

Analysis of Influence of Human Resources Management and Organizational Culture on Employee Performance of PT. Supra Matra Abadi PMKS Aek Nabara

Yoana*, Elida Florentina Sinaga Simanjorang, & Mulya Rafika

Faculty of Economics and Business, University of Labuhanbatu, Indonesia

Abstract

The purpose of this study is to analyze the influence of Human Resource Management and Organizational Culture on employee performance at PT. Supra Matra Abadi PMKS Aek Nabara. The sample in this study were employees of PT. Supra Matra Abadi PMKS Aek Nabara, totaling 89 people. The analysis used is multiple linear regression test and hypothesis testing. The results of the study are partially known, each variable of HR Management and Organizational Culture has a significant effect on the performance of PT. Supra Matra Abadi PMKS Aek Nabara based on n value Sig less than 0.05 and t_{count} greater than t_{table} 1,987. And simultaneously that the variables of Human Resource Management (X_1) and Organizational Culture (X_2) have an effect on Employee Performance (Y) PT. Supra Matra Abadi PMKS Aek Nabara based on the value of Sig. $0.001 < 0.05$ and the calculated F_{value} is $30.511 >$ from F_{table} 3.10. The result of Adjusted R-Square is 0.644, this means that the contribution of the influence of Human Resource Management and Organizational Culture on the Performance of Employees of PT. Supra Matra Abadi PMKS Aek Nabara is 64.4% and the remaining 35.6% is influenced by other factors in outside of this research.

Keywords: human resource management, organizational culture, employee performance

1. Introduction

One of the basis for the development of the company is to increase the performance of employees who are in the company. Employee performance is an achievement obtained by each employee in carrying out his responsibilities for the survival of a company. Companies that are able to compete and are able to improve their performance are determined by human resources who have professional performance quality, have knowledge, skills and high organizational culture by having professional, quality and superior resources, it will be easier for companies to compete.

The quality of professional resources is closely related to the performance of employees in a company. Performance here means the implementation or application of one's abilities in the field of work entrusted to him. Therefore, in this era of globalization, companies must have a workforce that has good quality work so that the company's performance will increase. Because the quality and ability of qualified employees will result in good employee performance and with good employee performance, of course the company's performance will increase

Employee performance is one of the key factors in optimal company growth. Employee performance improvement must be carried out by each employee to advance the company, because the sustainability of the company is obtained from how the performance is carried out by its employees. The company provides tools, facilities, training facilities, and other work infrastructure, while employees are obliged to provide a work ethic, good discipline to improve work results continuously. To achieve quality and professional employee performance, concrete, consistent and continuous action is needed.

Employee performance is an achievement made by an employee in work based on the provisions determined by the employee's place of work and the employee's ability to do a proper job based on the goals that have been set or planned (AR Sakir, 2021). The implementation of a job in accordance with the planned objectives shows an increase

* Corresponding author.

E-mail address: yoanaana2@gmail.com

in the employee's performance at work. On the other hand, the discrepancy in the implementation of work with the stated objectives shows that the employee's performance has not been effective. Concrete efforts that can support improving the quality of professional employee performance include HR Management and Organizational Culture.

Human Resources (HR) is the main factor in an agency or company. Human resources play an important role because humans are the driving force of a business. The achievement of an agency's vision and mission depends on its human resources. Every agency always wants and strives to achieve high productivity and quality while minimizing resource consumption. To meet these expectations, all agencies continue to strive to improve the quality of their resources, so that it can be said that human resources are the most valuable asset of a company, because with good human resources it is expected to be able to coordinate in achieving company goals (Simanjorang et al., 2021).

Planned and sustainable HR management is an absolute necessity, especially for the future of the organization. Human Resource Management is a very important factor in a company with a large or small scale, human resources are a very decisive element in the company development process. Therefore, management is required to develop new ways to keep company employees at high productivity and develop their potential in order to make maximum contribution to the company. After good HR management, a good organizational culture is also needed in improving employee performance.

Sutrisno in (Lidiawati, 2008) states that organizational culture can be defined as a set of system values (values), beliefs (beliefs), assumptions (assumptions), or norms that have long been in effect, agreed upon or followed by members. an organization as a code of conduct or solving organizational problems. Organizational culture will influence and shape the atmosphere of the physical work environment and the non-physical environment around employees which will ultimately affect employee performance (Elida Florentina Sinaga Simanjorang, 2019).

Based on research conducted by (Sari, 2018) shows that there is a positive and significant relationship between human resource management on the performance of PT. Sumber Alfaria Trijaya Tbk Lampung based on $t_{\text{count}} 4.974 > t_{\text{table}} 2.021$. Based on research conducted by (Muis et al., 2018) shows that partially there is a positive and significant influence of organizational culture on employee performance where the significant result of t is 2.815 (sig 0.007) smaller than 0.05. Based on research (Maharani, 2019) it is known that HR management and organizational culture have a significant effect on the performance quality of the employees of the Cikijing District Office, Majalengka Regency partially where t_{count} is $4,261 > t_{\text{table}} 1,972$ and the value of Sig. $0.000 < 0.05$, and it is known that HR management and Organizational Culture jointly affect the quality of performance of the employees of the Cikijing District Office, Majalengka Regency with the calculated $F_{\text{value}} = 22.544$ and the Sig value. $0.000 < 0.05$.

PT. Supra Matra Abadi is a company engaged in palm oil. Based on observations made by researchers, it is known that the performance of employees of PT. Supra Matra Abadi PMKS Aek Nabara which is less than optimal due to the placement of employees who are not in accordance with the qualifications, abilities and positions held. This is thought to be caused by several factors including the HR management factor where the lack of job training for new employees and employees who have worked at PT. Supra Matra Abadi PMKS Aek Nabara besides that there are deficiencies in organizational culture at PT. Supra Matra Abadi PMKS Aek Nabara seen from work discipline and employee performance. Based on this description, researchers are interested in conducting a study entitled, "Analysis of the Effect of Human Resource Management and Organizational Culture on Employee Performance at PT. Supra Matra Abadi PMKS Aek Nabara".

Human resource management is the development of human resources whose function is to carry out human resource planning, implementation, recruitment, training, career development of employees or employees and take initiatives towards the organizational development of an organization or company (Dahlan et al., 2017). In carrying out activities both in organizations or companies, competent human resources are needed in their respective fields. In carrying out activities in a company or organization, Human Resources (HR) management is also required so that the activities to be carried out run well and achieve the desired target (Pangestu et al., 2019).

Organizational culture is a system of shared beliefs and attitudes that is developed and shared by a group of people. This belief system and shared attitude of an organization will distinguish it from other groups or organizations (Jufrizen & Rahmadhani, 2020). Organizational culture can also be defined as the philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that define an organization and accommodate all diversity or pluralism (Meutia & Husada, 2019). So it can be said that organizational culture is a characteristic that exists in a group and is used as their guide in behaving and distinguishing it from other groups. That is, organizational culture is a normal and behavioral values that must be understood and obeyed by the group of people who adhere to it (Kadafi, 2017).

According to Rivai and Basri in (Andesta et al., 2015) performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been determined. agreed together. Performance as the quality and quantity of the achievement of tasks, whether carried out by individuals, groups or companies. According to Hasibuan (2014) in (Rachmawati, 2016) states that employee performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. According to Sinambela (2011:136) in (Triasmoko, 2014) states that employee performance is defined as the ability of employees to perform certain skills. According to Moehariono (2012:95) in (Permatasari, 2015) states that performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the organization's strategic planning.

According to Sutrisno in (Sasongko, 2015) states that performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function. and behave in accordance with the tasks assigned to him as well as the quantity, quality and time used in carrying out the duties. According to Sedarmayanti in (Siagian & Khuzaini, 2015) states that performance is a system used to assess and find out whether an employee carries out his work as a whole, or is a combination of work results, namely what must be achieved by a person and competencies including how to achieve it. According to Mangkunegara in (Wijaya & Susanty, 2017) states that 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. According to Mathis in (Sumini, 2015) states that employee performance is what employees do or don't do that affects how much they contribute to the organization including output quality, output quantity, output period, attendance at work and cooperative attitude. From several expert opinions it can be concluded that employee performance is the result of work done by someone in an organization in order to achieve the desired goals of an organization and minimize losses. According to Mangkunegara in (Triasmoko, 2014) states that performance 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 in (Elida Florentina Sinaga Simanjorang et al., 2021) mentions performance as a result of the quality and quantity of work performed by employees in accordance with the tasks assigned to them. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities. There are many things that affect employee performance, including aspects of job satisfaction that come from the amount of salary, benefits, the influence of work environmental conditions, co-workers and their interactions (Elida F.S. Simanjorang, 2020).

From the several definitions of performance above, it can be concluded that performance is an achievement or work result both in quality and quantity achieved by human resources or employees in carrying out their duties in accordance with the responsibilities given to them by the company.

The conceptual framework of the research :

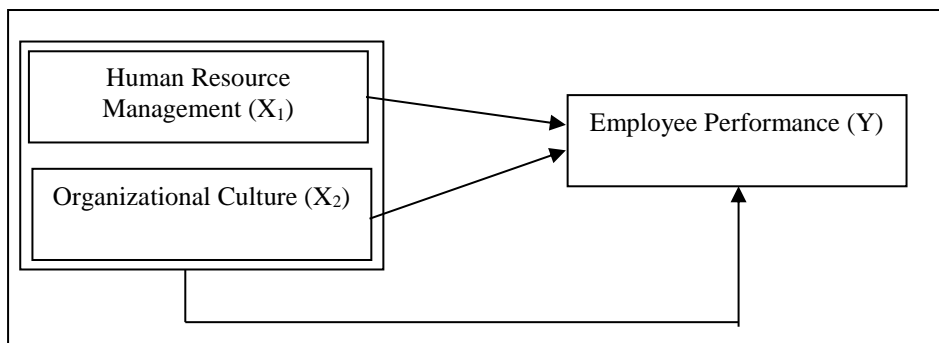


Figure 1. Conceptual Framework

The following is a hypothesis in the study of the Analysis of the Effect of Human Resource Management and Organizational Culture on Employee Performance at PT. Supra Matra Abadi PMKS Aek Nabara:

- H₁ : Human Resource Management (X₁) partially has an effect on Employee Performance (Y) PT. Supra Matra Abadi PMKS Aek Nabara.

- H₂ : Organizational Culture (X₂) partially has an effect on Employee Performance (Y) PT . Supra Matra Abadi PMKS Aek Nabara.
- H₃ : Human Resource Management (X₁) and Organizational Culture (X₂) simultaneously have an effect on Employee Performance (Y) PT. Supra Matra Abadi PMKS Aek Nabara.

2. Methodology

The population is a generalization area consisting of objects and subjects that have the quantity and characteristics set by the researcher to be studied and concluded (Amri et al., 2019) . The population taken in this study were employees of PT. Supra Matra Abadi PMKS Aek Nabara, totaling 89 employees. The research sample taken in this study were employees of PT. Supra Matra Abadi PMKS Aek Nabara, totaling 89 employees (total sampling). The data analysis method used is multiple linear regression analysis and hypothesis testing (Partial Test, Simultaneous Test and Coefficient of Determination) using the SPSS ver application. 22.00

3. Result and Discussions

3.1. Validity Test

This test is useful to find out whether the processed data is *valid* . The following are the results of the validity test conducted by the researcher :

Table 1. Validity Test of X₁

Indicator	r-count	r-table	note
x1.1	0.5136	0.1755	Valid
x1.2	0.6915	0.1755	Valid
x1.3	0.5006	0.1755	Valid
x1.4	0.6711	0.1755	Valid
x1.5	0.6915	0.1755	Valid
x1.6	0.3902	0.1755	Valid
x1.7	0.5495	0.1755	Valid
x1.8	0.5097	0.1755	Valid
x1.9	0.7222	0.1755	Valid
x1.10	0.6915	0.1755	Valid

Based on the smaller r-table value of r-count, it can be concluded that the overall data X₁ is valid.

Table 2. Validity Test of X₂

Indicator	r-count	r-table	note
x2.1	0.5298	0.1755	valid
x2.2	0.6366	0.1755	valid
x2.3	0.4638	0.1755	valid
x2.4	0.5708	0.1755	valid
x2.5	0.4304	0.1755	valid
x2.6	0.5610	0.1755	valid
x2.7	0.5298	0.1755	valid
x2.8	0.6366	0.1755	valid

Based on the value of r-table is smaller than r-count, it can be concluded that the overall data X₂ is valid

Table 3. Validity Test of Y

Indicator	r-count	r-table	note
Y.1	0.6120	0.1755	Valid
Y.2	0.8383	0.1755	Valid
Y.3	0.8383	0.1755	Valid
Y.4	0.8383	0.1755	Valid
Y.5	0.5313	0.1755	Valid
Y.6	0.6120	0.1755	Valid

Based on the smaller r-table value of r-count, it can be concluded that the overall data Y is valid.

3.2. Reliability Test

Table 4. Reliability Test

Variable	Alpha Cronbachs	Information
HR Management (X ₁)	0.788	Reliable
Organizational Culture (X ₂)	0.660	Reliable
Employee Performance (Y)	0.814	Reliable

Judging from the results of the Alpha value greater than 0.60, it can be concluded that the overall data is reliable

3.3. Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is a linear regression to analyze the magnitude of the relationship and the effect of the independent variables which are more than two in number . Multiple linear regression analysis is used to test the effect of one or more independent variables on the dependent variable, following the Multiple Linear Regression equation based on table 5 is as follows:

$$Y = 3.619 + 0.311 X_1 + 0.412 X_2$$

Based on these equations, it is known that:

- a. $X_1 = 0.311$, which means that if X_1 increases by one unit, Y will increase by 31.1%.
- b. $X_2 = 0.412$, which means that if X_2 increases by one unit, Y will increase by 41.2%.

3.4. Hypothesis Test (t Test /Partial test)

Table 5. The t-Test Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	3.619	3,579		1.011	.315
	HR Management (X1)	.311	.093	.338	3.354	.001
	Organizational Culture (X2)	.412	.107	.388	3.846	.000

a. Dependent Variable: Employee Performance (Y)

Based on the results of the t test (partial) it is known that:

- a. Sig value . (0.01) < 0.05 and $t_{count} (3.354) > t_{table} (1.987)$, then Human Resource Management (X₁) has a partial effect on employee performance (Y) PT. Supra Matra Abadi PMKS Aek Nabara (H₁ accepted).

- b. Sig value . (0.00) < 0.05 and t_{count} (3.846) > t_{table} (1.987), then Organizational Culture (X_2) has a partial effect on employee performance (Y) PT. Supra Matra Abadi PMKS Aek Nabara (H_2 accepted).

3.5. Hypothesis Test (F test/ Simultaneous Test)

Table 6. F test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	370,081	2	185,041	30,511	.000 ^b
	Residual	521,559	86	6.065		
	Total	891640	88			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Organizational Culture (X_2), HR Management (X_1)

Judging from the results of the simultaneous test, it can be seen that, Human Resource Management (X_1) and Organizational Culture (X_2) have an effect on the performance of employees (Y) PT. Supra Matra Abadi PMKS Aek Nabara in terms of Sig. $0.000 < 0.05$ and the calculated F_{value} is $30.511 >$ from F_{table} 3.10.

3.6. Determinant Coefficient

Table 7. Summary Model

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 ^a	.415	.644	2,463

a. Predictors: (Constant), Organizational Culture (X_2), HR Management (X_1)

b. Dependent Variable: Employee Performance (Y)

Based on *the Adjusted R-Square* of 0.644, the value of the contribution of the influence of Human Resource Management and Organizational Culture on Employee Performance at PT. Supra Matra Abadi PMKS Aek Nabara is 64.4% and the remaining 35.6% is influenced by other factors outside of this study.

3.7. Discussion

Based on the results of calculations performed using the SPSS application, it is known that the HR Management variable has an effect on Employee Performance at PT. Supra Matra Abadi PMKS Aek Nabara partially. Based on n values of Sig . for the HR Management variable is smaller than 0.05 and t_{count} (3.354) is greater than t_{table} (1.987), then HR Management has a positive and significant effect on Employee Performance of PT. Supra Matra Abadi PMKS Aek Nabara, this means that improving employee performance is influenced by HR management. Likewise, the organizational culture variable has an effect on employee performance at PT. Supra Matra Abadi PMKS Aek Nabara partially. Based on n values of Sig . for the Organizational Culture variable is smaller than 0.05 and t_{count} (3.846) is greater than t_{table} (1.987), then Organizational Culture has a positive and significant effect on Employee Performance of PT. Supra Matra Abadi PMKS Aek Nabara, this means that improving employee performance is influenced by Organizational Culture.

Based on the results of the F test, it is known that the two independent variables affect the dependent variable as seen from the Sig value . smaller than 0.05 and the calculated F_{value} is greater than the F_{table} value of 3.10. Based on the results of Multiple Linear Regression, the equation $Y = 3.619 + 0.311 X_1 + 0.412 X_2 + e$. $X_1 = 0.311$ means that if X_1 increases by one unit then Y will increase by 31.1%. $X_2 = 0.412$, which means that if X_2 increases by one unit, Y will increase by 41.2%.

4. Conclusions

Based on the results of the research that has been done , it can be concluded that:

- 1) Multiple Linear Regression Equation obtained equation $Y = 3.619 + 0.311 X_1 + 0.412 X_2$. $X_1 = 0.311$ means that if X_1 increases by one unit then Y will increase by 31.1%. $X_2 = 0.412$, which means that if X_2 increases by one unit, Y will increase by 41.2%.
- 2) Each variable Human Resource Management and Organizational Culture partially affect employee performance at PT. Supra Matra Abadi PMKS Aek Nabara based on Sig value less than 0.05 and t_{count} greater than t_{table} (1.987)
- 3) is also concluded that Human Resource Management (X_1) and Organizational Culture (X_2) simultaneously have an effect on Employee Performance (Y) at PT. Supra Matra Abadi PMKS Aek Nabara in terms of Sig. $0.001 < 0.05$ and the calculated F_{value} is $30.511 >$ from F_{table} 3.10

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