results/work records resulting from the function of a particular job or activity during a specific period.

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. The most respondents' ages were 31-40 years with 19 people or 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 18 people (52.9%) compared to only 16 women (47.1%). This shows that 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, namely 19 people or 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 16 people 47.1%. In comparison, the rest have a work period of less than 6 - 10 years with a total of 11 people 32.3 and between 11 - 20 years a total of 7 people 20.6.

Table 1. Respondent Age

Age (Years)	Total Respondent	%
20 – 30	3	8.8
31 – 40	19	55.9
41 – 50	10	29.4
51 – 56	2	5.9
Gender		
Men	18	52.9
Women	16	47.1
Education Levels		
Senior High School	8	23.5
Diploma	5	14.7
Bachelor	19	55.9
Magister	2	5.9
Length of work		
1 – 5	16	47.1
6 – 10	11	32.3
11 – 20	7	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
Leadership Style			
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	
Work Discipline			
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	
Work Performance			
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%
Total	34	34	100%

From 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 Sulsebar 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%
Total	34	34	100%

From 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 Sulsebar 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	$14 \leq X \leq 16$	21	61,8%
Less	$X < 14$	3	8,8%
Total	34	34	100%

From 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 Sulsebar is still at a moderate level. There are no respondents with an outstanding level of discipline and no respondent 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

From 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 (Ghozali, 2013). 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

From 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	Df	Mean Square	F	Sig.
1 Regression	.520	2	.260	.215	.808 ^a
Residual	37.480	31	1.209		
Total	38.000	33			

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)	-0.407	0,687
Work Discipline (X2)	-0.456	0,651

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 -0.407 with a significance level of 0.687. The significance level is more significant than 0.05, which means that this study's hypothesis accepts Ho and rejects Ha. Thus, the hypothesis H1 leadership style does not positively influence employee performance in the Bulog Drive Office of South Sulawesi, Makassar City. Meanwhile, discipline shows the t value of -0.456 with a significance level of 0.651. The significance level is more significant than 0.05, which means that this study's hypothesis accepts Ho and rejects Ha. Thus, the discipline H2 hypothesis does not have a positive effect on Employee Performance in the Office of Bulog Drive Sulselbar Makassar City.

Discussion

a. The Effect of Leadership Style on Employee Performance

The research results on leadership style on performance showed a t value of -0.407 with a significance level of 0.687. The significance level is more significant than 0.05, which means that the leadership style does not positively influence employee performance in the Bulog Drive Office of South Sulawesi, Makassar City. The leadership of Perum Perhutani KPH Kedu Utara 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, Mappamiring et al. (2020) Said that the leadership style affects employee performance by influencing employees' behavior and perspective, meaning whether or not the leadership style applied by superiors affects the performance of employees is good.

b. The Effect of Discipline on Employee Performance

The disciplinary research results on the performance show the t value of -0.456 with a significance level of 0.651. The level of significance is more significant than 0.05, which means that discipline does not have a positive effect on Employee Performance in the Bulog Drive Office of South Sulawesi, Makassar City. Ad-

herence 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 does not significantly influence employees' performance in the Regional Division of BULOG Sulselbar. Discipline does not have a significant effect on the performance of employees at Perum DIVRE BULOG Sulselbar.

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